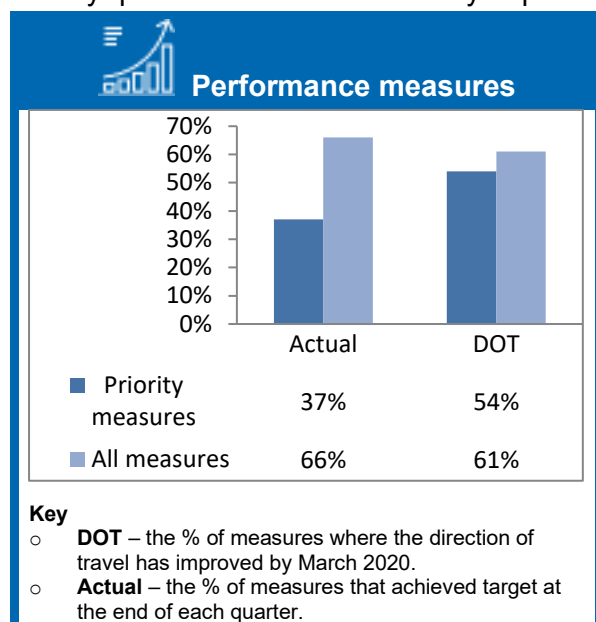



## Quarter 4 - Performance Monitoring Summary Report

There were 70 actions and 55 priority performance measures in our 2019/20 Council Delivery Plan (we monitor more than 200 performance measures in total, which are linked to business plan commitments). We also monitored a further 22\* priority projects (*there is some cross over with actions in the Delivery Plan on projects*) and all our strategic risks, reporting to Cabinet every quarter. Below is a summary of performance at the end of March 2020.

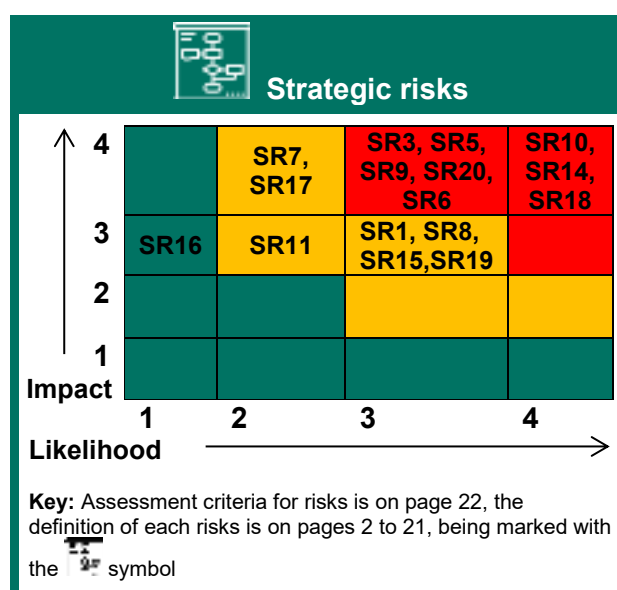
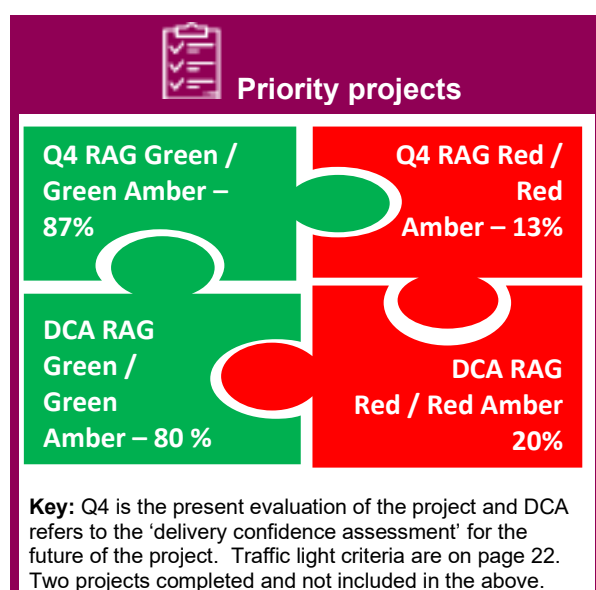


 **Council delivery plan actions**

Status	Q4 position**
On track	71% (39 actions)
Some slippage	22% (12 actions)
Major slippage	7% (4 actions)

There are **70 actions** within the 2019/20 Council Delivery Plan. The table above presents a summary of **all actions**; but only those with notable progress (positive or negative) are reported on pages 2 to 21.

**\*\*NB - Some monitoring has been impacted by Covid-19, please refer to page 23 for where updates are delayed. % based on updates available**



Presented on pages 2 to 21 is a summary of progress, as it was at the end of March 2020, by our three Council Plan themes...

Themes			
	A city with big ambitions	A city of health and happiness	A council focussed on the things that matter
	Pages 2 to 7	Pages 8 to 16	Pages 17 to 21

NB - Supporting information on key terms and evaluation criterion are set out on page 22. Data / information outstanding, impacted by Covid-19, is reported on page 23.

\* Two projects previously reported as 'completed' are not within this report (Murray Park and Cashless Council) and a further six projects that were part of the original framework are either on hold, have ceased or have been incorporated into other projects that are reported (PM50 - Property Improvements Capital Projects, PS1 - SEND High Needs Block, PR2 – Total FM and IT9 – HR Attendance Management, Bold Lane and Assembly Rooms).

## 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.

### Themes

### A city with big ambitions



**13** Performance Measures  
**6** Projects (2 now on hold)  
**4** Strategic Risks  
**23** Council Delivery Plan Actions



% priority performance measures meeting target at Q4	22%
% priority performance measures improved from March 2019	60%
% of Council Delivery Plan actions delivered or 'on track'	55%
% projects on target at March 2020	100%
% of Strategic Risks rated as 'significant'	25%

### A city with big ambitions






Culture  
 Economy  
 Regeneration  
 Skills  
 Transport










#### The differences that you'll see:

- Better educational outcomes, including for our vulnerable young people and those with special educational needs and disabilities ♦.
- A refreshed City Centre Masterplan and delivery of key regeneration projects.
- Improved transport links, maximising opportunities through HS2, the National Infrastructure Commission and Transforming Cities Fund.
- Refreshed strategic partnership, including an updated Derby Plan.
- Delivery of our Derby Economic Growth Strategy, to increase business growth and create more jobs ♦.
- Completion of the Museum of Making project at Derby Silk Mill.
- Progress the re-development of the Market Hall.






## Key highlights - what went well?

Item description	Type*	Q4 position	Additional information
L&I PM01 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths – EHCP  <i>Position is as reported at Q3, with a note on the impact of Covid-19</i>		Blue	In Derby, 21% of all pupils with special educational needs (SEN) reached the expected standard (22% nationally), compared to 71% of pupils with no identified SEN (74% nationally). Derby is ranked 96th out of 151 LAs for the percentage of SEN pupils who achieved the expected standard in reading, writing and mathematics, which is up 14 places, evidencing the improvements we are making. 12% of pupils with an EHCP achieved the expected standard, which is an increase of 4% from 2018 and 23% of SEN support pupils (2% improvement from 2018). Our school improvement input is via Opportunity Area (OA) work*, through programmes in maths, reading, writing and SEND.
L&I PM09 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - SEN support  <i>Position is as reported at Q3, with a note on the impact of Covid-19</i>		Amber	<i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from us and the DfE on possible next steps with the project activity. Most of the OA projects were</i>








Item description	Type*	Q4 position	Additional information
			<i>two thirds delivered when paused due to Covid-19.</i>
<p>L&amp;I PM10 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - English as an additional language (EAL)</p> <p><i>Position is as reported at Q3, with a note on the impact of Covid-19</i></p>		<b>Amber</b>	<p>Derby is ranked 127th out of 151 LAs for the percentage of EAL pupils who achieved the expected standard in reading, writing and mathematics, which is up 4 places. Derby's EAL/non-EAL attainment gap has narrowed by 2% since 2018 (compared to national gap narrowing by 1% and the comparator authorities' gap narrowing by 1%). Our school improvement input is via our OA work*, through programmes in maths, reading, writing and SEND.</p> <p><i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from us and the DfE on possible next steps with the project activity. Most of the OA projects were two thirds delivered when paused due to Covid-19.</i></p>
<p>L&amp;I PM11 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - Disadvantaged pupils</p> <p><i>Position is as reported at Q3, with a note on the impact of Covid-19</i></p>		<b>Amber</b>	<p>Derby is ranked 108th out of 151 LAs for the percentage of disadvantaged pupils who achieved the expected standard in reading, writing and mathematics, which is up 12 places. Derby's disadvantaged pupils/all other pupils attainment gap has narrowed since 2018 by 1%. Our comparator authorities' gap has remained the same and the national gap has widened by 1%. Our school improvement input is via our OA work*, through programmes in maths, reading, writing and SEND.</p> <p><i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from us and the DfE on possible next steps with the project activity. Most of the OA projects were two thirds delivered when paused due to Covid-19.</i></p>
RPP DA12 1920 - Develop the Transforming Cities Fund programme with Nottingham City Council and deliver Tranche 1		<b>Green</b>	Tranche 1 delivery has been delayed by land and planning permissions, which is common. The funding will carry forward into Tranche 2 reporting and delivery, limiting any impact on delivery. The bid process for Tranche 2 has been completed, and as a result of this, in February 2020 the Derby-Nottingham Area was awarded £161 million, with approximately £60 million for Derby City.
RPP DA09 1920 - Support the HS2 Growth Strategy, engaging through the programme governance and contributing to the Gateway Study to secure Derby connectivity		<b>Green</b>	The Government announcement following the Oakervee Review confirmed that the Phase 2 project would be subject to review from the National Infrastructure Commission (NIC). This review will consider Phase 2b in the context of other rail ambitions, set out by Transport for the North and Midlands Connect, to assess integration for wider impact. We are working with our partners to engage the NIC and will be meeting with them in due course.
<p>PTE Obj02 1920 - Develop the Derby Infrastructure Plan in collaboration with the National Infrastructure Commission</p> <p><i>It should be noted that this objective has declined from 'on track' at the end of Q3 to 'some slippage'</i></p>		<b>Amber</b>	<p>An options and issues report has been commissioned, which can feed into the vision work, ensuring that the infrastructure plan supports the vision.</p> <p>An end of year submission has been made to the NIC, as this marks the completion of their formal year long programme, although the contact will remain. Covid-19 has delayed the development of the options and issues report, but it is anticipated that this will be addressed in 2020/21.</p>









Item description	Type*	Q4 position	Additional information
<p>SP DA03 1920 - Explore ways in, which climate change can be mitigated</p> <p><i>It should be note that due to the impact of Covid-19 this measure is assessed as 'amber', which represents a decline from the 'green' reported at the end of December 2019.</i></p>		Amber	Over the last year, progress has been made on this objective, with a Coordinator being recruited to and a Climate Change Working Group being established. The Climate Change Working Group first meeting took place in February 2020, and the development of an Action Plan is underway. This outlines the challenges ahead for Derby and presents a framework to engage the wider city in the climate change agenda going forward. There have been some delays in signing-off of the plan due to Covid-19, but overall positive progress has been made in 2019/20.
RE5 – Becketwell		Amber / Green	A hybrid planning application was approved in February 2020, providing a detailed approval for the Public Square and Outline approval for Phase 1 'Build to Rent' development. A paper is being prepared to inform discussions on future costs of the project.
FD2 – Our City Our River: Package1 & committed works in Package 2&3 (Munio)		Green	Package 1 is almost complete, subject to minor snagging and supporting documentation. Elements of Package 2 and 3 works have been funded through Munio (ERDF), and the main construction works are also to be completed in the next few weeks.
RPP DA03 1920 - Continue to deliver the Our City, Our River programme, upgrading Derby's flood defences and unlocking derelict sites for redevelopment		Green	
PTE Obj06 1920 - Deliver the A52 Improvement Project to the final agreed programme and budget, as approved by Cabinet		Green	Operational delivery in the last quarter was affected by Covid-19. The guidance on safe working practices emerged slowly and was subject to change. We continued working with the contractor to resolve the major difficulties involved, while still being able to continue work on-site. It had initially been expected that the new footbridge would not be able to be lifted, but this was subsequently successfully delivered at the end of May 2020. We continue to update local businesses and communities on any changes and as more Government and industry guidance is received, we will remain adaptive to ensure continued delivery where possible.
HT11 / HT16 - A52 Strategic Transport Scheme		Amber / Green	
RE10 – Castleward		Amber / Green	An update on this project was presented to Cabinet in November 2019. The Castleward Compulsory Purchase Order was made in March 2020 and a date for a public enquiry, following receipt of any objections, is to be confirmed. Although there is no change in the quarterly position from that reported at quarter 3, it should be noted that the delivery confidence assessment for this project has been reduced to 'amber/red' impacted by Covid-19.
RPP DA02 1920 - Progress the transformation of the Market Hall		Green	An update report was presented Cabinet in May 2020. A baseline programme for the entire project has been produced and will be brought to the Project Board in June 2020. The next stage of Future High Street Fund is in progress and the full business case is to be submitted in June. It is anticipated that work will commence once all the detailed designs are completed. It should be noted that Covid-19 has had an impact on
PR4/ PM52 – The Market Hall transformation		Amber / Green	



Item description	Type*	Q4 position	Additional information
			the project, and trade has ceased, but works continues on Phase 1A with social distance measures in place.
GL DA05 1920 - Ensure effective oversight of project activity through the Programme Management Office (PMO) and stronger project management documentation and processes		Amber	Good progress has been made in embedding the PMO, which has included the development and monitoring of the project dashboard, a clear project health check process and the development of a Project Manager Network. All recommendations from the A52 audit report have been implemented. The PMO post is however currently vacant, subject to service restructuring. <i>It should therefore be noted that due to vacant position the assessment of this objective has declined from 'on track' to 'some slippage'.</i>
Strategic Risk 6 / CC R1 – Ineffective project management governance		Risk score-12	Despite the positive progress that has been made over the last year in relation to the PMO, the risk likelihood has been increased from 'possible' to 'probable' due to the impact of COVID19 on some of our key projects and a current vacancy within PMO.
L&C PM04 - Attendance at Derby Live produced, presented and supported events and performances		Green	There was a total of 375,066 attendances in 2019/20, which is positive given the impacts of some event cancellations in March 2020 due to Covid-19, alongside the on-going closure of the Guildhall. Future performances will be impacted by Covid-19. <i>It should be noted that the linked objective has been assessed has improved from 'on track' to 'completed/blue', but future activity is likely to be impacted - LCT Obj07 1920 - Provide a city-wide high-quality programme of indoor and outdoor events in Derby, including a programme of events at Derby Arena</i>
LCT Obj08 1920 - Support the Museum of Making project at Derby Silk Mill		Amber	The project was on time and budget until the lockdown was implemented in March 2020, the construction works were therefore affected by Covid19, which has caused a slight delay to the timeline and a forecasted increase in costs <i>(the milestone has therefore dropped from 'on track' at the end of Q3 to 'some slippage')</i> . Mitigations are being actively considered by the Museum Trust and contractor, which will be reported at the next Project Board meeting and also discussed with funders.
PIC Obj02 1920 - Refresh the strategic partnership arrangements in Derby, including the Derby Plan and vision for the city		Amber	Cabinet approved proposals to re-establish the Leadership Board and create a Vision Commission in March 2020. The Leadership Board will meet for the first time in June 2020. The Vision Commission has however been delayed due to COVID-19 and will commence in the Autumn. As reported in quarter 3, the refresh of the Derby Plan is not anticipated until 2020/21, which is reflected within the 'amber status' of this objective.

## Key highlights - what are our priorities for improvement?

Item description	Type*	Q4 position	Additional information
L&I PM07 Progress 8 score - English as an additional language		No target	<p>Outturn of 0.22 compared to the outcome of 0.26 for 2018, which reflects deterioration in performance. Our school improvement input has been via our OA work*</p> <p><i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from DCC and DfE on next steps with project activity. Most of the OA projects were two thirds the way through delivery when paused due to Covid-19.</i></p>
L&I PM05 Progress 8 score - EHCP		Red	<p>Outturn of -1.41 compared to the outcome of -1.21 for 2018, with a minus position indicating insufficient progress. Our school improvement input has been via our OA work*</p> <p><i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from DCC and DfE on next steps with project activity. Most of the OA projects were two thirds the way through delivery when paused due to Covid-19.</i></p>
L&I PM06 Progress 8 score - SEN support		No target	<p>Outturn of -0.60 compared to the outcome of -0.48 for 2018, with a minus position indicating insufficient progress. Our school improvement input has been via our OA work*</p> <p><i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from DCC and DfE on next steps with project activity. Most of the OA projects were two thirds the way through delivery when paused due to Covid-19.</i></p>
L&I PM08 Progress 8 score - Disadvantaged pupils		Red	<p>Outturn of -0.68 is a slight improvement on the outcome of -0.69 for 2018 however a minus position indicates insufficient progress. Our school improvement input has been via our OA work*</p> <p><i>*It should be noted that OA project activity has been impacted by Covid-19. The OA Board have reviewed the recommendations from DCC and DfE on next steps with project activity. Most of the OA projects were two thirds the way through delivery when paused due to Covid-19.</i></p>
IC Obj02 1920 - Improve SEND Service performance and meet statutory deadlines in line with SEND Code of Practice		Red	<p>Overall, activity is assessed by service leads to be on track. There are regular update meetings with the Department for Education (DfE) that are attended by senior managers, who report positive feedback on progress from our DfE Improvement Advisor. Regular reporting and all governance meetings are established and ongoing. In response to COVID-19 the DfE have issued the following statement "<i>All SEND inspections and re-visits have been suspended until further notice and DfE priority is to support LAs response to COVID 19. DfE will take a common-sense approach to local areas meeting any targets set out in their WSoA</i>". As a result, our focus is on ensuring activity continues to progress, where possible, and that delivery is adapted to new ways of virtual working wherever possible. The project and governance groups closely monitor delayed actions from the Written Statement of</p>
DD7 – Local Area SEND Reforms		Amber / Green	
SR17 - Failure of Local Authority and Local Area (Local Authority and key local Health partners jointly) to implement the SEND reform  <i>It should be noted that there is a risk relating to SEND in the Covid-19 Risk Register,</i>		Risk score - 8	

Item description	Type*	Q4 position	Additional information
<i>which is managed through our Tactical Coordination Group.</i>			Action to assess the impact on the wider project, which is regularly reviewed. Issues are recorded and escalated through the project's governance structure as necessary.
SEND 06 (L&I PM26a) - Percentage of new Education Health Care Plans issued in 20 weeks		Red	At the end of March 2020, 29% of plans issued had been done so in statutory timescales, which represents a decline from the 2019 outturn of 38%. The team have been impacted by capacity issues, however a multi-agency LEAN review completed following the local area inspection in June 2019 will support improvements. Furthermore, capacity issues are being addressed through on-going recruitment.
C PM23 - Number of students at specialist out of area educational settings (INMSS and SP16i)		Red	At the end of March 2020, there were 107 placements, which represents a rise from the end of quarter 3. Overall, the number of pupils in specialist educational settings has increased in response to the needs of our children and young people, impacted by tribunals and parental choice. All new placements are being reviewed with alternative options being considered through multi-agency meetings. Learning and Skills and Integrated Commissioning colleagues are also working regionally, with our SEND advisor from the DfE, to develop quality assurance frameworks for our commissioned provision ensuring it meets the needs of our young people. Furthermore, the Learning and Skills Department are working on 'Action Research' in partnership with parents and schools to better understand needs that are identified as 'Moderate Learning Difficulty' to ensure provision is in line with need.
IC Obj09 1920 - Ensure local sufficiency and quality of commissioned provision (SEND)		Green	
SR19/C&P-R12 (COVID Risk 11) - Business resilience and loss of jobs		Risk score - 9	This is a new risk, added to our strategic risk register at the end of March 2020, in response to Covid-19. To support mitigations an Economic Taskforce has been established. Chaired by the Chief Executive, the Steering Group will create a robust economic impact assessment to understand the impact on different sectors of the economy and how we can support businesses to adapt to the future, establishing a range of measures to support those who become unemployed. The Group will also create a new city centre masterplan and Economic Recovery Fund to drive resilience.
Strategic R11 / CC R4 – BREXIT transition affects delivery of services		Risk score - 6	This risk likelihood has increased from 'remote' to 'possible' due to the impact of COVID19 on Brexit negotiations, service demands and economy.
RPP DA01 1920 - Progress the re-opening of the Assembly Rooms		N/A	The Assembly Rooms project has been halted due to forecasted increases in costs that do not secure value for money. Updates on this have been reported to Cabinet separately.
RE6 – New Assembly Rooms			
RE8 - High Quality Office Space (Bold Lane)		N/A	This project has been put on hold, to prioritise areas of delivery.

## 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.

### Themes

### A city of health and happiness



**35** Priority Measures  
**7** Projects  
**3** Strategic Risks  
**30** Delivery plan actions



% priority performance measures meeting target at Q4	45%
% priority performance measures improved from March 2019	41%
% of Council Delivery Plan actions delivered or 'on track'	78%
% projects on target at March 2020	71%
% of Strategic Risks rated as 'significant'	100%

### A city of health and happiness

### Children and adults Health and wellbeing Housing Leisure Neighbourhoods










#### The differences that you'll see:








- Continued work with our partners to promote independence and keep vulnerable children and young people and adults in the city safe.
- More fostering households in the city, supporting our looked after children to achieve the best outcomes possible.
- More affordable housing, including new housing developments.
- A new swimming pool complex at Moorways.
- Our Move More Derby Strategy supporting everyone to be more active, improving the health and wellbeing of the city.
- Improved air quality through delivery of an overarching strategy.
- Work with partners to reduce Derby's carbon footprint.
- Strengthened neighbourhoods, with better networks and connections.











### Key highlights - what went well?








Item description	Type*	Q4 position	Additional information
ASC DA01 - Review and restate the priorities of the Local Area Coordination (LAC) team with a view to securing greater interagency investment, establishing LAC as a public service offer into all residents in the city		Green	The commitment in the 2019/20 Council Delivery Plan was to complete a review, with the overall rating for this objective subsequently improving from 'some slippage' at the end of December 2019 to 'on track'. We have successfully bid to the DfE to continue to fund additional LAC into 2020/21 financial year. We have also provisionally agreed to match this funding. There are conversations taking place with partners seeking further financial contribution to the model, recognising local financial challenges.
IC PM06 - Number of households assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice		Blue	833 households were assisted by the scheme in the last year, which represents an improvement from 2018/19 when 744 households were assisted.



Item description	Type*	Q4 position	Additional information
IC PM07 - Number of Disabled Facilities Grant (DFG) adaptations completed		Amber	205 adaptations were completed, which is 5 cases below the target of 210. Works stopped on almost all DFG construction sites in mid-March, due to Covid-19, impacting on overall performance against the target. It should be noted that a small number of adaptations have commenced in May 2020, where work could be undertaken outside and workers can observe social distancing requirements.
ASC 01B - Proportion of users with control over their daily lives		Amber	80.2% of users reported that they had control over their daily lives which is comparable to the position of 80.3% reported in 2019. It should however be noted that this is above regional, national and comparator averages which are all just over 77%.
ASC 4A - Users saying they feel safe		Green	Overall, there has been an improvement in the percentage of users reporting that they feel safe, which has improved from 64.9% to 68.8%. In addition to this, the proportion of users and carers that say services they receive make them feel safe has remained consistent with 2019 performance, with a result 88.2%. Both areas are in line with our comparators.
ASC 4B - Proportion of users and carers that say services they receive make them feel safe		Green	
ASC DA02 - Maximise the potential of working with the NHS and other partners to produce efficiencies and better service outcomes (ASC)		Green	Priorities within the Derby Place Alliance have been agreed and the Strategy for Place is now published. The winter plan support to Royal Derby hospital is in place. A joint commissioning opportunity programme with the CCG and County Council is being scoped. There is also a care homes support and GP home visiting service in place. The Covid-19 pandemic has created further integrated working opportunities around hospital discharge, care home support and protecting vulnerable residents.
ASC DA03 - Deliver the MTFP savings in relation to Carers and co-produce an improved offer for Carers, building on national and local survey results		Blue	A new contract with the universal service provider will go live in April 2020, and a revised carers action plan and strategy are now in place. <i>It should be noted that based on progress over the last quarter the classified has improved from 'on track' to completed'.</i>
ASC DA04 1920 - Reducing homelessness and enabling access to affordable housing		Green	160 affordable private rented properties for homeless households were created in 2019/20. This work has contributed to 456 successful homeless preventions and a further 1,110 cases resolved under relief duty. It should be noted that Covid-19 may impact on future demand.
RPH PM02 - Net additional homes delivered (all tenures)		Red	665 homes have been delivered and the team continue to work with colleagues across the Council (including planning), and with our development partners (i.e. Homes England) to ensure that some major housing sites in the City are brought forward to increase the number. Loan applications to the Council's 'City Living Initiative' from developers for smaller schemes are also encouraged.
YA&H PM08 - Number of new affordable homes provided (gross)		Blue	206 homes were provided, exceeding the target of 95. This has been due to a number of factors, with the team continuing to focus on increasing the number of homes acquired from the open market.








Item description	Type*	Q4 position	Additional information
EHCS PM22 - Total number of agency workers in Children's Social Care		Blue	At the end of March 2020 there were 10 agency social workers, which reflects a successful recruitment strategy for new staff and initiatives such as the apprenticeship scheme and our "grow your own" work.
CYP DA03 - Increase the number of permanent children's social workers in Derby City, reducing reliance on agency workers, including through our "Grow Your Own" scheme		Green	Overall, reliance on agency social workers has significantly decreased by year end from 14.3% (19) of the social worker workforce in April 2019 to 7.5% (10) in April 2020.
LCT PM05 1920 - Proportion of adults who are physically inactive		No target	Latest performance: <ul style="list-style-type: none"> <li>25.1% of adults were physically inactive, which represents a marginal increase from the position of 24.9% reported at the end of 2018/19.</li> </ul>
LCT PM06 1920 - Proportion of children and young people who are less physically active		No target	<ul style="list-style-type: none"> <li>33.7% of children and young people were less physically active, which represented a small decline from the position of 33.9% reported at the end of 2018/19.</li> </ul> <p>The linked objective has been assessed as 'green' (LCT Obj04 1920 - Deliver the next steps to progress the Move More Derby Strategy, embedding a whole-systems approach to physical activity and sport).</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> <li>Supporting the development, with county colleagues, of a workforce development programme to embed health and physical activity more explicitly into the planning process.</li> <li>Developing detailed understanding of inactive behaviour in Derby City communities taking a bottom-up approach with them, opposed to dictating what needs to happen to inform and influence new and existing partnership focus.</li> <li>Creating upstream solutions that create the conditions, context and relationships to support behaviour change.</li> </ul>
Leisure, Culture & Tourism Options Appraisal		Green	The steps required for the Options Appraisal for Leisure, Culture and Tourism have been progressing. Interviews with relevant stakeholders have been completed, alongside the desktop review. A draft high-level report was produced in January 2020. The report is being updated to reflect the potential impacts resulting from Covid19, as well as changes on key projects. <i>It should be noted that the RAG rating for this project has improved from 'amber/green' at the end of December 2019 to 'green' – for the quarterly position.</i>
LCT Obj11 1920 - Complete the next steps of the Options Appraisal for Leisure, Culture and Tourism		Green	
LCT Obj06 1920 - Complete the Culture Strategy for Derby, in partnership with the University of Derby and cultural organisations		Blue	The Culture Strategy was approved at Cabinet in February 2020, and is being delivered with partners through the Culture, Leisure and Tourism Board. <i>It should be noted that performance on this objective has improved from 'some slippage' at the end of December 2019, to being 'completed' at the end of March 2020.</i>
LCT Obj01 1920 - Progress plans to build a new Swimming Pool Complex at Moorways		Green	The construction contract has been signed and works have started on site, as planned. Ground works are nearing completion despite the unprecedented conditions (Covid-19).








Item description	Type*	Q4 position	Additional information
DD6 - Swimming Pool/Moorways		Amber / Green	
PH Obj04 - Provide Health Protection assurance of the local system		Green	Leadership of health protection assurance is provided through the Health Protection Board, which is a sub-group of the Health and Wellbeing Board. There is continued system wide work on infection prevention and control, with improving vaccination uptake. Work has been delivered through a joint team with Derbyshire County Council. For the second half of the quarter the majority of this work related to managing the response to the pandemic, and in particular advising other Council departments.
PH PM14 - Successful completions as a proportion of all those in drug treatment (opiates)		Amber	7.1% of all those in treatment successfully completed, with the target being missed by 1 individual. Overall, this represents positive performance and is in line with the position reported at the end of 2018/19.
PH PM17 - Total number of first attendances in Sexual Health clinics (in area)		Blue	12,953 attendances against a target of 11,500. Figures are slightly lower than same period last year (13,077) due to the impact of Covid-19 towards the end of the quarter and subsequent government guidance for services. Despite this the target for 2019/20 has been met and exceeded. The full impact of COVID-19 is expected to be seen in Q1 2020/21.
PH PM18 – Percentage of children and young people that have had a 6 – 8week Public Health Nursing review		Green	Performance this quarter has exceeded the target (97% versus a target of 91%). This quarter's data largely precedes the Covid-19 pandemic so is largely unaffected at this point by operational changes and staff redeployment.
PH PM19 - Total number of universal health assessments (0-5 years)		Blue	Q4 figure is 6,473 assessments, with the total figure for the year at 24,497 assessments. Most assessments had been carried out prior to Covid-19 changes.
PPSP Obj03 1920 - Work towards a cleaner vehicle fleet in order to support air quality improvements		Green	Additional charging points have been installed with two more points planned for the early part of 20/21. These additional facilities will support the replacement of 8-10 vehicles based on the availability of power to the Depot. Larger scale changes to the fleet will be dependent upon significant improvement to the EV infrastructure at Stores Road will be considered as part of the Stores Road redevelopment feasibility work.
PPSP Obj07 1920 - Implement the Council's new Taxi Strategy		Blue	Proposals were considered and agreed by Licensing Committee in August 2019 and November 2019. Some timescales for implementation have been delayed to 2025, however overall the strategy has been implemented.
PPSP Obj09 1920 - Extend the operation of neighbourhood working and the presence of Public Protection Officers (PPOs) to all areas of the city		Blue	The new cohort of PPOs are now undertaking active duties and working with partners to agreed service standards and operational practices. <i>It should be noted that the status of this objective has improved from 'on track' at the end of Q3 to 'completed'.</i>
PPSP Obj10 1920 - Develop a refreshed City Centre Safer & Cleaner Plan		Green	The refreshed City Centre Safer and Cleaner Plan continued to be developed in consultation with key partners. This will be consulted on in due course.






Item description	Type*	Q4 position	Additional information
CNS DA10 1920 Progress a city-wide Public Spaces Protection Order (PSPO) to tackle irresponsible dog owners		Green	Consultation, as per the statutory guidance, has been completed. The PSPO is on track, with some slippage due to Covid-19 impacting work in March 2020.
CNS DA04 1920 Provide local waste compactor days to dispose of bulky waste and reduce the incidence of fly tipping <i>Rating improved from 'on track' in Q3 to 'completed'</i>		Blue	There was a total of 20 events held in this quarter, spanning across 16 wards in the city. A total of 172 tonnes of waste was collected across the wards. The events continue to be organised by a partnership of the Neighbourhood and Waste Management Teams and options are being considered to extend work into 2020/21 engaging Derby Homes, Metropolitan Thames Valley Housing Limited and Derwent Living.
CNS DA05 1920 - Carry out further deep cleans in the city centre and beyond <i>Rating improved from 'on track' in Q3 to 'completed'</i>		Blue	A total of 12 events were held during this quarter. Several events were planned during this quarter as part of the Great British Spring Clean, which have had to be postponed and are rescheduled to take place in September 2020. The focus of events that have taken place has been on the active engagement with local residents and businesses, working to change the dynamic and relationship with them promoting shared responsibility for maintaining our neighbourhoods.
PPSP Obj01 1920 - Deliver the free garden waste collection service in line with its business case assumptions		Green	The garden waste service was implemented in line with the original Cabinet Report and has 56,815 households participating in the scheme. We have good levels of recycling coming from the service. It should however be noted that with the Covid-19 situation there has been some service interruption resulting in a small proportion of organic waste being diverted to landfill. During this period, residents were encouraged to compost this waste at home, where possible.
GW1 - Garden Waste Recycling Scheme		Green	
CNS DA07 1920 - Work with local communities and businesses to increase floral displays in the city <i>Rating improved from 'on track' in Q3 to 'completed'</i>		Blue	There has been a total of 20 events across a number of district centres; covering Spondon; Sinfin; Oakwood; Littleover; Chaddesden; Boulton and Allestree wards. A total of 33 new planters were installed and 14 rail baskets across 12 different district/shopping centres. Overall, events have been a success, with businesses at all of the installed locations agreeing to take responsibility for the on-going maintenance of the planting. Local schools, business owners and community groups have been involved in the events through 2019/20.
HR Obj09 1920 Promote equality through co-ordinating Statutory Equality Objectives and delivering a series of events to celebrate diversity in Derby <i>Rating improved from 'on track' in Q3 to 'completed'</i>		Blue	Throughout the year we have arranged, co-ordinated or supported a range of events to mark equality days or months. The Statutory Equality Objectives have been reviewed and a booklet produced of the actions that we have taken, published on our Equality webpages. We are due to produce some new Equality Objectives in 2020 and to review the Equality, Dignity and Respect Policy and so the new objectives will be included in this.












## Key highlights - what are our priorities for improvement?

Item description	Type*	Q4 position	Additional information
ASC 01A (NI 127) - Social Care Quality of Life		Amber	Overall, the position remains in line with 2019, with a current score of 18.9 compared to 19, this is also below our comparator average.
ASC 03A - User satisfaction with care/support		Amber	58.5% of users reported that they were satisfied with their care/support, which is a decline from the result of 62.4% reported in 2019. This measure is now below our comparators.
IC PM05 - Number of cases completed by Handyperson Service		Red	A total of 850 cases were completed in 2019/20, with year-end performance impacted by a reduction in the capacity of the team and a change in priorities to support hospital discharges in line with Covid-19.
DH H&A PM02 - Number of homeless approaches - those where an HRA application is activated on RARS		No target	There has been a 6% increase in the number of approaches compared to the last quarter. The annual figure is also an 8% increase on last year, however, it would indicate that the number of approaches is levelling since the introduction of the new legislation in April 2018 – the impact of Covid-19 will however have to be monitored ( <i>please see linked measures below</i> )
DH H&A PM06a - Number of new households placed in bed and breakfast (B&B) in a month - singles		No target	On average there have been 9 placements per month, however there has been a 390% increase on that average this month due to the COVID-19 pandemic and associated measures. The government identified particularly vulnerable groups which led to several people being moved out of shared emergency accommodation to more self-contained B&B placements. The city's night shelter provision closed on 25 March earlier than planned, and government instructions stated no one should be out rough sleeping. Safe Space clients were moved to the hotel provision, which was acquired as part of the city's COVID-19 strategy. Other rough sleepers have subsequently been placed, including those who would normally be ineligible for public funded provision such as housing. Future options are being considered, and risks are reflected in the Covid-19 Risk Register.
DH H&A PM06b - Number of new households placed in bed and breakfast in a month - families		No target	Twice as many families were placed in B&B this month compared to last month's exceptionally low figure of 6. All Derby City Council and Derby Homes owned properties under notice or vacant were withdrawn from the normal allocations process during March to focus on priority need, in line with national advice. This was in preparation for any homeless households that would need to isolate due to having coronavirus or symptoms. One of the effects of this has been that households could not be re-housed permanently or even temporarily in non-B&B accommodation.
DH H&A PM09 - Number of new households placed in temporary accommodation other than bed & breakfast in a month (Council Delivery Plan)		No target	There was a 50% reduction in placements this month compared to last month. This has been as a consequence of COVID-19 measures imposed in mid-March, where the government advice to social landlords was to avoid moving households. All Derby Homes and Derby City Council properties were held to be used for temporary housing to accommodate those who were

Item description	Type*	Q4 position	Additional information
			homeless and needed to isolate. This meant there was little or no movement into permanent housing.
DH H&A PM16 - Estimated number of people sleeping rough on a single night - monthly count		No target	March's street count was scheduled for the 26th however lockdown restrictions prevented this from going ahead. It should however be noted that over 100 individuals have been hosted at the hotel provision since Covid-19 impacted, demonstrating highly effective multi-agency working.
SS PM07 - Children in Care per 10,000 population aged under 18 (EISS PM05)		Green	An increase in the total number of children in care at the end of 20019/20 will impact on both capacity and budget. At the end of March 2020, there were 98.20 children in care per 10,000, which is an increase from 93.80 reported at the end of March 2019. Both Localities and the Exit from Care Team are working to safely and appropriately exit children from care, with 13 children identified for exit during May and June 2020.  <i>The related objective (CYP DA02 1920 Safely reduce the number of looked after children, including those placed out of area using expensive Independent Fostering Agencies) has been classified as 'amber'.</i>
PS2 - Strategic Demand Management (high demand, sufficiency challenges and budget implications)		Amber / Green	Larger workstreams have been converted into projects with "CYP Demand Management", which is now classified as a programme with several sub-projects: Home to School Travel; Services Interventions and Prevention (includes the workstreams Strengthening Families and Placements for LAC) and Children's Payment Process. Key achievements in 2019/20 have included: work on configuring IT systems for payments, the MASH has been reconfigured and a new management team is in place for Early Help.
SR10 - Budget overspend due to high numbers of children in care		Risk score - 16	This risk remains significant, with an increase in the total number of children in care at the end of 2019/20 will impact on both capacity and budget (SS PM07). Progress is being made with the recruitment of foster carers (SS PM34) and the 'strategic demand management programme' governance has been refreshed. Audit and Accounts Committee commissioned a Risk Surgery to further understand and seek assurance on controls which took place in June 2020.
SR18/P-R13 (COVID Risk 10) - Increase in number of individuals/households 'in need' following COVID		Risk score - 16	This is a new strategic risk, introduced from the Covid-19 risk register. Adults and Children's Covid-19 Safeguarding Assurance Performance Frameworks and Contingency Plans are in place and systems and capacity are in place to deal with 'normal' demand levels.
SS PM23b - Percentage of children placed with independent fostering agencies (IFA)		Red	At the end of March 2020, 75.9% of all children in foster care were placed in an IFA placement, which represents an increase from 73.8% at the end of March 2019. There are national sufficiency challenges regarding placements for looked after children. The establishment of the Corporate Fostering Recruitment Board in 2019, involving strategic leads from across the council, has driven improvements in our marketing/sales approach and is now embedded in the council's recruitment and assessment approach. The service has been able to respond to the increased number of applications and
CYP DA02 1920 - Safely reduce the number of looked after children, including those placed out of area using expensive Independent Fostering Agencies		Amber	

Item description	Type*	Q4 position	Additional information
<i>Please also refer to comments for "SS PM07 - Children in Care per 10,000 population aged under 18 (EISS PM05)"</i>			assessments being presented to panel. There is also on-going work to address retention although Derby's rate of deregistration is slightly below national average. A consultation survey has been undertaken to provide insight into our future retention work.
SS PM34 - Total number of active approved fostering households		Red	In 2019/20, ADM decisions occurred for 18 mainstream approvals and 13 de-registrations, resulting in a net increase of 5 mainstream fostering households. This should be viewed as a positive output. As at end of March 2020, there were 35 enquiries from 2019/20 still active in the recruitment process, that could potentially result in panel applications. Subject to any negative impact of Covid-19, it is hoped that the stock of mainstream fostering households will continue to gradually increase as we move into 2020/21, due to monthly approvals often being larger than the number de-registering. <i>It should be noted that "CYP DA01 1920 - Review how we reach potential foster carers and implement a payment for skills scheme to achieve an increase of 30 foster carer households has been assessed as 'green' as the "Payment for Skills" has been approved will be implemented from April 2020.</i>
Corporate Fostering Recruitment Board  <i>The rating of the supporting objective has moved from 'some slippage' at the end of Q3 to 'on track' following the implementation of the payment for skills scheme and the gradual rises in carers.</i>		Amber / Green	
PPS PM01 - Number of recorded crimes in the city centre (rolling 12 months)		No target	Overall, the total number of crimes has slightly risen during 2019/20 (3,484) in comparison with those recorded during the previous year (3,432), however it should be noted that there have been changes to information recording and handling processes, which may have impacted on the data.
PPS PM02 - Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months)		No target	Complaints of anti-social behaviour during 2019/20 (1,336) have fallen in comparison to the previous year (1,757), which is attributed to improvements in communication between the Police and the Council's CCTV service. CCTV operator's co-ordinate real-time responses to issues in the city centre with partners, such as, the mobile paramedic, PPOs, the PEEP and REST teams, to help individuals in most need and target the premises and locations where a response is required.
PH Obj02 - Improve health and wellbeing through effectively commissioned and managed provided services that are Adverse Childhood Experience (ACE) informed  <i>This objective was classified as 'on track' at the end of December 2019.</i>		Amber	Over the last 4 weeks delivery by NHS providers of Public Health commissioned services has been scaled back considerably to implement COVID social distancing. With 20% of our NHS provider staff self-isolating or having long term conditions and 50% of lower grade staff being redeployed across the NHS family there has been a considerable impact on face-to-face front-line services. Notwithstanding that essential substance misuse treatment, pharmacy, sexual health and safeguarding-oriented Public Health nursing services remain operational and the preceding 8 weeks of service delivery were very effective. Public Health commissioning capacity has also been impacted by the government's social distancing strategy, which has affected some of our assurance processes.

Item description	Type*	Q4 position	Additional information
PH Obj05 - Support improvements in health and wellbeing through a focus on health improvements and wider determinants <i>This objective was classified as 'on track' at the end of December 2019.</i>		Amber	A draft Tobacco Control Strategy and Plan has been developed. Plans for the Drinkaware project, to reduce the impact of harmful drinking, were approved by the January Health & Wellbeing Board. Other areas of work have been put on hold due to resources being required to address COVID-19. Planning has started on how to build on the strong community response to the COVID-19 developing develop future community assets/resilience.
PH Obj07 1920 - Complete the refresh of the Health and Wellbeing Strategy		Amber	The development of the Health and Wellbeing Strategy is currently on hold. Service leads will schedule workshops in line with post-Covid-19 activity.
PH PM15 - Total numbers in effective alcohol treatment		Amber	At the end of March 2020, there are 585 individuals in treatment (619 at the end of March 2019). Treatment services nationally are struggling to meet baseline and successful completion rates, so this is as expected.
PH PM16 - Smoking quit rate (% stopping at 4 weeks)		Amber	At the end of March 2020, 58% of quitters had achieved the 4-week target, which represents a decline on the 2018/19 position and the Q3 position. Overall, the numbers setting a quit date in Q4 was positive, however the quit rate is lower than in previous periods and below forecasts as Covid-19 has had a large impact upon delivery. A number of smokers that were due their 4-week appointments were unable to have these due to the implementation of lockdown, this does not however mean that they have started smoking again. Quit clinics are still available for new quitters during the pandemic and the service is offering a delivery service. During the pandemic the capacity for smoking cessation appointments remains the same with capacity being reached on a weekly basis.
PTE Obj05 1920 - Implement air quality measures set out in the May 2019 Ministerial Direction		Red	We continue to develop the scheme briefs and work plans to deliver the traffic management changes to Stafford Street. The Covid emergency has affected the project, including our ability to work with specialists. We are discussing these with DEFRA so that we have a shared understanding of the impact on the scheme overall.
DD29 – Roadside NO2 Local Air Quality Plan		Amber / Red	
Strategic R14 / C&P-R1 - Sinfon Waste Plant - Adverse outcome to estimated fair value determination		Risk score - 16	The facility has been emptied of waste and cleaned. Work continues to determine the condition of the facility (although this been impacted by Covid-19). This will allow the identification of what measures will need to be in place for the facility to become fully operational.
PPSP Obj02 1920 - Mitigate the financial, legal and reputational risks to the Council from increasing costs of waste disposal and maximise the benefits from the new Waste Processing Centre in Derby		Red	Contingency measures have been put in place to ensure that residual waste, recycling centres and transfer stations will continue to operate.  It should be noted that a Risk Surgery was commissioned by Audit and Accounts Committee, which took place in June 2020.
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.

### Themes

A council focussed on the things that matter



- 7 Priority Measures
- 2 Projects
- 9 Strategic Risks
- 17 Delivery plan actions



% priority performance measures meeting target at Q4	33%
% priority performance measures improved from March 2019	100%
% of Council Delivery Plan actions delivered or 'on track'	71%
% projects on target at March 2020	100%
% of Strategic Risks rated as 'significant'	44%




A council focussed on the things that matter








Delivering for Derby  
Engaged  
Modern and efficient  
Value for money








### The differences that you'll see:




- A city with global, national, regional and local influence.
- More opportunities to have your say, with the views of Derby people at the heart of the open and transparent decisions that we make.
- Services that have been reviewed, from a customer perspective, with our frontline colleagues, to ensure we provide best value for money.
- Colleagues who feel recognised and valued.
- Colleagues who are supported to develop and learn.
- The delivery of our Digital by Default and Digital Workforce programmes.
- Strengthened oversight of our major projects.
- A balanced budget and sustainable Medium Term Financial Plan.

## Key highlights - what went well?





Item description	Type*	Q4 position	Additional information
FPA PM40 - Percentage of in year savings achieved		<b>Green</b>	100% of savings were achieved. There are a limited number of unachievable savings, which have been mitigated through alternative / additional savings and/or income generation.
Strategic R16 / CR17 - Annual Budget - Delivery of the in-year budget		<b>Risk score - 3</b>	The risk rating has been reduced to low, with a score of '3'. The annual budget has been delivered using £6 million of Council's reserves and the risk will need refreshing for 2020/21.
Strategic R15 / CR16 - Inability to deliver a balanced MTFP (Medium Term Financial Plan)		<b>Risk score - 9</b>	The risk assessment has risen from the end of quarter 3. The risk likelihood has increased to a 'probable' due to the impact of COVID-19 on our finances (see related risk SR20/CR18). Government have issued grants to combat these issues in the short term, but we will need to continue to review to understand both the impact in the short term and long-term impacts on the MTFP.

Item description	Type*	Q4 position	Additional information
GL DA09 1920 - Improve the visibility of senior leaders within the organisation		Green	There has been improved visibility of senior leaders through manager conferences, service visits and CLT roadshow sessions. All directors developed Soapbox action plans to respond to Soapbox survey results. The first virtual managers conference took place in April 2020 with maximum attendance of 250 through Skype. A virtual employee conference is planned in July 2020.
GL DA12 1920 - Launch the new appraisal framework and ensure great take-up		Blue	A new framework and system were launched, with 98.9% of GPCs completed (HR PM08 - Completion rate of Great Performance Conversations (GPCs)). It should be noted that year end processes have been impacted by Covid-19. <i>It should be noted that the status of this objective has improved from 'on track' at the end of Q3 to 'completed'.</i>
GL DA13 1920 - Use a variety of ways to recognise and celebrate success and the commitment of colleagues		Blue	Long Service Awards continue to be successful events organised for colleagues of 25 and 40 years' service. A special one-off event for colleagues of 40 years plus was also held. The 'Here for Derby' Awards was hosted to celebrate colleagues/team achievements in line with our refreshed values. <i>It should be noted that the status of this objective has improved from 'on track' at the end of Q3 to 'completed'.</i>
GL DA10 1920 - Implement an improved leadership development offer		Blue	74 colleagues are completing management qualifications through the apprenticeship levy, supported by 50 mentors. A review of further leadership development across the Council has commenced. <i>It should be noted that the status of this objective has improved from 'on track' at the end of Q3 to 'completed'.</i>
DCM Obj02 1920 - Agree the scope of a Digital by Default programme and plan its implementation		Green	Progress continues to be made. The following were completed during the last quarter of 2019/20: <ul style="list-style-type: none"> <li>• Enhanced Citizens Account functionality</li> <li>• Adults Referral Form &amp; Professional referral and personal self-assessment and workflow.</li> <li>• Upgrade of the CMIS System</li> <li>• Development of the Councillor Casework solution with User Acceptance Testing commencing . Electronic presentation of Council Tax bills improved</li> <li>• Deployment of assistive technology &amp; deployment of 'Browsealoud' accessibility onto website</li> </ul>
DBD1 - Digital by Default Programme		Green	In addition to this, work is continuing on: <ul style="list-style-type: none"> <li>• Next phase of Enhanced Citizens Account functionality including integration with the Capita Revenues and Benefits solution</li> <li>• Single front door in conjunction with Adults Services</li> <li>• Councillor Casework solution</li> <li>• Development of the new corporate website</li> </ul>
ITC2 - Implementation of Windows 10 and Office 365 (Digital Workforce) - based on the progress over the		Green	Windows 10 has been rolled out to 653 users, with more planned to support our frontline priority services.  Key developments over the last quarter have been








Item description	Type*	Q4 position	Additional information
<i>last quarter the status has improved from 'amber / green' to 'green'.</i>			made in relation to email, Citrix, Skype and VPN to support effective remote working, with plans accelerated to effectively support colleagues to work remotely as a result of Covid-19.
DCM Obj01 1920 - Agree the scope of a Digital Workforce programme and plan its implementation		Amber	
GL DA04 1920 - Develop a programme of Lean reviews (focused on high demand and cost-driving services linked to the Digital by default programme) and implement		Green	Over 70 managers have been trained in using Lean principles and methodology to support more efficient process and service delivery. The Change Derby Team have also supported several lean reviews in People Services to assist with managing demand, linked to our priority projects.
FIN Obj04 1920 - Procure a supplier and commence the Single Person Discount review project		Blue	A supplier has been chosen and the contract started at the end of August 2019. <i>It should be noted that the status of this objective has improved from 'on track' at the end of Q3 to 'completed'.</i>
LPD Obj03 1920 - Develop proposals for a committee system of governance which meets the working principles agreed by Full Council, and consult on options for other constitutional change, including the move to a four yearly election cycle		Green	A report on a committee system of Governance was taken to Full Council on 22 January 2020 and Council resolved not to move forward with implementing a committee system. On 27 November 2019, Full Council agreed a motion that the Council will move towards the implementation of a 4-yearly election cycle. Public consultation was undertaken between January and March 2020, and it envisaged that a specially convened meeting of Full Council to debate the issue will be held in quarter 2 of 2020/21
LPD Obj06 1920 - Embed the principles of the National Procurement Strategy for Local Government into the Council's Contract Procedure Rules and procurement processes		Blue	Objective was completed at the end of December 2019.
Strategic R7 / CR6 – Ineffective contract management		Risk score - 8	The risk rating remains unchanged from the end of December 2019. All major contracts are issued with support and assistance from Procurement Team. There is regular review of the Strategic and Directorate Contract Registers at Department Leadership Teams, the Corporate Leadership Team and Cabinet and there is procurement e-learning in place.
Strategic R8 / CR8 – Poor data and records management		Risk score - 9	The risk rating remains unchanged. Treatment is on-going through four controls that require consistent management and delivery. Each Service has an Information Asset Owner (IAO), who form the Information Governance Working Group (IGWG). Together, both report any risks and issues associated with their information assets to the Information Governance Board. Updated GDPR and cyber security will be delivered by the end of September 2020.

Item description	Type*	Q4 position	Additional information
SP DA06 1920 - Explore options for extending the boundaries of the city to better reflect its local housing market		Green	An initial approach discussed and agreed with Cabinet.
LPD Obj01 1920 - Achieve improved turnaround times for local land charge searches <i>It should be noted that the status of this objective has improved from 'some slippage' at the end of Q3 to 'completed'.</i>		Blue	The cumulative performance of 26 working days represents an improvement from the 2018/19 result of 35 days. In addition to this, a turnaround time of 10 working days was achieved in March 2020, which is in line with the target. It is anticipated that this performance will be maintained as backlogs have been addressed. It should also be noted that a service re-design has been completed and an action plan was implemented to resolve data quality issues.
L&D PM07b - Average time taken (days) to issue a Local Land Charges search		Red	

### Key highlights - what are our priorities for improvement?

Item description	Type*	Q4 position	Additional information
SR20/CR18 (COVID Risk 18) - Financial unsustainability, as a result of the Covid-19 pandemic		Risk score - 12	New risk added in Quarter 4 (transferred from the COVID Risk Register). Risk to be reviewed in line with the associated risk (SR15) in Q1.
CM PM01a - Payment of invoices within 30 (+2) days of invoice date		Amber	72% of invoices were processed in timescale, which is 3% below the 2019/20 target, with performance impacted by a backlog of activity within services. Key service areas have been identified to ensure focused attention on improvements required during 2020/21 to increase payment performance. <i>It should be noted that the related objective has been assessed as 'completed', an improvement from 'on track' at the end of Q3, representing the improvements that have been made in processing (FIN Obj07 1920 Implement more efficient, compliant and automated purchase-to-pay processes, which support future improvements).</i>
CP 08f - Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		Red	An average of 11.9 working days were lost, per full-time equivalent, due to sickness, which is a slight reduction on the 2018/19 position of 12.1. The top three absence reasons across non-schools' colleagues during 2019/20 were: Stress/Anxiety (26.28%), Surgery (7.97%) and Depression/Psychological Illness (6.85%).
EARS PM53 - Percentage of sickness incidents where a return to work (RTW) interview has been completed within three working days		Red	The cumulative position of 80.7% is below the target of 95% but does represent an improvement from the 2018/19 position of 69.1%; with improvements delivered through focused activity with service leads.



Item description	Type*	Q4 position	Additional information
HR Obj06 1920 - Develop a culture where health, wellbeing and attendance is proactively managed		<b>Amber</b>	There has been no change to this risk rating over the last 3 months. To support future mitigation a refreshed Health and Wellbeing Strategy is being implemented in October 2020, supported by regular monitoring of sickness absence at all levels of the organisation. We have over 160 accredited Mental Health First Aiders in response to stress/anxiety being a top reason for sickness absence.
Strategic R9 / CR8 – Above average working days lost due to sickness absence		<b>Risk score - 12</b>	
Strategic R1 / CR 1 – Staffing capacity, skills and knowledge		<b>Risk score - 9</b>	There are allocated HR advisors in place to support managers and develop targeted action plans, providing advice on capacity to deliver business/service objectives. We have renewed our leadership behaviours to support accountability, with refreshed values. There are two further actions on-going to mitigate this risk, with a review of specific based service risks to be carried forward to 2020/21, which will support in redefining this risk and include capacity challenges as result of Covid-19.
LPD Obj02 1920 - Upgrade the current committee information system to improve the accessibility of Council reports		<b>Amber</b>	CMIS was successfully migrated in February 2020, and initial design work was completed on the look and feel of the site, to bring it in line with corporate standards. The next steps will be to improve functionality.
Strategic R3 / CR3 – Cyber threats to our systems		<b>Risk score -12</b>	The overall risk remains high for cyber threats to our systems. Appropriate security controls are in place, with an Information Security Working Group that meets monthly and looks at all threats, and the activities we need to take to counter these. To support on-going mitigation of this risk all colleagues will be required to complete updated GDPR and cyber security e-learning by the end of September 2020.
PROP Obj03 1920 - Extend the property rationalisation programme to make the most of property we own and dispose of any we no longer need		<b>Red</b>	Work remains ongoing to treat this risk, as the overall assessment remains 'high'. Health & Safety / compliance assurance now firmly embedded as a key objective service priority, and a buildings maintenance programme is in place supported by asset surveys to limit the likelihood of incidents occurring as a result of unidentified Health & Safety issues. Over the last year it should be noted that we have revised and are implementing a refreshed Estate Management Strategy, identifying buildings as vacant, retain, dispose or invest. The structure of the Estates & Property Review Service is also under review to support future priorities and delivery.
Strategic R5 / CR5 – Non-compliant condition of Council properties		<b>Risk score - 12</b>	

## 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

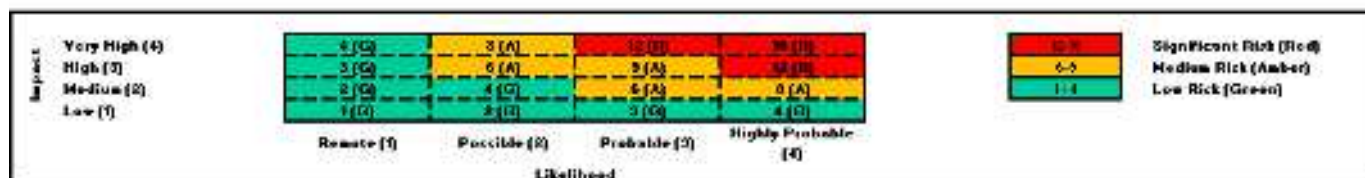
Colour	Status	Measure
Blue	Completed	Performance above the target by 10% or more
Green	On track	Performance is 2% below the target or exceeds it by up to 10% over
Amber	Minor slippage	Performance is between 2% and 10% below the target
Red	Major slippage	Performance more than 10% adverse of target

## Projects

GUIDANCE on RAG and DCA (Delivery Confidence Assessment)	
RAG rating criteria for Programmes/Projects (PRESENT State)	
Key Criteria	<ul style="list-style-type: none"> <li>Project or Programme is running to time against key milestones and plans</li> <li>The forecast cost is still unchanged from that originally budgeted or the agreed revised budget</li> <li>The scope as agreed by the project /programme board can be achieved within tolerance</li> <li>The business benefits are on track to be realised in line with planned realisation criteria and agreed tolerance levels</li> <li>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</li> </ul>
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

### 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	Significant breach of external regulations leading to intervention or prosecution	Major breach leading to suspension or discontinuation of business and/or assets
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 operational changes would be needed
Reputation	Complaints from individual and number of stakeholders. Low level media coverage	Broad 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 fundamental change in strategy and objectives

## Areas where performance monitoring was impacted by Covid-19

(please refer to the Q3 report for the latest position)

Council plan theme	Priority performance Measures	Delivery Plan Objectives
A city with big ambitions	<ul style="list-style-type: none"> <li>Regen PM18 - Investment generated in Derby as a result of Council interventions</li> <li>Regen PM18b - External public funding secured</li> </ul>	<ul style="list-style-type: none"> <li>CD&amp;G Obj01 1920 - Monitor and report on progress of the implementation of the Derby Economic Growth Strategy Delivery Plan</li> <li>CD&amp;G Obj02 1920 - Refresh the City Centre Masterplan and deliver major regeneration projects in line with the Masterplan and Economic Growth strategy</li> <li>CD&amp;G Obj05 1920 - Maximise external funding and income generation to support the city's development and growth</li> <li>CD&amp;G Obj06 1920 - Ensure effective integration with the wider economic partnerships (such as the D2N2 LEP, the Metro, D2 and the DRB)</li> <li>CYP DA04 1920 - Work with the school's sector to improve inclusion</li> <li>L&amp;S Obj01 1920 - Establish a city-wide education strategy for lifelong learning, including arrangements to secure improvements following on from Opportunity Area</li> <li>RPP DA05 1920 - Progress plans to establish the viability of and delivery arrangements for a City Centre Make and Trade Zone with an associated retail diversification fund</li> <li>RPP DA06 1920 - Progress plans to establish the viability of and delivery arrangements for a new and growing businesses through the Incubator and Scale-Up programme</li> <li>SP DA07 1920 - Develop and maintain Derby's international trade and investment relationships</li> <li>SP DA08 1920 - Work with the Derby Partnership and other stakeholders to find ways to reduce the gender pay gap for Derby residents</li> </ul>
A city of health and happiness	<ul style="list-style-type: none"> <li>ASC 02B - Percentage of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services</li> <li>ASC 02Cb (NI 131) - Delayed transfers of care from hospitals per 100,000 population, social care only</li> <li>ASC Local 2A(i) Adults aged 18 to 64 whose long-term care needs are met through residential or nursing care per 100,000 population</li> <li>ASC Local 2A2(ii) Adults aged 65 and over whose long-term care needs are met through residential or nursing care per 100,000 population</li> </ul>	<ul style="list-style-type: none"> <li>CD&amp;G Obj03 1920 - Accelerate the delivery of new housing, including affordable housing</li> <li>CD&amp;G Obj04 1920 - Support residents to remain safe and independent in their own homes through repairs, adaptations, aids and advice</li> <li>CNS DA06 1920 - Consult with takeaways in the city centre and district centres on an offer whereby they contribute to additional bins or cleaning</li> </ul>
A council focused on the things that matter	No updates outstanding	