Quarter 2 Performance Report Summary

Presented below is a summary of performance up to the end of September 2020, in line with the commitments made in the Council Plan 2019 - 2023. The table provides a summary of the differences that we are making for Derby and the on-going impacts of Covid-19 that we are working to mitigate; as we seek to support the city to live with, and recover from, Covid-19.

More detailed updates are provided on pages 2 to 14.

Council Plan 2019-2023 priorities	Reflecting on the on-going impacts of Covid-19 on our performance	Continuing to make a difference for Derby
A city with big ambitions	➢ The risks to **business and employment** in the city are significant, despite continued activity led by the Economic Taskforce our risk rating has been increased. ➢ Reporting on **educational outcomes** may not be possible for 2019/20, local monitoring is taking place with schools, where possible, and national data will be reported if it becomes available. ➢ In line with government guidance and safety there have not been any **indoor cultural events/performances**.	➢ We continue to seek opportunities for **external funding** to support the regeneration of the city, with over £26 million generated through our interventions to date. ➢ Working with partners, we have hosted some **outdoor and virtual cultural events** over the summer months, recognising the importance of this to our local economy, alongside our health and wellbeing. ➢ Progress is being made on **services for children and young people with special education needs and/or a disability**, with positive feedback from parents, the Department for Education and the Care Quality Commission.
A city of health and happiness	➢ A number of our face to face services to **promote and protect public health** have been impacted by Covid-19, but we are working with colleagues to mitigate any risks (i.e. school-based universal assessments for those aged 0-5 years and attendance at sexual health clinics) Early indications also suggest an increase in **alcohol dependency** as a result of the pandemic. Alcohol treatment services need to continue to be promoted and capacity increased to support delivery. ➢ Overall **crime and anti-social behaviour in the city centre** are reduced due to the declined footfall, but we continue to monitor other crime types to target activity (i.e. domestic abuse). ➢ The number of strategic risks in this area has increased, reflecting the possibility of **increasing infection rates locally impacting on our capacity and demand for services**.	➢ Our colleagues have been working with partners to build on the strong community response to the Covid-19 crisis to develop future **community assets and resilience**; supporting the health and wellbeing of our communities. ➢ We are seeing increasing numbers of **children coming into our care**, however with on-going foster carer recruitment activity and support for existing carers we have maintained the total number of fostering households during the pandemic. We have reduced the **percentage of children placed in an Independent Fostering Agency** placement, seeing the impacts of our Payment for Skills approach. ➢ We have seen an increase in **homelessness approaches** since April, with some families placed in bed and breakfast or temporary accommodation; as we work to provide accommodation for all under the **'Everyone In'** initiative. During this quarter, there were an additional 70 private rented tenancies made available, providing permanent accommodation.
A council focused on the things that matter	➢ The total number of working days lost due to **sickness absence** has been impacted by Covid-19, with this now being the third main reason for absences so far this year. Despite this, there has been a marginal decline in our year to date sickness rate when compared with the same period in 2019.	➢ Improvements made in **improving the efficiency** of our processes in 2019/20 continue to have a positive impact on performance in some of our priority areas (i.e. the timely payment of invoices and land charges) ➢ Many colleagues continue to **deliver services remotely**, and we work to **provide more online options for our customers** through our Digital Workforce and Digital by Default projects.

A city with big ambitions

Derby is a great city, but we can be even better. We're already world leaders in some fields and, with the right support, our citizens can achieve great things. This theme is about ambition, being connected to the world and ready to optimise the opportunities that lie ahead.

Key highlights – making a difference

Item description	Type*	Q2 position	Additional information
CYP DA04 1920 - Work with the schools' sector to improve inclusion		On track	Our work is having a positive impact, and exclusions are being reduced with schools providing better support for students. In Derby services for special education needs and disabled children (SEND), the Department for Education and Care Quality Commission have described our improvement as "setting a new bar" and are now using Derby as an example of good practice evidencing our progress since the inspection in June 2019. School based SENCOs (Special Educational Needs Co-Ordinators) are working with us in locality groups and as SEND ambassadors. As a result of our focused activity parents now have greater confidence in the system.
CD&G Obj05 1920 - Maximise external funding and income generation to support the city's development and growth		On track	A number of significant external funding bids have been submitted to date: • Getting Building Fund - three bids were submitted and two were successful, totalling £19 million • Future High Street Fund - a programme bid comprising of six projects, totalling £23 million, was submitting in June, and a decision is expected in the autumn. • D2N2 Pipeline Call - four Expressions of Interest from Derby were submitted, three from the City Council and one was a partnership bid with the University.
Regen PM18 - Investment generated in Derby as a result of Council interventions		£26.466 million	42 Derby Enterprise Growth Fund (DEGF) projects have been closed during this period, and £26.466 million of private sector investment has been checked and evidenced.
SR 6 - Ineffective project management governance: Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget		Risk score 9	The risk score has reduced from 12 at the end of March 2020 to the current score of 9 (medium risk). The Programme Management Board recommenced in June 2020, following a short pause, and project monitoring has continued throughout the Covid-19 period. All projects on our corporate project dashboard have a nominated Senior Responsible Officer and Project Manager.
RE5 – Becketwell *The quarterly project confidence assessment was classified as 'amber / green' at the end of March 2020.*		Amber / Red	Progress made over the period includes: • Planning: Reserved matters application for the phase 1 build to rent (BTR) scheme submitted on 7 September 2020. • Debenhams demolition: Practical completion achieved on 17 August 2020. • Pennine Hotel demolition: Tenders returned on 21 September. Contract award planned for November 2020. • Public Square (Council Funded): Contract executed

Item description	Type*	Q2 position	Additional information
			July 2020, BTR scheme due to start April 2021, Public Square planned for completion March 2023. • Victoria House Vacant Possession: Full Vacant Possession achieved on 14 September 2020. • LEP Funding: Final Business Case (FBC) document drafting nearing completion, due for submission to the Local Enterprise Partnership on 9 November 2020.
FD2 – Our City Our River: Package1 & committed works in Package 2&3 (Munio)		Green	Some minor matters require completion on Phase 1, and we expect contractual completion to occur by the end of December 2020. The PK1 area flood benefit outputs have been achieved and were reported to the Environment Agency at end of March 2020. Elements of Packages 2 and 3 works have been funded through Munio (European Regional Development Fund). The main construction works are complete, with a short delay to landscape reinstatement works due to weather and Covid-19 working restrictions. The financial profile of this project has been amended to reflect changes to the delivery programme in 2019/20 and to reflect works to a number of sites, which are continuing into 2020/21.
HT11 / HT16 - A52 Strategic Transport Scheme *The quarterly delivery confidence assessment has improved from 'amber / green' at the end of June 2020 to 'green' at the end of September 2020.*		Green	• Footbridge – TMDs (tuned mass dampers) installed and anti-slip coating applied to the bridge deck. Works continued on approach ramps including materials procurement, fabrication and installation of balustrades. • Wyvern Way - on-slip to A52 westbound fully opened. Signals switched on at the four junctions. • Attenuation tanks - backfill completed and sheet piles cut down. • Wyvern Access Bridge - bearings work and deck refurbishment/waterproofing works completed ahead of programme. • A52 Westbound Central Reservation Barrier - remedial works completed.
RE10 – Castleward *The <u>final</u> project delivery confidence has been assessed as 'green', which is an improvement from the end of March 2020 when it was assessed as 'amber / red'.*		Amber / Green	All current consequences of Covid-19 have been incorporated by contractors working in Castleward. The possible impact of Covid-19 on existing business subject to compulsory purchase is yet unknown. To mitigate risks, grant availability to businesses in Castleward has been communicated in partnership with the Economic Growth Team; as part of our city economic recovery.
RPP DA12 1920 - Develop the Transforming Cities Fund programme with Nottingham City Council and deliver Tranche 1		On track	Covid-19 delayed the earlier delivery of Tranche 1 projects, as contractors worked through the new restrictions and due to furlough had been unable to complete negotiations. Trials of new traffic signal technology in Nottingham were also delayed, which has impacted on the delivery of measures in Derby. Tranche 1 delivery projects are however now all on site, and funding is committed with an anticipated completion by approximately January 2021. Despite the impacts of Covid-19, Tranche 2 has commenced, and consultants have been appointed to assist in further project development and forward design.
L&C PM04 - Attendance at Derby Live produced, presented and supported events and performances		**Over 7,000 attendees at events hosted to date**	In line with government guidance there have been no indoor performances. Outdoor events have also been impacted with lockdown restrictions impacting on any quarter 1 activity. There have however been a couple of outdoor theatre performances at Markeaton Park in

Item description	Type*	Q2 position	Additional information
			September, along with attendances at the Derby Market Place. Both the Darley Park concert and the Derby Folk Festival were delivered virtually, as we have worked with partners to maintain a cultural offer.

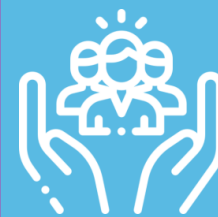## Key highlights - our priorities for improvement

Item description	Type*	Q2 position	Additional information
SR 19 - Business resilience and loss of jobs: Business resilience and loss of jobs in light of Covid-19		**Risk score 12**	The risk score has been increased from 9 to 12, as a result of the on-going impacts of the pandemic. Vacancy rates in our city centre have risen from 15% to 40% since March 2020, and our youth unemployment is much higher than comparators. Our colleagues from Regeneration continue to support struggling business, making it easier for redundant workers to access alternative employment opportunities, enabling training and providing other support for unemployed people, alongside creating opportunities for entrepreneurialism and business diversification.
CD&G Obj02 1920 - Refresh the City Centre Masterplan and deliver major regeneration projects in line with the Masterplan and Economic Growth strategy		**Some slippage** – *objective to be updated*	The City Centre Masterplan and Economic Growth Strategy will require review to reflect and address the impacts of Covid-19, which will be a key element of our Recovery Plan. We are however continuing to deliver major regeneration projects for the city; Castleward, Becketwell, Our City Our River, the Market Hall and proposals for a new performance venue at Becketwell.
PR4/ PM52 – The Market Hall transformation *The quarterly delivery confidence assessment has been re-classified from 'amber / green' to 'amber / red' from June 2020 to September 2020.*		**Amber / Red**	Phase 1B works have started and are on time and in budget. New contract arrangements with the principle contractor are in place for a Design and Build approach. Covid-19 has had an impact on the project; however, the Market Hall is open, and work continues on Phase 1A, with special measures in place to protect the workforce. A report will be prepared for November Cabinet on the project, including updated costs.
SP DA03 1920 - Explore ways in which climate change can be mitigated		**Some slippage**	The Covid-19 pandemic has delayed activity due to redeployment activities to support our critical services, with a focus on our emergency programmes. A number of key milestones have however been completed over the last few months… • It has been agreed that the work at a city level will form part of our Recovery Plan, particularly in support of the de-carbonize theme. • The University of Derby has agreed to Chair a Derby Climate Change partnership, which will include businesses and have cross-party representation. • A Council working group has been set up, chaired by the Chief Executive, to focus on our 'in-house' activity.
IC Obj02 1920 - Improve SEND Service performance and meet statutory deadlines in line with SEND Code of Practice		**On track**	Focused development work through the Written Statement of Action has seen improvements to the Education Health and Care Plan (EHCPs) process being implemented, including; better visibility of data, the implementation of a new IT system, a quality assurance process and the recruitment of additional SEND Officers.
DD7 – Local Area SEND Reforms (Written Statement of Action)		**Amber / Green**	

Item description	Type*	Q2 position	Additional information
SR17 - Failure of Local Authority and Local Area (Local Authority and key local Health partners jointly) to implement the SEND reform: Failure to make sufficient progress against the WSoA before next OFSTED inspection (a year to 18 months from when the Written Statement of Action (WSoA) was agreed – Dec 2019)		**Risk score 8**	Early data is showing positive signs on the impacts of these improvements on both timeliness and quality, and it is anticipated that this upward trend will continue. This development work has continued at pace, despite Covid-19 placing increased demand on the team to help support those with children and young people that already have plans. It should also be noted that positive feedback continues to be received from the Department for Education on the progress being made with the WSoA.
SEND 06 (L&I PM26a) - Percentage of new Education Health Care Plans (EHCPs) issued in 20 weeks		**19.2% of all plans have been issued in 20 weeks**	The percentage of plans issued in 20 weeks is increasing month on month and is forecasted to be on track to reach the monthly target of 60% (national average) in December 2020. External plan writers will support from November 2020 and four additional team members will join the service from the start of November 2020. 80% of new requests from April 2020 have been processed within 20 weeks, and current cumulative performance figures is impacted by the backlog of older assessment requests.
C PM23 - Number of students at specialist out of area educational settings (INMSS and SP16i)		**192**	The start of term in September means there has been a rise in learners attending these institutions. More EHCPs have been completed for the new academic year, but due to special schools in the city being full, out of area places are required. A full breakdown and rationale for each placement is considered and ratified by the Resource Allocation Panel, and all placements have a full audit trail leading up to approval.
PTE Obj02 1920 - Develop the Derby Infrastructure Plan in collaboration with the National Infrastructure Commission (NIC)		**Some slippage**	The Covid-19 pandemic has delayed activity due to redeployment activities to support our critical services with a focus on our emergency programmes. An interim report was submitted to the NIC to support their timescales. The options and issues framework have however been drafted and will be going back out to stakeholders for review and challenge over the coming months. The NIC launched a report on their programme at a recent Centre for Cities virtual event, where Derby was represented on the Question & Answers Panel. Over 200 people joined the session.
SR11 - BREXIT transition affects delivery of services: BREXIT transition impacting the delivery of council services and wider outcomes for the city		**Risk score 6**	Risk remains medium (possible, with high impact) and continues to be treated via the controls in place, which includes regular meetings of the Brexit Working Group. The group is considering options pertaining to a 'no deal' Brexit or minimal trade deal with the European Union.

A city of health and happiness

Whilst we look to the future, we are also focussed on making Derby a great place to live in the here and now – somewhere that people from all generations and all backgrounds can have a good quality of life, and feel part of a thriving community, because we know that a happy city is a healthy city.

Key highlights - making a difference

Item description	Type*	Q2 position	Additional information
EHCS PM22 - Total number of agency workers in Children's Social Care		**12 workers**	We have continued with a robust approach to the recruitment of new staff, alongside monitoring social worker sickness, which has enabled us to maintain progress in this measure. We have also been offering short-term contracts to manage maternity leave cover.
IC PM06 - Number of households assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice		**212 households**	Our colleagues have re-started home visits, but Covid-19 impacted on activity at the start of the year (for both us and contractors). Best practise continues to be observed to ensure safe working with our vulnerable clients during the pandemic.
IC PM05 - Number of cases completed by Handyperson Service		**357 cases**	The Handyperson Service has been heavily involved with supporting hospital discharge works, requests from Adult Social Care and urgent works from the Healthy Housing Hub. Other works normally carried out through the service have had to be put on hold due to the vulnerability of the client group.
IC PM07 - Number of Disabled Facilities Grant adaptations completed		**58 adaptations**	The pace and scale of delivery has been significantly affected by Covid-19. In particular, the pace of delivery has slowed as we prioritise the protection of our vulnerable client groups.
PH PM14 - Successful completions as a proportion of all those in drug treatment (opiates)		**6.1%**	Where possible, individuals will remain in treatment where support can be accessed, and risks monitored. Face to face support has increased but is still limited.
PH PM15 - Total numbers in effective alcohol treatment		**378 individuals**	Early indications suggest an increase in alcohol dependency as a result of the pandemic. Alcohol treatment services need to continue to be promoted and capacity increased to support delivery.
PH PM16 - Smoking quit rate (percentage stopping at 4 weeks)		**59%**	Smoking cessation figures have remained consistent throughout the pandemic with the service operating at full capacity through telephone and virtual support. To mitigate social distancing and encouraging people to stay safe the service has been operating a smoking medication (NRT) home delivery service.
PH PM18 - Percentage of children and young people that have had a 6 to 8-week Public Health Nursing review		**98%**	Despite the ongoing impact of Covid-19 and an increasing number of cases, performance is positively on track to meet the target.
DD6 - Swimming Pool/Moorways		**Amber / Green**	The main contract works commenced February 2020. The capital element of the scheme is forecast to be delivered within budget; subject to the confirmation of Covid-19 costs, that there is no planned acceleration and that any final amendments to the scope are minimal. Audit outcome deemed substantial controls are in place.

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PPS PM01 - Number of recorded crimes in the city centre (rolling 12 months)		**3,338 crimes**	Significant decreases in footfall have reduced opportunity shoplifting, theft and robbery; reducing the overall total number of recorded crimes in the city centre. The night-time economy has also been impacted by Covid-19 and reduced opening hours have impacted on alcohol related crimes. Lockdowns also reduced opportunities for burglary.
PPS PM02 - Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months)		**1,200 incidents**	Anti-social behaviour is reduced, impacted by the decline in footfall. There have been marginal increases in environmental crimes (i.e. fly-tipping).
YA&H PM08 - Number of new affordable homes provided (gross)		**87 homes**	Due to the pandemic, house moves were temporarily stopped, in line with national guidelines, and construction sites closed down. This has resulted in a delay to delivery and is likely to affect the year end performance. We are working with developers and providers to reprofile our delivery for 2020/21.
ASC DA04 1920 - Reducing homelessness and enabling access to affordable housing		**On track**	Homeless prevention and relief cases have increased enabling Housing Options to reduce homelessness acceptances, which saw a further 32% reduction in the number of accepted homeless cases. The number of evictions from privately rented housing remains very low due to the suspension of court proceedings. During this quarter, there were an additional 70 private rented tenancies made available for Housing options customers.
DH H&A PM02 - Number of homeless approaches - those where an HRA application is activated on RARS		**1,095 approaches**	The cumulative number of homeless approaches since April is 1,095, an increase of 574, which is a 13% increase on the last quarter. The beginning of the financial year saw a reduction in the number of approaches due to the Covid-19 restrictions and lockdown. However, there has been a month on month increase in this number with the exception of August.
DH H&A PM06a - Number of new households placed in bed and breakfast in a month - singles		**245 individuals**	There have been 245 new single household placements in B&B since April 2020, with 43 new placements made in September. This is an increase of 5 on the August figure. The 'Everyone In' initiative remains in place resulting in the high number of placements.
DH H&A PM06b - Number of new households placed in bed and breakfast in a month - families		**52 households**	Since April 2020, there have been 52 new families placed in B&B. In the month of August there were 11 new placements, which is an increase on the previous month when there were 5 new placements. This is also despite a large number of alternative temporary accommodation units being available this month.
DH H&A PM09 - Number of new households placed in temporary accommodation other than bed & breakfast in a month		**77 households**	Since April 2020, there have been 77 new households placed in temporary accommodation other than B&B. The 21 new placements this month saw the largest number of placements in a month this year. During the Covid-19 pandemic, the Government issued guidance to prioritise social housing allocations to households living in temporary housing. This resulted in a greater number of households moving on to permanent housing creating more temporary vacancies.
DH H&A PM16 - Estimated number of people sleeping rough on a single night – monthly count		**9 people**	The Rough Sleepers Team identified nine individuals sleeping rough in Derby while conducting their daily outreach in September 2020. The REST Team are now completing two outreach sweeps of Derby, which includes targeting specific areas that members of the public or other professionals have identified people

Item description	Type*	Q2 position	Additional information
			sleeping rough in. Every person who has been seen sleeping rough has been offered emergency accommodation under "Everyone In" Covid-19 guidance, and we are working with customers who do not want to access particular types of emergency provision to overcome barriers and resolve their homelessness longer-term.
SR 25 - Covid-19 exit plans are not sufficiently robust to support the long-term response to rough sleeping and homelessness (including those at risk) in the city		**Risk score 12**	Work is on-going through targeted activity with partners to identify and address homelessness and rough sleeping. A review of the Rough Sleeping Strategy will be completed and there is a private renters sector recovery plan in place. Activity is monitored regularly, and issues are escalated as they emerge. There are on-going briefings to senior managers on activity and risks in this area.

Key highlights - our priorities for improvement

Item description	Type*	Q2 position	Additional information
SR 18 - Increase in number of individuals/households 'in need' following Covid-19		**Risk score 16**	There has been an increase in referrals to children's social care compared to the same period in 2019 (2.1% cumulative), with the rise being as high as 75% when individual months are compared (August). Comparable rises have also been recorded in Adults Multi Agency Safeguarding, where referrals are increasing significantly (13% compared to 2019) and the increase is characterised by additional complexity. There are delays in processing these referrals and a risk-based prioritisation tool is in place. Overall, this risk remains significant. Existing controls remain in place for both Children's Social Care (CSC) and Adult Social Care (ASC), with the following activity supporting on-going mitigations: • Planned development of Local Area Coordination to engage communities pre-early help (CSC). • Covid-19 audit activity completed (CSC). • Threshold discussions with partners and targeted discussions with schools (CSC). • City and County multi-agency board created to monitor, predict and respond to future demand, led by the Safeguarding Partnership (CSC) • Weekly review of capacity and waiting lists(ACS).
SS PM07 - Children in Care per 10,000 population aged under 18 (EIISS PM05)		**107.10 per 10,000 population**	The number of children in care per 10,000 population aged under 18 has increased, from 103.2 per 10,000 at the end of June 2020, to 107.1 per 10,000 at the end of September 2020, as a result of increasing numbers of children and young people entering care. We are working to support families at the earliest opportunities through the re-alignment of services in Early Help to focus on prevention from entering care. To support safe and appropriate exits from care there are three new colleagues within the Child Permanency Team, who are focused on special guardianship orders, adoption and other safe exits.
S10 - Budget overspend due to high numbers of children in care: Continued high demand for statutory children's social care services, with insufficient numbers of Derby Foster Carers to reduce our spend on external IFA placements		**Risk score 16**	

Item description	Type*	Q2 position	Additional information
PS2 - Strategic Demand Management (high demand, sufficiency challenges and budget implications)		**Amber / Green**	Despite some slight slippage, as a result of reduced capacity in the Covid-19 context, activity has continued on the following workstreams; services interventions and prevention, home to school transport and payment processes. Since the start of April 2020, our payment process has gone live, and there have been two commissioning posts recruited to, supporting on home to school transport.
SS PM23b - Percentage of children placed with independent fostering agencies		**74%**	Despite rising numbers of children in care, the service has managed to reduce the percentage of children in Independent Fostering Agency (IFA) placements from 75.9%, at the end of March 2020, to 74.0% at the end of September 2020. This has been achieved by increasing the number of fostering places available and using an agile approach to placing children with in-house carers. Recent recruitment of some experienced foster carers has helped to match various types of need with our carers. A payment for skills initiative has also helped to attract such carers, consequently improving our fostering capabilities and capacity. Recruitment activity is being undertaken virtually during the pandemic, which has helped us to maintain our levels of mainstream carers. We also continue to attract a high level of enquiries.
CYP2 - Corporate Fostering Recruitment Board		**Amber / Green**	At the end of September 2020, the number of Derby City Council active mainstream fostering households was the same as at the end of March 2020 (104). There have been seven approvals and seven de-registrations in 2020/21 to date. This includes the approval of some experienced, previously IFA carers, which has helped to match various types of demand to supply.
SS PM34 - Total number of active approved fostering households		**104 households**	During the Covid-19 pandemic, the fostering service has adapted by holding virtual marketing/recruitment events, which has meant we have maintained the number of enquiries generated. Assessments, training, and panels have also been undertaken virtually, which has had some impact on the timescales for statutory checks.
PH Obj05 - Support improvements in health and wellbeing through a focus on health improvements and wider determinants		**Some slippage**	The Tobacco Control Strategy and Plan is on hold, though existing work continues. Discussions are on-going with Drinkaware to see what interventions can be implemented during the pandemic restrictions, whilst the main project will be postponed until the spring. Most of the work in this area has however been put on hold due to resources being required for addressing Covid-19. Work has continued on building on the strong community response to the Covid-19 crisis to develop future community assets and resilience.
PH Obj02 - Improve health and wellbeing through effectively commissioned and managed provided services that are Adverse Childhood Experience (ACE) informed		**Some slippage**	Activity has been impacted by the pandemic, with many services commissioned from NHS providers. Work to re-establish emergency interim procurement arrangements for both CYP 0-19 and sexual health services has been completed but services will continue to be impacted by the pandemic. Mitigations are in place to maintain greater support to our providers in phase 2, however Public Health capacity will be impacted by Covid-19.
PH PM19 - Total number of universal health assessments (0-5 years)		**6,305 assessments**	Overall performance is lower than historical performance because there have been no hearing, vision or weight management screenings taking place in schools. Screenings are however due to restart over the

Item description	Type*	Q2 position	Additional information
			next few months, as lockdown restrictions allow.
PH PM17- Total number of first attendances in Sexual Health clinics (in area) % (this includes all attendances/contact)		**2,581 attendances**	Due to the impacts of Covid-19 the year to date figure is 2,581 attendances, which represents a 45% decrease when compared to the comparable time period last year. Restrictions in clinical services continue with only urgent cases being seen in clinic. Positively, an upward trend has been noted in digital service access.
DD5 - Leisure & Culture Options Appraisal		N/A	The implications of some key decisions made by the Council, such as the performance venue, are being assessed.

Changes that have taken place within the leisure and culture sectors during the Covid-19 pandemic are being considered.

The impacts of Covid-19 have been incorporated into the financial modelling to assist decision making. |
| SR 23 - Localised outbreak of Covid-19: Outbreak of Covid-19 in Derby | | **Risk score 16** | To identify and mitigate risks there are a number of controls in place:
• Covid-19 Programme Board and our Strategic Covid-19 Group (SCG)
• Local Outbreak Management Plan
• Weekly surveillance reports are published
• Test, trace and isolate activity
• Extended Covid-19 governance (i.e. the Joint Covid-19 Health Protection Board, the Local Resilience Forum, the Operational Outbreak Group and the Local Engagement Board).

Current local arrangements are in line with the national direction, with a local 'Let's do the right thing for Derby' campaign is on-going. Incident Management Teams are being established to co-ordinate a response to local issues. |
| SR 24 - Inability to meet statutory duties in key service areas due to Covid-19 | | **Risk score 12** | Due to the complex demands of the pandemic this is a significant risk.

We are currently experiencing key pressures in relation to our Environmental Health services (specifically food safety); however, we are working to increase capacity and resilience through external recruitment. Internal re-deployment arrangements are being reviewed and where there are opportunities for support these will be identified.

It should be noted that whilst we have not enacted the easements of the Care Act in Adult Social Care, there remains significant demands on the service in response to the pandemic. This primarily relates to:
• supporting external care providers and family carers to maintain a safe level of support;
• having adequate Personal Protective Equipment and robust infection control measures; and
• complying with national guidance and directives, such as testing.
Our own in-house care services are also experiencing business disruptions due to front line care staff needing to self-isolate due to Covid-19 exposure or symptoms. There have been multiple Covid-19 outbreaks in care settings that have needed the support of Council officers so that our statutory duty to maintain care for people under the Care Act can be fulfilled. |

Item description	Type*	Q2 position	Additional information
			Significant resources are also being deployed to support the NHS, particularly with regards to managing safe hospital discharges and transfers of care. There is monthly reporting to the Children's Safeguarding Assurance Meeting on caseloads, where pressures are reviewed and additional capacity commissioned via agency staff, as required.
DD29 – Roadside NO2 Local Air Quality Plan		**Red**	Delivery has been, and continues to be affected, by the pandemic i.e. adhere to government guidance, changing guidance over time, impact on contractors and suppliers of goods and services. It is also anticipated this will have an impact on the project costs. We are still doing everything to deliver the measures, as quickly as possible, to meet the legal limit in the shortest possible time. Elements of the project are now going out to tender and we will need confirmation of tender costs in order to refine our cost forecasts. We have communicated with the Government's Joint Air Quality Unit (JAQU) to confirm they acknowledge the impact, particularly in respect of the ministerial direction and grant conditions.
SR14 - Adverse Outcome to estimated fair value determination: Adverse outcome to estimated fair value determination of Long-Term Waste Management Contract		**Risk score 16**	Work continues to determine the condition of the facility. This work was temporarily paused during quarter 1 due to Covid-19 but was reintroduced during quarter 2 with limitations to allow for safe working practice and social distancing. This work will allow us to ascertain what measures will need to be in place for the facility to become fully operational. Contingency measures have been put in place to ensure that residual waste, recycling centres and transfer stations continue to operate.
VP8 - Waste Disposal New Treatment Plant		**Red**	

A Council focussed on the things that matter

The City Council is here for Derby, and our third theme brings together all the action we're taking to make sure we are serving the city in a modern and efficient way, and securing the most benefit for every pound we spend. We are your council, governed by the councillors you elect and funded by taxpayers, so listening to your views is a priority for us.

Key highlights - making a difference

Item description	Type*	Q2 position	Additional information
DBD1 - Digital by Default Programme		Green	Progress continues to be made. The following activities were completed during the first half of 2020/21, many of which have supported our local area response to Covid-19: • GOV.UK Notify deployment • business rates grant application form and business rates system implemented to allow the effective administration of the Business Rates Grant Scheme and the payment to businesses through BACs (Bankers' Automated Clearing System) • personal protective equipment request form • colleague coronavirus testing form • details of how to work from home were published for our colleagues • development of a neighbourhood database to connect vulnerable citizens with volunteers in their local area • a new COVID response area was published on the derby.gov.uk • MyAccount bins delivery integration • track and trace isolation grant. Work is continuing on: • the website relaunch scheduled for the end of October 2020 • further microsite rationalisation • integration of revenues and benefits into MyAccount • councillor case work system • Community Hub system • A single view of the customer for the Advice Alliance.
ITC2 - Implementation of Windows 10 and Office 365 (Digital Workforce)		Green	Windows 10 is now ready to be rolled out to more than 1,700 users and the project is on track for complete rollout by December 2020. The following aspects of the project have been completed: • Physical servers now removed from data centre • Email • DCC Citrix, subject to minor activity that is on-going • Skype – we are continuing to work with business teams to rollout call groups to assist with working practices.
CM PM01a - Payment of invoices within 30 (+2) days of invoice date		77% within 30 days	Payment performance through the central Accounts Payable team is on track to meet the annual target of 75%.
L&D PM07b - Average time taken (days) to issue a Local Land Charges search		8 days	We are meeting turnaround times following a spike in applications from June after lockdown restrictions were eased and the stamp duty holiday was announced.

Item description	Type*	Q2 position	Additional information
SR7 - Ineffective contract management: Inconsistent and/or poor contract management arrangements that are not in line with our agreed standards		**Risk score 8**	Risk remains medium (possible, very high impact) and continues to be treated through our established controls… • All major contracts issued with support from the Procurement Team. • Procurement e-learning is available for managers. • Regular review of contract registers. Further mitigations will be achieved through completing a review of our contract procedure rules and the on-going evaluation of our training options.

Key highlights - our priorities for improvement

Item description	Type*	Q2 position	Additional information
SR15 - Inability to deliver a balanced MTFP: Changes in Government Funding frameworks alongside increasing local budget pressures *Risk score increased from 9 at the end of March 2020.*		**Risk score 16**	The current Medium-Term Financial Plan (MTFP) does not reflect the impacts of Covid-19. A Covid-19 tracking sheet is in place, which shows the short-term cost implications of the current Covid-19 pandemic. The overall MTFP is an on-going process and continues to be assessed. Change Resources have been identified against current MTFP themes to work with Directorates to help them achieve the savings.
SR16 - Failure to deliver against our annual revenue budget: Insufficient resources to meet planned expenditure; external impacts which may impact on long-term financial resilience such as Covid-19 *Risk score increased from 3 at the end of March 2020.*		**Risk score 12**	Reserves are monitored on an on-going basis and reported to Cabinet quarterly. The impacts of Covid-19 have been incorporated into monthly monitoring with emerging pressures outlined and associated funding monitored, with returns to government submitted on time. The current risk to the annual budget is being tolerated, with mitigations in place and under continuous review. *It is proposed SR20 closes at the end of Q2 as SR15 and 16 have both been updated to incorporate the risks of Covid-19.*
SR20 - Financial unsustainability, as a result of the Covid-19 pandemic		**Risk score 12**	
CP 08f - Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		**5.18 days per full-time equivalent**	At the end of September 2020, 5.18 working days had been lost due to sickness, which is less than 2019 when 5.8 working days had been lost; despite the impacts of Covid-19 The top 3 absence reasons across non-schools was due to: • Stress/Anxiety - 28.66% of all absences • Absences categorised as 'Other' -10.08% • Coronavirus: Covid-19 (Suspected and Confirmed) illnesses - 9.01%. Managers continue to be accountable for managing attendance effectively in their teams at this time, and they are supported by advice from HR and Occupational Health and Wellbeing teams.
EARS PM53 - Percentage of sickness incidents where a return to work interview has been completed within three working days		**74.5% completed in 3 working days**	There has been a decline in compliance rates for return to work interviews, which may have been impacted by the competing demands many colleagues are facing in the delivery of business as usual, alongside responding to Covid-19 and supporting our local area recovery. Targeted support is available where needed to ensure colleagues

Item description	Type*	Q2 position	Additional information
			are appropriately and safely returned to work.
SR9 - Above average working days lost due to sickness absence: Higher than average number of working days lost due to sickness, impacting on our ability to deliver current and future service priorities in affected service areas		**Risk score 12**	Risk remains significant (probable, very high impact) and has been redefined and replaced during Q2 by SR21 (*Health and Wellbeing: Perceived low levels of emotional health and wellbeing amongst council colleagues*), to reflect the risk rather than the current 'issue'. The controls and actions for this risk will be carried forward into the re-defined risk, which will be monitored from Q3 onwards. Sickness levels will continue to be monitored through performance reports, which are reported to both Executive Scrutiny and Cabinet every quarter.
SR1 Staffing – capacity, skills and knowledge: Increasing demands on existing resources		**Risk score 9**	This risk was the subject of a targeted review in July 2020, and it is proposed that it will be replaced by two new strategic risks; SR21 (*Health and Wellbeing: Perceived low levels of emotional health and wellbeing amongst council colleagues*) and SR22 (*Capacity: There is a lack of capacity within some teams to deliver core service offers, and in some instances meet statutory duties*). The controls and actions for this risk will be carried forward into the new risks to ensure mitigations are maintained. It should also be noted that additional risks have been introduced to the strategic risk register to reflect the impacts of Covid-19 on statutory services.
SR 3 - Cyber threats to our systems: vulnerability of the Council 's IT estate to cyber attacks		**Risk score 12**	This risk remains significant (probable, very high impact) and continues to be treated through the controls in place and the further actions. As cyber threats are constantly evolving, we have continued to focus on cyber security. All colleagues are completing refreshed GDPR (General Data Protection Regulation) training (75% of colleagues had updated it at the end of September 2020), and we are working to maintain the profile of this risk through the Information Governance Board.
SR 8 - Poor data and records management: Poorly defined, inconsistent records management systems and processes		**Risk score 9**	Risk remains medium (probable, high impact) and continues to be treated through the controls in place… • Audits of key systems. • Information Asset Owners and the work of the Information Governance Working Group. • Training on data protection. • Robust reporting of data breaches and learning.
PROP Obj03 1920 - Extend the property rationalisation programme to make the most of property we own and dispose of any we no longer need		**Some slippage**	The "rationalisation programme" is currently being reviewed and re-defined to assist with the Covid-19 implications, and savings that are required to be made. A plan is being established in conjunction with the Strategic Director of Corporate Resources. Resources will be required to deliver the plan, once agreed. The disposal of properties surplus to requirements and those that have previously been marketed is continuing.
SR5 - Non-compliant condition of Council properties		**Risk score 12**	This risk remains significant (probable, very high impact) and continues to be treated with our actions on-going. This risk is expected to be reduced with the implementation of the updated policies identified in our mitigations (i.e. gas policy, fire policy and health and safety), alongside the development of the Buildings Manual. For our leased premises, follow up letters have been sent to the tenants (businesses), since they re-opened after the lockdown.

Supporting notes

All assessments for the 'Q4 position' reflect the **present** position, not future forecasts. A summary of the criteria for each assessment is provided below:

Performance measures (📈) and Council Delivery Plan actions (📋)

Colour	Status	Measure
Blue	Completed	Performance above the target by 10% or more
Green	On track	Performance is 2% below the target or exceeds it by up to 10% over
Amber	Minor slippage	Performance is between 2% and 10% below the target
Red	Major slippage	Performance more than 10% adverse of target

Projects, marked with the symbol 📋

GUIDANCE on RAG and DCA (Delivery Confidence Assessment)	
RAG rating criteria for Programmes/Projects (PRESENT State)	
Key Criteria	● Project or Programme is running to time against key milestones and plans ● The forecast cost is still unchanged from that originally budgeted or the agreed revised budget ● The scope as agreed by the project /programme board can be achieved within tolerance ● The business benefits are on track to be realised in line with planned realisation criteria and agreed tolerance levels ● The RAG rating reflects the assessment that the key risks to the project or programme are managed and mitigated, and the business benefits tracked monitored and managed to ensure that the expected business benefits are realised
Green	All key criteria (Time, Cost, Scope and Benefits) are on track to be achieved. Risks are being managed and do not require escalation.
Amber / Green	One of the key criteria may not be delivered within tolerance; Risks are being managed and do not require escalation
Amber / Red	Two or Three of the key criteria may not be delivered within tolerance. Risks are being managed and do not require escalation
Red	All four key criteria cannot be delivered without further significant intervention (Consider whether the project should continue). Risks are being managed and do not require escalation
Pre Start / Completed	Project / Programme closed / historically not reported on the dashboard/Pre START Stage
DCA rating criteria for Programmes/Projects (Future State)	
Key Criteria	The Delivery Confidence Assessment (DCA) is a statement of the likelihood of the programme/project delivering successfully and achieving the required outcome (FUTURE state) and will sit alongside the RAG status that reflects progress against Time, Cost, Scope and Benefits (PRESENT state).
Green	Successful delivery of the project/programme appears highly likely given all we know and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Amber / Green	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun
Amber / Red	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible
Red	Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget, required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable
Pre Start / Completed	Project / Programme closed / historically not reported on the dashboard/Pre START Stage

Strategic Risks, marked with the symbol 🗂

Risk Assessment Guidance

Risk Likelihood Key				
	Remote	**Possible**	**Probable**	**Highly probable**
Certainty	Extremely unlikely	Fairly likely	More likely than not	Almost certain

Risk Impact Key				
	Low	**Medium**	**High**	**Very High**
Compliance & Regulation	Minor breach of internal regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Financial	Below £500,000	Between £500,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
Operational Delivery	Low level processes would need to be revised but the issue could be resolved	Significant work required by a team to repair operational systems	Significant work required by all levels to resolve the matter	Fundamental organisational changes would be needed
Reputation	Complaints from individuals / small number of stakeholders Low local media coverage	Broader based general dissatisfaction with the organisation Adverse local / national media coverage	Significant adverse national media coverage	Persistent adverse national media coverage
Health & Safety	Minor Injury to employee or someone in DCC's care	Serious Injury to employee or someone in DCC's care	Fatality to employee or someone in DCC's care	Multiple fatalities to employees or individuals in DCC's care
Strategic	Limited impact on achieving organisational strategy	Would impact on the organisational objectives	Would require a significant shift from current strategy and objectives	Would require a fundamental change in strategy and objectives