

Appendix 1 - 2021/22 Quarter 2 Performance Report - Key highlights

Performance monitoring enables us to keep track of our progress against the plans that we commit to at the start of each year. A key part of effective performance management and delivery is also robust project and risk management.

The purpose of this report is to provide an update on our priority performance measures and milestones approved by Cabinet in February as part of the Recovery Plan 2021/22. In addition to this, the report presents an update on our priority projects and strategic risks.

Presented below is a summary of monitoring arrangements, in line with the three themes of the Recovery Plan 2021/22.

Measuring our impact	Our place	Our people	Our organisation
Milestones / Priority actions	15	19	21
Priority projects	17	5	2 (1 in closure phase)
Priority measures	15	30	7
Strategic risks	4	5	9

At the end of September 2021, 91% of our priority actions were assessed as either 'on track' within the agreed deadlines or had been 'completed' in the last quarter.

Assessment of progress (Quarter 2)	Our place	Our people	Our organisation	Total
Completed	0	0	5	5
On track	14	16	14	44
Some slippage	1	1	1	3
Major slippage	0	2	0	2

Key Achievements

At the end of September, 78% of measures with a quarterly target had met/exceeded them, with 94% of measures with an annual target forecasted to achieve or exceed them.

Two recovery plan commitments have been assessed as 'completed' during quarter two:

- promote the health and wellbeing of our colleagues (post pandemic)
- support our colleagues to work effectively remotely.

In addition to this, there have been improvements recorded in a number of areas since the positions reported at the end of June 2021:

1. support improvements in health and wellbeing through a focus on health improvements and wider determinants has improved from 'major slippage' to 'some slippage'
2. refreshed Neighbourhood Boards has improved from 'some slippage' to 'on track'
3. facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable has improved from 'some slippage' to 'on track'
4. a Vibrant City events programme co-produced with partners to support the recovery of our cultural offer with events vulnerable has improved from 'some slippage' to 'on track'.

Priorities for Development

Recovery plan commitments where 'major slippage' or 'some slippage' has been reported at the end of Q2:

Major slippage

- An up to date joint strategic needs assessments* (Q1 was 'some slippage').
- Updated Health and Wellbeing Strategy.

Some slippage

- A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre* (Q1 was 'on track').
- Support improvements in health and wellbeing through a focus on health improvements and wider determinants.
- Deliver our Medium-Term Financial Plan.

It should be noted that the assessment of progress in two areas has declined, with both marked with an *.

Presented on pages 2 to 31, is a more detailed overview of outcomes at the end of quarter two, by Council Plan and Recovery Plan themes, which includes a summary by theme.

Our place

A city with big ambitions

Confidence



Diversification



Decarbonisation



Working WITH the city – delivering for Derby

The final step has been achieved to enable the 1.85m sq. ft, high-tech food manufacturing and distribution campus on the 112-acre former Celanese site near Spondon to proceed.

SmartParc announced SEGRO as its development partner. SEGRO will work with SmartParc to create a new asset class dedicated to 'state of the art' food manufacturing and distribution. SmartParc SEGRO Spondon paves the way for the food industry to collaborate to meet the challenges of sustainable production whilst addressing the need for efficient direct routes to consumers. **Work started on site in August 2021.**

It should be noted that the quarterly RAG for this project has improved from 'amber / green' at the end of quarter one to the current assessment of 'green'.



49 businesses have been supported by us through access to finance, advice and indirect support, with **124** jobs created through Derby City Council initiatives.

Parks re-opening, summer festivals and a programme of outdoor activity have contributed to **over 250,000 people** attending Derby Live produced, presented and supported events and performances, and it is forecasted that this will increase to 350,000 people by the end of March 2022.



20 grants have been awarded for energy efficient measures totalling over **£130,000** and **68 energy audits** have been completed with small and medium sized businesses to support our collective commitment to climate change.







The quarterly and project end delivery confidence assessment for the Roadside NO2 Local Air Quality Plan have both improved as confirmation has been received from the Joint Air Quality Unit that they are satisfied with the progress that is being made.















Two projects within our Mobility programme where the quarterly RAG assessment was 'green' at the end of quarter one are **now assessed as 'amber / green'**...






- Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway.
- Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre.





Supporting information








Item description	Type*	Q2 position	Supporting information
 Confidence <i>Using our knowledge, experience and skills to create strong businesses, strategic partnerships and a vibrant city centre</i>			
Implement a package of measures to halt and reverse the decline in city centre activity and improve growing vacancy rates, and a programme to deliver for the medium-term		On track	<p>Over the last quarter, activity has continued to focus on three key areas of intervention:</p> <ol style="list-style-type: none"> 1. <u>Inward investment incentives and grants</u> for vacant building repurposing, where 23 projects have been supported to date, total value of £1.37million 2. <u>Culture & Arts grants</u> to support the city's key culture and arts organisations who are financially impacted due to the impact of COVID-19 restrictions. 3. <u>Supporting city centre businesses</u> through improved experience and increased footfall. A positive experience when visiting the city centre is essential to improving our reputation and helping the city to recover; building on our pre-Covid footfall.
Number of businesses supported by DCC through access to finance, advice and indirect support		49 business supported (Quarterly status: Blue)	<p>Businesses have been supported through the Ascend programme and the activities of 'Connect Derby'. To date, Connect have supported 26 businesses, with the remaining supported through the Ascend programme, which is a two year project to support 40 businesses and create 500 jobs.</p> <p>It should be noted that whilst there is no quarterly target, that this measure has already exceeded the end of year target of 40 businesses that is proposed. This is however below the 2020/21 year end position of 119 businesses.</p>
Jobs created through DCC initiatives		124 jobs created (NB - no quarterly target set)	<p>At the end of September 2021, 124 jobs have been created, which is expected to increase to over 200 by the end of March 2022.</p> <p>It should be noted that whilst there is no quarterly target that this measure is forecasted to achieve the end of year target.</p>
Investment generated in Derby as a result of Council interventions		£111.34 million generated (NB - no quarterly target set)	<p>The private sector investment generated in this quarter relates to the Smartparc project and the matched funding commitment from Smartparc, which will be invested alongside the 'Getting Building Fund' (GBF) and Council funding to deliver the first phase of the project; alongside that reported in quarter 1.</p> <p>The quarter 2 position already exceeds the 2020/21 result of over £26.466million.</p>
External public funding secured		£36 million (NB - no quarterly target set)	<p>'Levelling Up Fund' bids have been submitted for the Becketwell Performance Venue and (in conjunction with Derbyshire County Council) for the South Derby Growth Zone A50 junction and link road.</p> <p>Funding secured to date:</p> <ul style="list-style-type: none"> • £12million Getting Building Fund (Government grant) for the SmartParc project • £9m Getting Building Fund grant plus Growing Places Loan for the NAMRC project • £15m Future High Streets fund for Market Hall and Eastern Gateway projects (granted in May 2021)









Item description	Type*	Q2 position	Supporting information
Delivery of a comprehensive suite of economic interventions, funded by the Council's Additional Restrictions Grant (ARG) allocation		On track	<p>Work has been on-going between July and September, coordinated through the Economic Taskforce focusing on five priority areas:</p> <ul style="list-style-type: none"> • Survival grants • Inward investment/repurpose buildings • Culture & Arts resilience grants • City centre vibrancy fund • Small and medium-sized enterprises (SME) resilience program, where the launch is imminent.
Delivering our priority projects - Market Hall		Amber / Red	<p>Roof replacement and reglazing work, along with brick and stonework repairs are progressing on programme and on budget.</p> <p>The overall 'financial assessment' remains 'red' as the current funding secured through the Future High Streets Fund is not sufficient to deliver the required transformation works. A review of the RIBA 2(+) designs and costings is underway, and a report will be submitted to Cabinet regarding funding for this project.</p>
Delivering our priority projects – Project Assemble		Amber / Red	<p>A Demolition Strategy report detailing all enabling works is due for completion at the end of October 2021.</p> <p>The Council and University of Derby steering group meetings are on-going.</p> <p>A budget for further feasibility work was approved on 6 October 2021.</p>
Delivering our priority projects – Becketwell Arena		Amber / Red	<p>Programme Management Office (PMO) Gateway 3 approval was received for the acquisition of the freehold for the Padley Centre.</p> <p>A review of Royal Institute of British Architects (RIBA) stage 2 designs for the arena are complete.</p> <p>The operator lease agreement is due for completion by the end of October 2021.</p> <p>Internal Audit carried out a review on the project governance, which concluded that a 'sound system of governance, risk management and control exists, supporting achievement of objectives'.</p> <p><i>It should be noted that the delivery confidence assessment for the project is 'amber / green'.</i></p>
A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre		Some slippage	<p>Additional consultation is being completed to ensure a robust proposal is delivered, which has impacted on the original timescales and accounts for the 'some slippage' assessment that has declined from 'on track' at the end of June 2021.</p> <p>A document will be produced for consultation with Cabinet Members, city centre stakeholders, and members of the public in early 2022.</p>
Complete a review of Tourism and Place, to develop our place management and marketing roles		On track	<p>Work is being planned that will consider Tourism and Place roles within a 'City of Culture' and the current Destination Management Organisations (DMO) review. Approval is currently being sought for an external review to identify the best model to meet the needs of Derby.</p>









Item description	Type*	Q2 position	Supporting information
An updated Destination Management Plan produced to help support the number of visitors and tourists to the city		On track	Meetings are on-going and priority areas for development have been agreed with the Steering Group.
Attendance at Derby Live produced, presented and supported events and performances		255,793 (NB - no quarterly target set)	Parks re-opening, summer festivals and a programme of outdoor activity have contributed to an improved position. With large-scale indoor performances resuming, further activity outdoors and the resumption of city centre activity, these figures should continue to demonstrate further engagement. It should be noted that whilst there is no quarterly target that this measure is forecasted to achieve the end of year target of 350,000, which will also be an improvement on the 2020/21 result of nearly 28,000 that has been impacted by the pandemic.
Number of visitors at Leisure Centres and Derby Arena		192,108 (Quarterly target status: Blue)	Leisure Centres and Derby Arena are returning to full operation with plans to continue robust monitoring across sites. At the end of September, the position exceeds the quarterly target of 127,000 and is forecasted to meet the end of year target of 576,654. This would exceed the 2020/21 result, which had been impacted by the pandemic.
Deliver initiatives to support people into employment		On track	Various initiatives being delivered to support people into employment, including: <ul style="list-style-type: none"> Activities are on schedule for the launch of the Economic Growth Service Recruitment and Skills brokerage service (Q3) and Apprenticeship Levy Transfer (Q3) to support employers to recruit more inclusively and support the skills development of their workforce. A collaborative newsletter with the Department for Work and Pensions (DWP); Derby Jobs Weekly, was launched to increase visibility of opportunities across the city. Derby City Council website is being updated, with changes to go live early in Q3. The YES (Youth) partnership are planning a STEAM Recruitment event scheduled for November 2021.
Number of people helped into work through the Employment Portal Measure proposed for deletion as it is no longer relevant.		0 Portal not procured (Proposal to cease reporting on this measure from Q2 onwards)	The Portal has not been procured as activities have focused on local service developments to ensure that a service can be offered directly to employers with a more holistic offer. Colleagues have mapped all provision available for employers across the city and are in the process of creating a directory of 'support and activity' that employers are able to engage in, to help meet their recruitment and skills needs and utilising our Apprenticeship Levy Transfer, which will increase the number of apprentices in the city, encouraging skills development for the future.
SR 19 - Business resilience and loss of jobs in light of COVID-19		Risk score of 6	Government Additional Restrictions Grant funding is now fully committed to 23 businesses, with payments due to be completed by end of March 2022. Economic Taskforce meetings continue to take place fortnightly to develop ways of supporting businesses


Item description	Type*	Q2 position	Supporting information
			<p>to adapt to the changing economic position and support those facing unemployment.</p> <p>The impact of furlough ending will be monitored, and if necessary, plans implemented to support negatively affected employees.</p> <p>At present the risk score remains unchanged from the position reported at the end of June 2021.</p>
Re-define our Adult Learning Service offer to continue to deliver courses remotely, ensuring our offer is informed by the needs of local businesses, and aligned with any identified skill gaps		On track	<p>Several courses offered online, in response to COVID-19, are now returning to an in-person setting with the lifting of restrictions, attendances will subsequently decline as there is a planned reduction in the number of online courses offered/attended.</p>
Derby Adult online learning courses offered		44 courses (NB - no quarterly target set)	<p>The Derby Adult Learning Service (DALs), as a lead partner for Continuing Professional Development of skills for Derbyshire, Nottinghamshire Inspire and Derby WEA, have been successful in securing a funding bid of £121,000 from the Department for Education to provide employment and vocational training to upskill our tutors.</p> <p>Based on quarter 2, it's unlikely that these measures will achieve the end of year targets of 80 courses and 77.4% take-up, as activities are coordinated in the most appropriate way for our learners.</p>
Derby Adult online learning course take up (overall attendance compared with the maximum number expected)		47% (NB - no quarterly target set)	
Percentage of young people years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known.		17.3% (NB - no quarterly target set)	<p>Performance for combined NEET & Not Known (NEET/NK) is slightly lower than last year at 17.3% compared to 17.7%.</p> <p>This is the period when 16 to 18 year old's are in the process of confirming their Post 16 Destinations meaning that NEET/NK is always high at this time of year. The Department for Education allow until the end of October for the submission of the statutory return to allow for more data to be gathered which means that this early figure will not reflect the figure in the statutory return.</p> <p>National Lockdown has however impacted on post 16 providers and staff home visits.</p> <p>It is forecasted that the position will reduce to 7% by the end of March 2022, which would be below the 2021 result of 7.4%.</p>
SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget		Risk score of 12	<p>Difficulty in recruiting appropriately skilled and experienced project managers remains a threat. However, good progress has been made with key vacancies being filled in the last quarter.</p> <p>The roll out of a SharePoint Project Management Platform and associated training is underway, and the Assurance Team is providing targeted advice and guidance on best practice.</p> <p>An update on Programme Management Office (PMO) activities and progress with the implementation of the Roadmap was also assessed by the Audit and Governance Committee in October 2021.</p>

Item description	Type*	Q2 position	Supporting information
Delivering our priority projects – NAMRC (Nuclear Advanced Manufacturing Research Centre)		Amber / Green	<p>Cabinet approval was secured in November 2020. The planning application was submitted in April and positively determined in August 2021.</p> <p>A build contract tendering process, led by the developer, is underway with a preferred contractor shortly to be announced. Prices sit within the budget for the scheme.</p> <p>The project achieved PMO Gateway 3 approval in August allowing progression to move to 'delivery'. Following this, the full business case was submitted to, and approved by D2N2 LEP, securing a grant (Getting Building Fund), and a loan (Growing Places Fund) to support the scheme. The Council has also increased its contribution.</p>
Delivering our priority projects – SmartParc <i>It should be noted that the quarterly RAG for this project has improved from 'amber / green' at the end of Q1 to the current assessment of 'green'.</i>		Green	<p>During quarter 2, the project has completed key actions as part of the delivery stage: entering funding agreements with SmartParc and D2N2, the transfer of council land, and commercial close on the site.</p> <p>Work started on site in August, with SmartParc confident in drawing down GBF (Getting Building Fund) funding by the March 2022 spend deadline. We continue to monitor progress.</p> <p>Further discussions are taking place with SmartParc regarding an additional council investment towards the scheme.</p>
Delivering our priority projects - Castleward		Amber / Green	<p>The Programme Delivery Board continues to meet every six weeks, managing risk and making appropriate decisions.</p> <p>Construction of the new school has been completed and it is now open.</p> <p>The Compulsory Purchase Order was granted for the Castleward scheme on 29 April 2021 and there are three years to execute the General Vesting Declaration.</p>
Delivering our priority projects - South Derby Growth Zone		Green	<p>A Cabinet report is being prepared to progress the outline business case (OBC) development in line with anticipated Levelling Up Fund feedback and in consultation with the Department for Transport.</p> <p>The OBC will be used to support future partnership funding bids, subject to relevant Cabinet approvals. If successful, Derbyshire County Council will be responsible for delivering the infrastructure works.</p> <p>The governance structure for the South Derby Growth Zone and Infinity Garden Village is being updated, setting out roles and responsibilities and including proposals for a Joint Growth Board.</p>

Item description	Type*	Q2 position	Supporting information
 Diversification <i>Seeking to create a modern, SMART city, with jobs for the future where we actively seek to innovate and grow. We will reimagine our city centre with culture at its heart.</i>			
Work with key partners including Marketing Derby, the D2N2 LEP, the Midlands Engine and Midlands Connect to secure inward investment		On track	<p>Monthly workshops with Marketing Derby are in place to develop a new partnership agreement and Inward Investment Strategy.</p> <p>To date, inward investments and outcomes of this have included:</p> <ul style="list-style-type: none"> • Attracting NEOS International to Raynesway, bringing approximately £1 million of inward investment and 150 jobs over the next two years • Securing Bam Boom Cloud (100 jobs), EVAD (32 jobs), Alertive (16 jobs) and McLaughlin's (16 jobs) into new city centre offices. <p>Work is on-going in other priority areas.</p>
Work with the University of Derby and other partners to deliver the Ascend programme, in support of potentially high value-added start-ups and existing businesses in Derby		On track	<p>Derby formally launched the Ascend project in July. To date, six businesses are on the program, and many private sector partners continue to contribute their time and resources to help shape and deliver the offer.</p> <p>A high quality and diverse pipeline of applications is being built with five businesses that wish to join the program that are due for consideration at upcoming selection panels.</p>
Vibrant City events programme co-produced with partners to support the recovery of our cultural offer with events		On track	<p>The application process has concluded, and the successful applicants have been advised. Planning has subsequently commenced for ten vibrancy projects.</p> <p><i>The assessment of progress for this action has improved from 'some slippage' at the end of June 2021 to the current assessment of 'on track'.</i></p>
Agreed plan to support transforming our city around the Market Place – the heart of the city – and encompass Derby's varied portfolio of cultural assets		On track	<p>A budget to assess the feasibility of plans to redevelop the Assembly Rooms complex ('Project Assemble') was approved by Cabinet on 6 October 2021. A wider physical plan (the 'Cultural Heart Mini Master Plan') was completed in July and includes proposals for re-modelling the area around the Assembly Rooms and the Market Place.</p>
Coverage of fibre (percentage with access); across residences, business, and public infrastructure		On track	<p>Work remains on-going within this area with more detailed updates to be provided in due course by CityFibre.</p>
Facilitating the expansion of next generation mobile networks to facilitate inclusion and future smart technology		On track	

Item description	Type*	Q2 position	Supporting information
 Decarbonisation <i>Recognising that we need to do more to have a positive impact on climate change, reviewing our transport, promoting smarter travel, securing renewable energy and seeking more sustainable waste management.</i>			
An established Climate Change Partnership Group and internal Officer Group		On track	Both groups have been established and meet regularly. The internal (Council focused) group has been reviewed to ensure it is embedded within priorities and appropriately strategic to support long-term and sustainable changes. There will be quarterly updates to Corporate Leadership Team.
An adopted Net Carbon Zero Strategy with a dedicated action plan		On track	The Climate Change Commission has agreed to refreshing the 2015 Climate Change Strategy. The first stage of this exercise is currently underway and involves consulting and engaging with the four Action Hubs. Once this is complete the revised document will be brought back to the Commission for endorsement in preparation for a more extensive consultation exercise.
Grants awarded for energy efficiency measures		20 (NB - no quarterly target set)	The grant award total for quarter two is £133,501.59, arising from four grants totalling £19,804 at the end of June 2021. The team has been working to increase business engagement and the volume of grant applications, which has been enabled by more face to face activities as the COVID restrictions have been eased. The 2020/21 year end position was 49 grants.
Energy audits undertaken for small and medium-sized enterprises		68 (NB – no quarterly target set)	Performance within this area has been maintained aided by targeted activities (Q1 position of 36 audits): <ul style="list-style-type: none"> • cross marketing with the mail out to local businesses about the covid emergency grants • a DE-Carbonise flyer insert being sent out with Business Rates letters, • advertising on Smooth Radio • Direct contact to businesses The 2020/21 year end position was 79 audits completed.
Percentage of household waste recycled, composted or reused (reported a quarter in arrears)		37% (NB – quarterly target set)	Performance for this measure is reported a quarter in arrears. The quarter two position is slightly below the position at the end of June of (37.5%) and the 2020/21 result of 38%. The forecasted end of year result is however anticipated to increase to the 2020/21 level of 38%. <i>NB - Please note, data is currently provisional and will be subject to change as some tonnage data is yet to be confirmed and the official outturn verified.</i>
SR14 - Adverse outcome to estimated fair value (EFV) determination of Long-Term Waste Management Contract		Risk score of 16	The team of advisers remains in place and continue to provide guidance and advice on all aspects of the EFV requirements and processes, working in line with COVID-19 guidance.
Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service in the southern part of the city, linking to Infinity Park and key city locations and interchanges		Green	Developing greater understanding of the current market and gauging operator interest will be supported by carrying out soft market testing. This will provide information about the hours of operation, zones and the back-office functions.

Item description	Type*	Q2 position	Supporting information
			<i>It should be noted that whilst this project is currently assessed as 'green' its delivery would be dependent on linked projects.</i>
Delivery of our Transforming Cities projects - Inter-urban bus lane and traffic light priority (Derby)		Green	The civil works are underway at Pentagon Island and progressing well. The signals contract award will be made once the process has completed, earliest time will be the end of October/early November.
Delivery of our Transforming Cities projects - Strategic cycle link (Derby)		Red	This is a complex route across multiple authority boundaries. A contracting strategy needs to be agreed for the strategic cycle link to progress. This remains unchanged from Q1.
Delivery of our Transforming Cities projects - City Centre - Mickleover cycle route		Green	Risk assessments have been carried out across the possible route and now moving to a more detailed stage. Topographical survey, tree, flood risk and ecology reports are being prepared. The aim is to consult and applying for planning permission by the end of March 2022.
Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway		Amber / Green	Risk assessments have been carried out across the possible route and now moving to a more detailed stage. Consultation will take place by March 2022. Options for combining bus and cycle improvements under one scheme are being explored. <i>It should be noted that the quarter RAG assessment has changed from 'green' at the end of June 2021 to the current position of 'amber / green'.</i>
Delivery of our Transforming Cities projects - City Centre - Raynesway (A52) cycleway		Green	The cycleway route is being delivered in phases, with sections of the route expected to open between 2021 and early 2022: <ul style="list-style-type: none"> Chequers Road cycle path completed in June 2021 Construction started on the Meadow Lane to Raynesway cycle route in May 2021 and is on-going. Phase 1 of the Meadow Lane cycle route commenced in July 2021. Phase 2 of the Meadow Lane to Raynesway cycle route scheme is expected to start by March 2022.
Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre		Amber / Green	The next stage of design (RIBA2) for Victoria and Albert Street is due by December 2021. If approved, the process of making the temporary traffic regulation order that will make the changes permanent will begin. The Spot - detailed concept design has been completed and further consultation will take place in October 2021. This will inform further design, aimed at appointing a framework contractor to construct the scheme in early 2022. <i>It should be noted that the quarter RAG assessment has changed from 'green' at the end of June 2021 to the current position of 'amber / green'.</i>
Delivery of our Transforming Cities projects - Smart park and ride hubs		Amber / Red	Cabinet in October was presented with a report proposing approval of land acquisition to progress the development of a Smart hub on the A52 strategic corridor.
Roadside NO2 Local Air Quality Plan		Green	Work is progressing well with the major junction works completed. <ul style="list-style-type: none"> Ashbourne Road surfacing works are provisionally planned to start March 2022.

Item description	Type*	Q2 position	Supporting information
			<ul style="list-style-type: none"> Automatic Number Plate Recognition contract documents are under review CCTV contracts have been signed with completion expected in November 2021 Uttoxeter Old Road bridge requires structural assessment before works can continue <p>Confirmation has been received from the Joint Air Quality Unit that progress on the implementation of our 'Roadside NO2 Local Air Quality Plan' is sufficient and there are no funding risks.</p> <p><i>The Q2 delivery confidence assessment for this project has improved from 'amber/red' to 'green', with the quarterly assessment improving from 'red' to 'green'.</i></p>
Delivery of our projects – Our City, Our River		Green	Elements of Package 2 and 3 works have been partly funded through ERDF contributions. Munio II – Mill Fleam contract has been awarded with works due to complete by the end of 2022.

* Type – for the type of metrics and guidance please refer to pages 32 and 33.

Our people

A city of health and happiness

Healthy citizens



Resilient neighbourhoods



Thriving children and young people



Working **WITH** the city – delivering for Derby

Summary Statistics

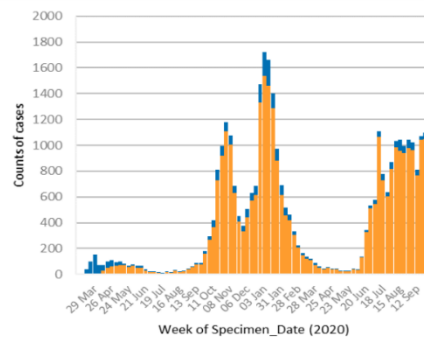
COVID-19 cases -
Cumulative data from
06/03/2020 - 09/10/2021

- **34,652 cases**, which is a rate of 13,467 per 100,000 population.

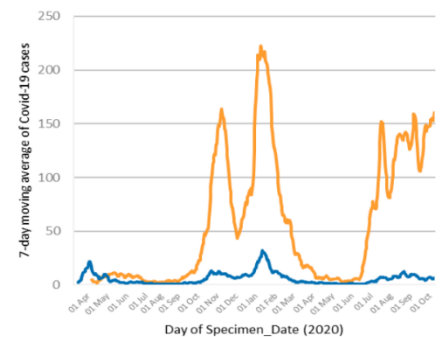
COVID-19 cases - Weekly data from 03/10/2021 - 09/10/2021

- **1,171 cases**, which is a rate of 455 per 100,000 population.

Cases per week (Sunday to Saturday)



Moving average of cases per day



Strategic risk “SR 10 - 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” has been **redefined** to “SR28 – Providing the right services at the right time for Derby’s looked after children and young people with complex needs”. The **risk remains significant** with a **maximum score of 16** and an **associated risk has been escalated by the COVID-19 Programme Board** “SR 27 – Diminished outcomes for Derby’s children and young people”.



It should also be noted that **the number of ‘high’ and ‘medium’ risk cases for exploitation has increased from 84 children and young people at the end of June to 96 at the end of September.**



There were **1,315 homeless approaches** between April and September, with a total of **546 cases resolved under the ‘Prevention Duty’.**

There has however been a **24% increase in the number of households approaching as the victim of domestic abuse.**















The **percentage of Education, Health and Care Plans issued within 20 weeks increased** from **42.3%** at the end of June 2021 to **57.1%** at the end of September 2021.





The risk rating for the strategic risk “Meeting statutory duty to provide accommodation support for domestic abuse” has **reduced from 12 at the end of June 2021 to the current position of 8**, as a result of additional controls now in place. An accommodation-based support strategy is in place, and procurement of refuge services is due to start.













Supporting information





Item description	Type*	Q2 position	Supporting information
 Healthy citizens <i>Working together across organisational boundaries to keep the COVID-19 infection rate low and addressing long-standing inequalities and poverty</i>			
Implementation of our COVID-19 readiness plans and our Local Outbreak Plan (LOP)		On track	Our outbreak response is conducted through our incident management team meetings, taking reporting from any task and finish outbreak meetings, and reporting through to the Local Resilience Forum, Joint Health Protection Board and COVID Programme Board.
SR 23 - Outbreak of COVID-19 in Derby		Risk score of 12	Risk assessments remain on-going to support safe operation of services and spaces across the city, via Corporate Health & Safety Team and Policy & Guidance group.
Regular internal and external communication on COVID-19		On track	Regular updates are in place for colleagues and the public, based on changing national guidance. The team is working to a full communications and marketing plan to ensure extensive messaging and coverage remains proactive and appropriately focused.
SR 24 – Meeting statutory duties in key service areas due to COVID-19 priorities		Risk score of 6	There remains an on-going risk related to high demand for statutory support for our children and young people, which is reflected within a number of specific risks relating to demand and the number of individuals/households 'in need' following COVID-19. Targeted controls and actions are in place for both these risks, which in turn has helped to mitigate this overarching risk. This risk is under regular review through the COVID-19 Programme Board, alongside targeted analysis by Service Directors. It should be noted that a number of risks within the People's Directorate Risk Register linked to our ability to meet need have increased over the last quarter, relating to "Unsustainability of Adult Social Care market post during COVID-19" and "Care providers unable to recruit and retain sufficient staff", which continue to be mitigated locally. <i>The Executive Scrutiny Review Board will consider an update on the impacts of the pandemic at the November 2021 meeting.</i>
SR 18 - Increase in number of individuals/households 'in need' following COVID-19		Risk score of 12	The capacity of our colleagues continues to be reviewed weekly by Directors. Demand is being managed within the existing service provision. <i>The Executive Scrutiny Review Board will consider an update on the impacts of the pandemic at the November 2021 meeting.</i>
An up-to-date joint strategic needs assessment (JSNA) <i>This action has been re-assessed from 'some slippage' at the end of June 2021, to the current position of 'major slippage'.</i>		Major slippage	Public Health analytical capacity has been impacted by supporting the COVID response and surveillance, which has been priority. Therefore, there has been limited updates to the JSNA. Colleagues are to consider a new approach in collaboration with Derbyshire County Council and NHS colleagues to the delivery of the JSNA, to appropriately








Item description	Type*	Q2 position	Supporting information
			support Integrated Care System and Health and Wellbeing Board development.
Updated City Health and Wellbeing Strategy		Major slippage	<p>The development and delivery of the Health and Wellbeing Strategy has been significantly delayed due to notable health and care system changes, which are still in progress alongside capacity challenges due to the COVID-19 pandemic requiring prioritisation.</p> <p>A review of the Health and Wellbeing Board is currently underway including Joint Health and Wellbeing Board (with County Council) arrangements, which will influence the timing and development of an updated Health and Wellbeing Strategy for Derby.</p>
Development of a city-wide action plan to tackle poverty in the city (including child poverty), which will include measures to evaluate the impact that we make		On track	<p>The Derby Poverty Commission had its formal launch in April 2021 and has had six weekly meetings since its inception. Key areas of activities have included the:</p> <ul style="list-style-type: none"> • Poverty Commission playing a role in the development of the Summer Offer – specifically around the school uniform segment; • digital offer; • development of the fruit and veg initiative alongside DF4TA and looking at furniture offer. <p>The Commission has secured an additional £80,000 of funding via Public Health on top of the initial £20,000 committed by the Council. This will enable the employment of a Senior Project Co-ordinator to take lead on project, recruit community commissioners and also officially launch the next 18 months in the development of the Poverty Truth Commission. Community Action Derby has agreed to 'hold' the funding on behalf of the Poverty Commission. Recruitment of the Senior Project Co-ordinator goes to advert during Q3.</p>
Maximise the potential of joint working with the NHS and other partners to produce efficiencies and better service outcomes		On track	<p>After a bidding opportunity, funding has been offered to Home First to progress the social care elements of the NHS's Urgent Community Response. This is awaiting Cabinet approval of acceptance of the funding and a detailed implementation plan can then be implemented.</p>
Older people who were still at home, 91 days after discharge from hospital into reablement/ rehabilitation services		81.9% (Quarterly target status: Green)	<p>Performance remains consistent with the position reported at the end of June 2021 and represents an improvement from the comparable period in 2020/21, which will impact positively on our budget position.</p> <p>As the current result of nearly 82% represents the highest reported since June 2017 it is anticipated that the end of year target of 78% will be met. This would represent an improvement from the March 2021 result of 76.2%</p>
Adults 18 to 64 whose long-term needs are met though placements into residential or nursing care		4.5 per 100,000 population (NB – no quarterly target set)	<p>The total number of placements has increased from the position of one at the end of June 2021 to five. It should however be noted that this still represents an improvement from the comparable position in 2020/21 when there were 16 placements.</p> <p>If this trend were to be replicated to year-end, we would have 10 placements and a rate of 9 per 100,000, which would be an improvement from the position of 20 per 100,000 from last year.</p>



Item description	Type*	Q2 position	Supporting information
			<p>There are however factors that may have impact on the year-end status;</p> <ul style="list-style-type: none"> any required MTFP savings higher demand in the transition from CYP to Younger Adults more customers moving from supported living to low cost residential care the winter trajectory of Covid. <p>It should also be noted that there are delays in recording which mean historically that the later quarters see the introduction of more admissions.</p>
Adults 65 and over whose long-term needs are met through placements into residential or nursing care		<p>247.9 per 100,000 population (Quarterly target status: Blue)</p>	<p>At the end of September 2021, there were 99 placements, which is below the 155 recorded in September 2020.</p> <p>There are however factors that may have impact on the year-end status;</p> <ul style="list-style-type: none"> any required MTFP savings the winter trajectory of Covid resulting in more demand for placements. <p>It should also be noted that there are delays in recording which mean historically that the later quarters see the introduction of more admissions.</p>
<p>Support improvements in health and wellbeing, through a focus on health improvement and wider determinants</p> <p><i>This action has been re-classified from 'major slippage' at the end of June 2021 to the current position of 'some slippage'.</i></p>		<p>Some Slippage</p>	<p>Work has continued to build on the strong community response to the COVID-19 crisis, developing future community assets and resilience with the possible use of covid funding to support this.</p> <p>Colleagues are working with Community Action Derby and the Community Development Team to develop the Derby Health Inequalities Partnership; alongside working closely with Joined Up Care Derbyshire to develop increased capacity for tobacco dependency services for hospital patients.</p> <p>There are also plans to refresh the local tobacco control strategy following the imminent publication of the national Tobacco Control Plan.</p>
Total numbers in effective alcohol treatment		<p>454 Annual target</p>	<p>Looking over a 12-month rolling period there are a total of 648 people in treatment. The launch of a new digital support platform should offer more treatment capacity but will increase pressure on service delivery that will require monitoring / action.</p> <p>It is forecasted that the end of year target of 620 will be achieved, which will represent an improvement on the 2020/21 result of 60; but this should also be considered in the context of increased demand.</p>
Smoking quit rate (% stopping at 4 weeks)		<p>68.0% (Quarterly status: Blue)</p>	<p>The demand for the smoking cessation service remains consistently high. It is anticipated national Stoptober campaign in quarter 3 will increase this demand further. In addition to business as usual activities, the service is also working with Joined-up Care Derbyshire to develop plans for the NHS LTP tobacco dependency service within Royal Derby Hospital.</p> <p>It is forecasted that the end of year target of 61% will be achieved, which would be a higher outturn than the 59% recorded at the end of March 2021.</p>





Item description	Type*	Q2 position	Supporting information
<p>Proportion of adults who are physically inactive (from Active Lives survey)</p> <p>% Active Lives data is from the period of November 2019 to November 2020</p>		32.4% Annual collection and target	<p>There has been no change in the position reported from the end of June 2021 as this is an annual measure. During quarter two, we saw the conclusion of the Derby Walking Festival with a range of free walking opportunities building on and capitalising on the increase in rates of walking from the Covid-19 lockdown and the successful Beat the Street programme. This included:</p> <ul style="list-style-type: none"> • Nine newly created virtual walks • Newly created self-guided community orienteering • 27 self-guided walks. <p>Further supporting the walking agenda, a circular accessible path is being constructed at Sinfin Moor Park and an activation plan is being developed to increase both the use of the park and the diversity of users to be able to benefit from increased levels of walking, jogging and wheeling.</p> <p>Work also continues to refresh Move More Derby strategic priorities with city partners to align capacity and resources.</p> <p>The end of year target has been set to maintain the current position through our targeted interventions, in a context of increasing inactivity.</p>
Proportion of children and young people (CYP) who are less physically active (from Active Lives CYP survey)		33.4% Annual collection and target	<p>Local work has taken place in Derby to support our children and young people to be more active as part of the Derby summer promise work jointly funded by the Holidays Activities Fund with targeted supported provision across 14 out of 17 wards</p> <p>Derby Youth Alliance also continues to develop with two development sessions hosted to agree the priorities of the Alliance work moving forward. The Alliance has been successful in receiving grant funding from Derby Homes to build upon and further develop and broaden the work from the Serious Youth Violence pilot work.</p> <p>Work has started on the development of the Osmaston Park BMX track and a local BMX club to develop a sustainable community-led opportunity for the area. The track will be completed in October and officially launched.</p>
The rate of returned online sexual health tests for the DISH digital offer		61.4% (Quarterly status: Amber)	<p>Result dipped during September 2021, which is being investigated to further understand the reasons for this. This has resulted in the measure being classified as 'amber', but it is forecasted that this will improve to 65% by the end of March 2022, which is in line with the target set.</p>
Delivering our priority projects – Moorways Sports Village		Amber / Green	<p>Progress has been made on the construction contract works, with improvement against the programme.</p> <p>The capital element of the scheme is currently forecast to be delivered within budget.</p> <p>Procurement of an operator is underway, supported by leisure and legal consultants.</p>






Item description	Type*	Q2 position	Supporting information
 Resilient neighbourhoods <i>Using the strengths within our communities to support those in need, making sure that Derby is a place where people help each other, a place to feel safe, and be safe. Working across the sector to create easy to access, local public services.</i>			
Established Community Recovery Board and Better Together Implementation Board		On track	<p>The Community Recovery Board continues to have good engagement and has increased membership from a wider range of system partners.</p> <p>There are refreshed arrangements for agenda setting and additional business support to administer the meetings.</p> <p>The Community Recovery Group will now form part of the new thematic partnership board structures, and development continues to position the group into this space.</p> <p>Better Together continues to gain momentum across a number of directorates, with greater articulation of the aims of the programme, and understanding amongst colleagues.</p>
Agreed measures and targets for our Better Together Approach		On track	<p>Proposals have now been developed to ensure that there is sufficient resilience within the Neighbourhoods Team and initial discussions with councillors have taken place with an agreement reached to form a cross-party group working to progress this.</p> <p>The initial management arrangements are now coming to the end of the initial temporary contract and permanent proposals are included within Achieving Change proposals.</p> <p>Additional support is now being provided through a Change Agent dedicated to Better Together/Localities strand of work.</p> <p>Work is on-going to propose the future positioning of Community Action Derby within the localities framework, along with the further integration of the alliances established over the last year.</p>
Volunteering database in place		On track	<p>Priority work has been taken to ensure GDPR is adhered to and a data sharing agreement will be in place by end of November. This will lead to a review of which application will be used, based on needs identified by the partnership.</p>
Refreshed Neighbourhood Boards <i>This measure has improved from the assessment of 'some slippage' at the end of quarter 1.</i>		On track	<p>The governance around the delivery of Neighbourhood Boards is currently under review to identify opportunities to improve existing processes. Each Neighbourhood Board has an action plan in place.</p>
Anchor Network and priorities in place, overseen by the Partnership Board, to build wealth in and develop local communities through procurement and spending power; workforce and training; and buildings and land		On track	<p>A group comprising of key Anchor Organisations across Derby and Derbyshire is now well established with good engagement.</p> <p>An Anchor Charter has been developed as a way of securing commitment from individual organisations and provides a framework to make changes to benefit communities across the city and county; with each anchor organisation currently taking this through their organisational governance processes for sign off.</p> <p>The group has agreed that the initial strategic focus will be in the area of workforce and employability, and social value in procurement. Anchors have also agreed to identify entry level jobs across the anchor</p>




Item description	Type*	Q2 position	Supporting information
			<p>estate and develop recruitment pipelines in order to try and source potential candidates from our communities for these roles. In addition, we have agreed that more could be done to promote health and wellbeing across our anchor organisations, improve take up, and share initiative across organisations.</p> <p>It has been agreed that it's important to disseminate the value the Charter is making across organisations through case studies and/or examples from across the system and newsletter will be out in early 2022.</p>
Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable		On track	<p>Ten properties have now been identified for the Rough Sleeper programme. One is already in use with four undergoing refurbishment works. The remaining properties are either being valued or in conveyance.</p> <p><i>This measure has improved from an assessment of 'some slippage' at the end of June.</i></p>
Net additional homes delivered (all tenures)		Annual Collection	<p>Work remains on-going on all development sites including:</p> <ul style="list-style-type: none"> • Hackwood Farm • Durose Country Park • Mansfield Road • Allan Avenue • Manor Kingsway • Becketwell • Rolls-Royce Main Works • Student apartments (over 100) under construction on Babington Lane <p>Activities will also commence on 203 homes at Onslow Road, Mickleover, alongside commercial to residential conversions coming forward as a result of Additional Restrictions Grant - 64-72 St Peters Street (up to 20 apartments), 43 Sadler Gate (4 new homes) and others.</p>
Affordable homes delivered		<p>77 affordable homes provided (NB – no quarterly target set)</p>	<p>Activities continue to be impacted by COVID-19, with supply issues impacting the delivery of affordable properties. Market prices have also increased.</p> <p>We continue to monitor the open market and work with our partners to monitor timely delivery of new homes.</p> <p>It has been forecasted that by the end of March 2022 that over 140 homes will have been provided, exceeding the target of 139. This would however be less than the result of March 2021 (223 homes).</p>
Number of homeless approaches - those where an HRA application is activated on RARS		<p>1,315 homeless approaches (NB – no target set)</p>	<p>Since the beginning of April there have been 1,315 approaches with 667 being taken in the last quarter. This is 3% higher than the last quarter, with a 24% increase in the number of households approaching as a victim of domestic abuse.</p> <p>There was also an increase in the number of households being given notice on their privately rented accommodation and alongside non-violent relationship breakdown.</p> <p>It should be noted that there was a decrease in those households leaving Home Office accommodation and those leaving supported accommodation.</p>



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Total number of homelessness cases resolved under 'prevention duty'		546 resolutions (NB - no target set)	There were 265 cases resolved under the prevention duty this quarter bringing the total number since the beginning of April 2021 to 546. This is a reduction of 6% on the last quarter and is likely to be a reflection of the lack of rehousing opportunities in both the private rented and social housing sector.
Embed and further develop neighbourhood working to all areas of the city and explore opportunities for a City Centre Community Safety Hub <i>It is proposed that this measure is divided into two part from quarter 3 onwards.</i>		On track	Derby Homes are currently managing the Neighbourhood team and working with other partners in the city to build on the 'Better Together' approach, developing our locality offer. The actions undertaken so far are as follows: <ul style="list-style-type: none"> The Neighbourhood Ward Committee governance has been reviewed and we are preparing a Cabinet paper for the next steps (<i>please also see the action – "Refreshed Neighbourhood Boards"</i>). To support changes an Achieving Change process will be delivered to strengthen neighbourhood working across all areas of the city. There are comprehensive profiles for all wards within the city to inform future activities and through a data and intelligence led approach, we have started to work with partners in the city to identify target areas to help us improve the locality offer. Public Protection Officers will be moving into the Riverside Chambers in November 2021, which will further enhance our city centre provision, developing our partnership approach. All Public Protection services will be delivered from the Council House and Riverside Chambers; and we have extended our Night Team Economy provision by accommodating a Police Officer within Riverside Chambers during night time economy hours.
Number of recorded crimes in the city centre (rolling 12 months) <i>Position as at the end of May 2021</i>		2,591 (NB - no target set, partnership measure)	Whilst footfall within the city has declined, there has been an increase in violent incidents without injury during the night-time economy. Local trends have also been influenced by national activity, with significant and sustained complaints of harassment and stalking since March onwards, which aligns with high-profile cases this year.
Number of recorded crimes across Derby (rolling 12 months) <i>Position as at the end of May 2021</i>		29,433 (NB - no target set, partnership measure)	
Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months) <i>Position as at the end of May 2021</i>		1,075 (NB - no target set, partnership measure)	
Number of reported anti-social behaviour (ASB) incidents across Derby (rolling 12 months) <i>Position as at the end of May 2021</i>		13,968 (NB - no target set, partnership measure)	
Number of hate crimes reported		33 (April – September)	
			During quarter two, there were 14 enquiries, and 5 incidents were reported. Racist and Disablist were the most common hate motivations. Harassment, threatening behaviour and verbal abuse were the most common type of incident reported.







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Publish a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments		On track	There is a draft plan in place that will be reported to Cabinet once design has been completed. The plan has been co-produced with the Employee Networks, Equality Hubs, Heads of Service and Directors.
SR 26 - Meeting statutory duty to provide accommodation support for domestic abuse		Risk Score of 8	<p>An accommodation-based support strategy is in place, and procurement of refuge services is due to start in November 2021.</p> <p>A Domestic Abuse Partnership Board is being established to oversee the Council's delivery of the statutory duties in this area. Members will include representatives of victims of domestic abuse, the voluntary sector, and 'buy and for' services.</p> <p><i>An indicative opportunity score of 12 was reported in quarter 1, all controls and actions related to this have been incorporated into the risk treatment approach reducing the threat rating from 12 to 8. In addition to this, the 'opportunity assessment' has been re-evaluated as controls that have supported the reduced risk score.</i></p>

Item description	Type*	Q2 position	Supporting information
 Thriving children and young people <i>Recognising that we must work to create a place where our children and young people are supported to achieve their full potential, and when they need help that they have access to 'the right support, at the right time'.</i>			
Implement Derby's Strength-Based Approach Strategy and support families to safely stay together, reducing demand for statutory safeguarding interventions		On track	In August 2021, Ofsted published Derby's focused visit letter that evidenced the implementation of our strength-based approach within our practice, supporting children and young people to positive outcomes by focusing on their assets.
Children in need (CIN) per 10,000 population		141.80 per 10,000 population (NB - no quarterly target set)	<p>It is usual that there should be a higher number of children and young people subject to CIN status than those with a Child Protection Plan as we work to manage risks and keep children and young people safely at home.</p> <p>These children are mainly managed / their meetings chaired by locality team managers, with a small number of complex cases chaired by our Independent Reviewing Officers.</p> <p>It should be noted that the CIN rate has reduced from the end of June 2021, when 274.10 per 10,000 population was reported.</p> <p>Based on the current rate this measure is in line with the year-end target and forecasted to be within a rate of 150.00 per 10,000 population</p>
Children who became the subject of a child protection plan (CPP) per 10,000 population aged under 18 (snapshot)		78.20 per 10,000 population (NB - no quarterly target set)	<p>The total number of children with a child protection plan has stabilised as we work with families using strength-based models to reduce risks. There is regular monitoring of escalations.</p> <p>The current position of 78.2 per 10,000 is in line with the position reported at the end of March 2021 (78), however it is above the end of year target of 74 per 10,000 but through on-going activities to support families using our strength based approach it is forecasted that this will be reduced.</p>

Item description	Type*	Q2 position	Supporting information
Children looked after (LAC) per 10,000 population aged under 18		110.70 per 10,000 population (NB - no quarterly target set)	<p>There has been an increase in the total number of children and young people looked after, impacted by an increase in UASC. There is however evidence that demand is stabilising with colleagues working to exit children appropriately and safely from care...</p> <ul style="list-style-type: none"> • There were eight new entrants during September 2021 • Nine children ceased care during September 2021 <p>Thresholds are robustly checked through gateway processes, panels and at conferences; and are appropriate.</p> <p>We continue to undertake targeted work to support those on the edge of care, alongside exiting those where we have identified a permanent option.</p>
Percentage of children (POC) and young people's early help cases where progression tools show an improving direction of travel after support has been provided		95% (Quarterly status: Green)	<p>We continue to support families and children and young people to positive outcomes through our early help services, which includes supporting those on the edge of care.</p> <p>The position of 95% is forecasted to be maintained, achieving the end of year target. This would however be slightly below the 2020/21 result of 99.6%.</p>
<p>SR10 – Providing the right services at the right time for Derby's looked after children and young people with complex needs.</p> <p>Previously SR10, which was reviewed and re-defined during Q2.</p>		Risk score of 16	<p>The recent Focused Visit completed by Ofsted confirmed that strong and robust plans are in place for looked after children (LAC). However, demand continues to increase in all areas of statutory services, and while the number of LAC has stabilised it remains higher than in 2020.</p> <p>Work is ongoing to ensure practice remains robust as Covid-19 restrictions lift, and a placement review panel is operating to provide an additional level of assurance.</p> <p><i>NB – this risk has been redefined since quarter 1 following consultation with Directors. All controls and mitigations have been appropriately reviewed to ensure they align with the redefinition.</i></p>
<p>SR 27 – Diminished outcomes for Derby's children and young people</p> <p>NEW strategic risk from quarter 2 onwards (escalated from the COVID Programme Board)</p>		Risk score of 9	<p>The Council is involved in regional interventions to support local responses. A good example of this is the work carried out through the HAF (holiday, activity and food) programme during summer; with a further phase planned for the Christmas period. Early Help services have been maintained throughout the pandemic and continue to be provided to support families and children young people focusing on local assets.</p> <p>Online learning resources were published by the government and are available to schools, parents and carers, with some schools further developing their own high quality remote education offer.</p>
<p>CYP Demand Management programme</p> <p><i>The demand management programme is now reported based on the progress of supporting projects.</i></p> <p><i>At the end of June 2021, the programme was reported as</i></p>		<p>Amber / Green</p> <p>Amber / Green</p>	<p>Special Education Needs and Disabilities (SEND) High Needs Transformation: The initial phase of work with IMPOWER has been completed, and further opportunities for demand avoidance have been identified.</p> <p>Family Justice Reform: Training material produced and will be delivered in October 2021.</p> <p>A Commissioning sub-group will be established over the coming 12-months to scope out expert reports</p>

Item description	Type*	Q2 position	Supporting information
'Amber / Green' with the quarter 2 positions of the supporting projects being in line with this.		Amber / Green	Fostering Fostering Friendly sign off received, and recruitment events completed. Planning has commenced for our 'You Can Care' recruitment campaign.
		Red	Accommodation Strategy Placement accommodation map and overview has been created, and financial and looked after children (LAC) forecasts have been prepared. Soft market testing has generated positive results. The project has however been classified as 'red' because: <ul style="list-style-type: none"> • The Willows will not be delivered until 2022/23 • cluster homes will not deliver beds until 2022/23 • the current forecast exceeds the existing budget.
Percentage of children placed with independent fostering agencies (IFA)		70.0% (NB - no quarterly target set)	The percentage of fostered children in Independent Fostering Agency (IFA) placements has reduced from a high of 76.2% seen at the end of June 2020. From June 2021, the new role of In-House Placements Officer is working across in-house fostering and commissioning to source and support the match of in-house foster carers with DCC children in care. There has also been a continued focus on the recruitment and retention of in-house foster carers, combined with activity to increase capacity by broadening the types of fostering and age ranges that particular carers offer, is helping to improve capacity. New recruitment events planned for quarter 3, aimed at promoting applications from a wider range of applicants. An end of year target of 67.5% has been set, which would represent an improvement from the 69.6% recorded at the end of March 2021.
Total number of active approved fostering households		106 households (Quarterly status: Green)	At end of September 2021, the number of Derby City Council active mainstream fostering households had increased by one, from 105 (at end of Q1 2021/22) to 106. This was due to five new mainstream approvals and four de-registrations. We have approved some experienced, previous Independent Fostering Agency (IFA) carers, which is helping to match various types of demand to supply. We have continued to address capacity by broadening carers approval ranges, where possible, and we are starting to approve carers in a new category, for parent and child placements. This will reduce our reliance on independent fostering agencies, and the first placement was made by end of September. It is forecasted that the measure will meet the end of year target of 110 households, which would represent an improvement from the 103 recorded at the end of March 2021.
Implement our Children at risk of Exploitation Strategy		On track	We have consulted a diverse range of over 400 young people regarding how safe they feel in the city and what changes need to happen in order to increase safety within the context of Place Based Risk. We have held an initial partnership event to establish and launch the concept of "Safer Together", which was driven by the voice of young people and parents. A

Item description	Type*	Q2 position	Supporting information
			series of pledges made at that event will be developed over the next 6 months that will inform the City Strategy that will align and compliment the wider Better Together Strategy.
Number of child exploitation requests that were identified at medium or high risk at the first strategy meeting		96 children and young people (NB - no target set)	<p>There has been an increase in numbers of children and young people at risk of exploitation, which may have been influenced by improved monitoring and reporting systems, which are now in place across the service.</p> <p>The current total number is 179 CYP: 32 - High Risk 64 - Medium risk</p> <p>There have been 44 new referrals- 17 considered as high risk and 15 considered as medium risk and the remainder low risk.</p> <p><i>This was 84 children and young people at the end of June 2021.</i></p>
Establish a city-wide education strategy for lifelong learning, working to ensure any impacts from COVID-19 are identified and addressed (for all pupils)		On track	<p>The Education and Skills team has included information about school and academy reporting requirements in the regular PACE Updates for HSLM, for Chairs of Governors and for School Business Managers. A new requirement for 2021/22 is to report this spending on the new DfE Pupil premium template. Schools and academies have until 31 December to complete this template and publish it. The Steering Group has continued to meet. The Education and Skills team have facilitated two remote sessions for Mental Health leaders in every school and academy.</p> <p>A project manager has now been recruited to work with the Virtual Headteacher on the extended role. This manager is a recently retired headteacher who will be bringing a great deal of knowledge and experience to the role.</p> <p>The new strategy has now been shared with leaders in the People Directorate. We are awaiting guidance on how to share more widely with the rest of the Council and with Derby schools and academies.</p> <p>The Head of Service for Education and Skills is now the Chair of the Derbyshire South Careers Hub where we work closely with D2N2 and local employers to drive forward the Careers Strategy plans.</p> <p>The Education and Skills team have begun a project with ITT lecturers at the University of Derby to develop understanding of Quality of Education in primary schools for subjects outside of English and mathematics. Activities have started with science to develop an approach that can be used to challenge a support the science curriculum from the Early Years Foundation Stage to the end of Year 6.</p> <p>We are expecting external assessment to return in Summer 2022 with caveats on uses.</p> <p>The Education and Skills team is working closely with colleagues in local health teams to ensure that school and academy leaders are well informed and supported about Covid-19 risk and how to manage it.</p>

Item description	Type*	Q2 position	Supporting information
Implement our Local Area SEND (Special Educational Needs and Disabilities) Strategy		On track	Derby hosted our 3-day inspection re-visit from Ofsted and Care Quality Commission (CQC) to determine whether sufficient progress had been made against the five areas of weakness since the full inspection in June 2019. Derby Local Area SEND Strategy and the extent to which the strategy has been implemented was part of the inspection. The outcome of the inspection will be published in November 2022, which will inform further development actions alongside local areas for improvement currently in progress.
SR17 - Sufficient progress being made against the Written Statement of Action before inspection		Quarter 1 status <i>Risk score of 8</i> <i>Opportunity score of 12</i>	This risk will be redefined and re-rated during quarter 3 in view of feedback following the Ofsted and CQC re-visit. It should be noted that as a result of re-visit that the risk has not be reviewed for quarter 2 and the position presented was the risk scores as reported at the end of June 2021. All controls, mitigations and actions will be assessed and updated as part of the redefinition process.
Percentage of new Education Health Care Plans issued in 20 weeks		57.1% (NB - no quarterly target set)	Data is reported prior to exceptions being applied. Exception allows the Local Authority to exclude plans that were unable to be finalised due to a set of specific circumstances. After applying exceptions, performance for the quarter was 60% (July), 64% (August), 62% (September). These figures represent the improvement from historical outturns and evidence more sustainable performance. The year-end forecast is anticipated to achieve the target of 60%.
Satisfaction of parents with new Education Health Care Plans (EHCP)		43% (NB - no quarterly target set)	The number of responses per quarter remains low and will require action. Of those received to date, 43% of responses were positive, 20% of responses were neutral and the remainder identified improvements could be made. It is forecasted that performance will improve to 50% satisfied by the end of March 2022.
The percentage of CYP with an up to date EHCP Annual Review		0% (NB - no target set until baselines are in place)	A new case management system went 'live' in September 2021; however, it is not currently fully rolled out. Data is not yet available as the on-going migration will require manual activities, impacting on reporting timescales. At the end of quarter 1, an update was provided on priority annual reviews "92% of annual phase transfer reviews were completed within the statutory timescale in 2021". A recovery plan is in place to ensure reviews are completed with controls in place informed by robust insight, which the new case management system will facilitate.
Quality education, health and care plans		Average of 74.0% of plans assessed (NB - no quarterly target set)	The average compliance score of 74% has been achieved through internal quality assurance of a 10% sample of plans written in the past quarter. This position is in line with the output of 73% reported at the end of June 2021, which is evidencing more consistency within the quality of plans. It should be noted that whilst there is no quarterly target that this measure is forecasted to achieve the end of year target (75%).

* Type – for the type of metrics and guidance please refer to pages 32 and 33.

NB – The Special Education Needs and Disabilities (SEND) High Needs Block project is now reported as part of the 'Demand Management' programme.

Our Council

Focused on the things that matter

Enabled
residents



Intelligence led
decisions



Empowered
colleagues



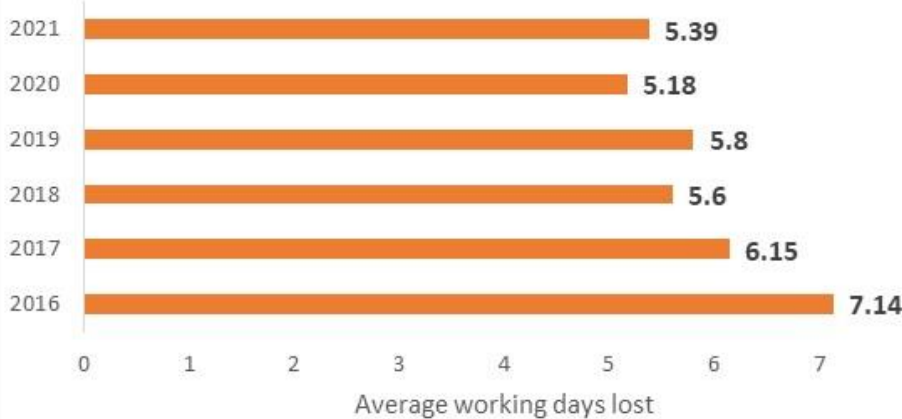
Working WITH the city – delivering for Derby



119,260 residents and business are registered with a MyAccount, with **over 6,000** users registering a new MyAccount in the last three months.

69 services are available online for residents and businesses to access.

Quarter 2 - Average number of working days lost due to sickness absence



Between April 2021 and September 2021, an average of **5.39** working days were lost per full-time equivalent employee due to sickness absence.



Stress/Anxiety remains the highest absence reason of 2021/22 making up 19.23% of all absences year to date.

Over the last quarter, we have re-defined the role of our Mental Health First Aiders to **'Mental Health Champions'**.

The Champion role has a more proactive focus to support managers and colleagues to put good practice into place. Team Wellbeing Plans are reviewed regularly.



Deep dive risk assessments were completed by our Corporate Risk Management Group on two of our strategic risks to **seek additional assurances of controls and actions...**










- SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget.
- SR7 - Contract management arrangements that are not in line with our agreed standards.








During quarter 2, **budget spending review panels** have been introduced to assist in the management and mitigation of current budget pressures.







In addition to this, work has continued on the **Medium-Term Financial Plan with workshops hosted for our four portfolio themes**, to align budget proposals with priorities for the city. Activities will continue on both areas into quarter 3 as we manage what still remains a significant area of risk.








Supporting information








Item description	Type*	Q2 position	Supporting information
 Enabled residents <i>recognising that we need to develop solutions around the strengths and needs within our communities, listening and acting upon what they tell us, seeking to make the best use of technology to deliver services differently, focusing on developing our long-term aspirations for the city.</i>			
Consult with our residents and local business to inform future priorities		On track	The public consultation timetable continued to be busy throughout quarter 2 informing decisions on changes to services and facilities and on capital projects.
Simplify processes for Welfare Reform services, including drafting a business case for a Partnership Hub approach		On track	Action is progressing in partnership with Community Action Derby who are working up a series of deliverable actions to simplify welfare reform.
Number of successful interventions on the customer's behalf delivered by the Welfare Reform Team		1,050 (NB – no quarterly target set)	<p>The implementation of the Household Support Scheme will provide significant opportunities to refer vulnerable households for financial support, which will increase the outcomes for this team.</p> <p>It is forecasted that performance will reach 2,700 successful interventions by the end of March 2022, which would be an increase on the March 2021 result of 2,315 and would achieve the target.</p>
Create a Single Front Door Strategy for Derby		N/A	No update is currently available for this action, as further work is needed to determine how it will be implemented. A Front Door Workshop is due to take place on Monday 25 October to progress this.
Deliver digital services that are easy to use that people prefer to use, while not excluding those that do not		On track	The Digital Innovation Centre is continuing to deliver Digital Services according to the Council's adopted Digital standards. We are doing this as a service lead prioritised service programme. <i>Further details are available under the project update "Delivering our priority projects - Digital by default".</i>
Percentage of customers registering an online user		87% (Quarterly status: Amber)	<p>The percentage of registered MyAccount customers has remained the same as last quarter, even with a rise in the number of registered users.</p> <p>Current projects with services to implement additional processes online should encourage further sign up from users rather than interacting with us as "Guests".</p> <p>This measure is forecasted to achieve the end of year target of 90%, which would represent a 3% improvement from 2020/21.</p>
Number of My Account registered users		119,260 (NB – no quarterly target set)	<p>An additional 6,000 customers have registered a new MyAccount since the last quarter showing the preference for interacting with the Council on a longer term basis is digitally.</p> <p>It should be noted that whilst there is no quarterly target that this measure is forecasted to achieve the end of year target of 135,000.</p>
Online services measure		69 (NB – no quarterly target set)	<p>The data presented represents the first reporting period for this measure, as there was no data available at the end of June 201.</p> <p>It should be noted that whilst there is no quarterly target that this measure is forecasted to meet the end of year target.</p>








Item description	Type*	Q2 position	Supporting information
Delivering our priority projects - Digital by default		Green	<p>The programme has prioritised activities that support the Covid response, and allow the Council to meet its legislative requirements, contributing towards the delivery of both the Medium Term Financial Plan and Recovery Plan.</p> <p>Work is progressing on the following areas:</p> <ul style="list-style-type: none"> • Better Together Integration and Intelligence • Street Cleansing integration between MyAccount and Whitespace • Status of requests within MyAccount • SharePoint- Records Management and collaboration features • SharePoint - PMO solution • SharePoint - Procurement Approvals solution • Joiners, movers and leavers process • Bulky waste replacement solution • Councillor Portal • DALS Website migration to a supportable solution • Information Governance Database Development • Integration between DotDigital and MyAccount (Comms Campaign tools) • Microsite Reskinning • Website Accessibility including payment portal. • Website Content Refresh • HR Legacy Data extract • GovNotify Deployment

Item description	Type*	Q2 position	Supporting information
 Intelligence led decisions <i>Using data and information to deliver the 'right services' that offer value for money, investing in tools to help us monitor the right things and using quality information when making decisions, focusing on outcomes.</i>			
Agreed Data Strategy		On track	<p>The Data Strategy has now been agreed as part of the Intelligence Led Council Programme. The Outline Business Case was agreed at PMO Board in early September and the Board and project team arrangements are now in place.</p> <p>The project team are currently working on the initial data solution and a proof of concept, alongside a schedule of internal engagement workshops with Council departments.</p>
Refreshed Performance Management Framework, with a move to outcome-based accountability and place-based performance frameworks in all service areas		On track	<p>Activities over the last quarter have focused on:</p> <ul style="list-style-type: none"> • A review of performance measures with Directors to support a move towards more outcome based measures. • The development of draft outcome plans for the portfolio's 'green', 'vibrant', 'growth', 'resilient', and 'working smarter'; to inform priority setting for 2022 and beyond, alongside initial budget proposals. <p>Actions in the next quarter will include partnership workshops and further development of the outcome plans.</p>
Greater value for money through improved commissioning and contract management (Smarter Working)		On track	<p>Self-assessment forms were completed and analysed from Head of Service and Directors.</p> <p>Key contracts for action have been identified within the project team. The Senior Responsible Officer (SRO) challenge has been presented to contract managers re-renegotiation and review of contracts, with a</p>

Item description	Type*	Q2 position	Supporting information
			targeted training session at the start of October 2021. There has been an identification of a potential training module that needs some redesign to make it applicable to Derby City Council.
SR7 - Contract management arrangements that are not in line with our agreed standards		Risk score of 12	A programme SRO has been appointed and contract management goals have been identified, which include: <ul style="list-style-type: none"> • Development, training and support for contract managers • Improving systems and processes • Improving value for money of all contracts • Developing and implementing a comprehensive contract register Phase 1 outcomes of the review of contracts are due to be reported in December and will be reported as part of the quarter 3 performance report.
Delivery of our Medium-Term Financial Plan		Some Slippage	The MTFP is a cyclical process and is refreshed on an on-going basis. The latest published MTFP is a balanced position for the current year 2021/22 with a funding gap of £13.667m to 2023/24.
SR15 - Changes in Government Funding frameworks, alongside increasing local budget pressures impacting on the Medium-Term Financial Plan (MTFP)		Risk score of 16	Senior leaders are analysing the whole budget, in line with Council priorities, to identify areas where further savings can be made so that services and outcomes are delivered in line with the available budget. Council reserves are monitored on an on-going basis and reported to Cabinet quarterly. The reserves strategy in the MTFP will be refreshed to prioritise sustainability.
SR16 - Resources to meet our in-year planned expenditure; external impacts, which may impact on long-term financial resilience such as COVID-19		Risk score of 16	Despite controls in place, the delivery of the 2021/22 budget is an area of significant risk. In response to this, spending panels have been set up to review in-year spend and identify solutions to mitigate any perceived or actual overspends. Business intelligence and demand management are being used to forecast budget positions, with reports undergoing weekly cross-functional reviews.
Targeted thematic reviews completed, in line with service priorities, to help manage demand and improve efficiency		On track	A review of the Accommodation Strategy (Children's) is underway with full change resource allocated to assist the service. Front Door workshops begun with directors of Derby City Council and key partners. A Single View of a Vulnerable Customer database is now complete with Information Governance colleagues work commencing to enable sharing across partnerships. We are shortly going to roll out pilot collaborative groups to understand how we can use the information from disparate sources to identify and resolve the root causes of problems.
Invest to save business cases progressed		On track	Traffic Management (Digital Enforcement) ROI project is at the procurement stage. A Commercial Manager has been recruited on a limited contract (1 year) within Streetpride and has begun to target key external income services. A post to support our property rationalisation project has been recruited for one year.

Item description	Type*	Q2 position	Supporting information
Carbon footprint review exercise identifying how much the Council emits, and from what services/activities		On track	A scope 1 and 2 carbon foot printing exercise has been completed for the Council. The development of this approach is one of the main items to be discussed/developed by one of the new thematic groups that has been set up to focus on the integration of climate change into Council policies and procedures.
Adopted carbon reduction action plan		On track	The draft action plan has been reviewed by Strategy and Performance. Further work will be needed to make the document more strategic, measurable and accountable. Work is currently underway to present a revised draft to Corporate Leadership Team in November before presentation to Cabinet for approval.
Publish a commercial approach to set out our approach to innovation and enterprise		On track	<p>A Commercial Manager is in post and is engaging with colleagues across the council to identify gaps and beginning to identify commercial training to incorporate as part of commercial approach development.</p> <p>We are currently identifying quick wins to take forward as part of Streetpride income target. Working with wider income generating services across the organisation to develop marketing strategies.</p> <p>Additionally, we are undertaking analysis of income collection and identified areas to progress to improve levels of income collection.</p>
Income generated from property measure		N/A	This measure is currently on hold as further work is required to define and monitor
SR 3 - Vulnerability of the Council's IT estate to cyber attacks		Risk score of 12	<p>The future networks project has been completed, and the security tool set is being actively developed and leveraged. In addition, the Council is moving to increased automation and modern management approaches to anti-malware and patching.</p> <p>Incident response procedures are in place, alongside a phish testing regime.</p>
SR 8 - Inconsistent records management systems and processes		Risk score of 9	A 2-year plan for implementing records management practice across areas of the Council's data estate, not classed as 'under strong control', has been approved and is now being rolled out.
SR5 - Condition of Council properties (risk of properties not being compliant)		Risk score of 8	<p>A multi-disciplinary team of property professionals continue to undertake compliance checks across the property portfolio in line with statutory requirements.</p> <p>Any Priority 1 (high-risk) repairs identified are being addressed and/or risk mitigation has been put in place to keep buildings safe. Revised Fire and Electricity Policies (two separate policies) have been approved</p>

Item description	Type*	Q2 position	Supporting information
 Empowered colleagues <i>Supporting our workforce to be the best that they can, embracing new ways of work and learning from the pandemic. We recognise the importance of our leaders and valuing the contributions of all our colleagues to build a resilient, diverse, inclusive council for the future.</i>			
Delivering our priority projects - Digital Workforce		End of project activities in progress	<p>The programme successfully rolled out digital services and devices to more than 3,400 live users. Work to retrieve all old devices post Covid continues.</p> <p>This project is moving to the 'closure stage' and as such has been assessed as 'completed'.</p>
Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		5.4 days (NB – no quarterly target set)	<p>The quarter 2 2021/22 period actual result shows an increase against the quarter 1 result of 2.41 days lost.</p> <p>The cumulative year to date position of 5.4 days lost also shows an increase compared to same period for 2020/21 where the result was 5.18 days lost.</p> <p>The top three absence reasons across non-schools was due to:</p> <ul style="list-style-type: none"> Stress/Anxiety - 19.23% (not including depression/psychological illness related absences) Musculoskeletal - 14.54% Covid-19 related illnesses - 11.33%. <p>Managers continue to be accountable for managing attendance effectively in their teams with support from our HR and OD colleagues.</p> <p>It should be noted that whilst there is no quarterly target that this measure is forecasted not to achieve the end of year target of 8.5 days with a forecast of 10.8 days. The position of 10.8 days would also represent a slight increase on the average number of working days lost from the March 2021 position of 10.5 days.</p>
Average working days per employee (full time equivalents) per year lost through sickness absence - as a result of stress / anxiety		1 (NB – no quarterly target set)	<p>Stress/Anxiety remains the highest absence reason of 2021/22 making up 19.23% of all absences year to date.</p> <p>The breakdown for Stress/Anxiety reasons was as follows:</p> <ul style="list-style-type: none"> Stress related symptoms - 10.18% Stress/Anxiety - Personal Issues - 4.60% Stress/Anxiety - Work Related - 4.46%
Colleague Wellbeing Strategy launched		Completed	<p><i>Position reported as completed at the end of Q1</i></p>
Promote the health and wellbeing of our colleagues		Completed	<p><i>The assessment of this action has changed from 'on track' at the end of June 2021, to 'completed' at the end of September 2021.</i></p> <p>It is forecasted that the average number of working days lost due to sickness absence as a result of stress / anxiety would increase to 2.1 by the end of March 2022.</p> <p>The role of Mental Health First Aiders in the Council has been reviewed to re-position them to that of Mental Health Champions. This review has provided an opportunity to consider how best they can support to address expected future demands. The Champion role has a more proactive focus to support managers and colleagues to put good practice into place. Team Wellbeing Plans are reviewed regularly.</p>
SR21 - Levels of emotional health and wellbeing amongst council colleagues		Opportunity Score of 6	<p>The assessment of the milestone to 'promote the health and wellbeing of our colleagues' has been judged as completed in the context of the actions planned as part of our recovery from COVID but it remains an on-going priority for managers and leaders.</p>

Item description	Type*	Q2 position	Supporting information
SR 22 - Capacity within some teams to deliver core services, and in some instances meet statutory duties		Risk score of 6	Agency workers continue to be used as required to support essential services during the pandemic. Proposals for long term Covid response roles are being considered.
A coordinated approach to the reallocation of colleagues to support our organisational response to COVID-19 <i>Position reported as completed at the end of Q1</i>		Completed	
Host culture workshops to shape our long-term organisational recovery <i>Position reported as completed at the end of Q1</i>		Completed	Leadership purpose, accountabilities and expectations are to be launched and embedded by the end of March 2022, using the insight gathered through the culture workshops in hosted 2020/21.
Implement our internal communications plan, with regular activity including briefings for all managers and colleagues		On track	Regular updates are in place for colleagues and the public, based on changing national guidance. The team is working to a full communications and marketing plan to ensure extensive messaging and coverage.
Seek feedback and use the findings to inform how we support our colleagues		On track	A review of internal communications will be undertaken during Q3.
Support our colleagues to work effectively remotely <i>The assessment of this action has changed from 'on track' at the end of June 2021, to 'completed' at the end of September 2021.</i>		Completed	A programme of DSE (Display Screen Equipment) assessments and associated requests for equipment to enable home working has been launched and is now considered to be 'business as usual'.
Agree long-term plans for how we will deliver services post-COVID-19		On track	An enabling group is developing some proposals for discussion with senior leaders.

* Type – for the type of metrics and guidance please refer to pages 32 and 33.

Supporting notes

All assessments for the 'Q2 position' reflect the **present** position (as at the end of September 2021), not future forecasts. A summary of the criteria for each assessment is provided below:

Performance measures and Council Recovery Plan action status

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	<ul style="list-style-type: none"> 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 – Threats					
Impact	Very high – 4	4	8	12	16
	High - 3	3	6	9	12
	Medium - 2	2	4	6	8
	Low – 1	1	2	3	4
	1	2	3	4	
	Remote	Possible	Probable	Highly probable	
Likelihood					

Threats criteria	
Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £500k, no media attention.
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £500k, adverse local media attention, breaches of local procedures.
3 – High	Significant threat to council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £1million, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £5million, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, council unable to work with partner organisation.

Threats criteria	
Likelihood	Description
1 – Unlikely	May occur only in exceptional circumstances (e.g. once in 10 years).
2 – Possible	Unlikely to occur but could at some time (e.g. once in 3 years).
3 – Probable (in 2 years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in 2 years).
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months).

Risk – Opportunities					
Impact	16	12	8	4	Significant - 4
	12	9	6	3	Moderate - 3
	8	6	4	2	Minor - 2
	4	3	2	1	Insignificant – 1
	4	3	2	1	
	Highly probable	Probable	Unlikely	Rare	
Likelihood					

Opportunities criteria	
Impact	Thresholds and Description
1 – Insignificant	- Little or no improvement to service. - Little or no improvement to welfare of staff / public. - Little or no financial income / efficiency savings (less than £500k). - Little or no improvement to environment or assets. - Little or no feedback from service users.
2 – Minor	- Minor improvement to service. - Minor improvement to welfare of staff / public. - Improvement that produces £500k+ of income / efficiency savings. - Minor improvement to environment or assets. - Positive user feedback.
3 – Moderate	- Moderate improvement to service. - Moderate improvement to welfare of staff / public. - Improvement that produces £1million of income / efficiency savings. - Moderate improvement to environment or assets. - Positive local media contact.
4 – Significant	- Significant improvement to service. - Significant improvement to welfare of staff / public. - Improvement that produces £5million or more income / efficiency savings. - Significant improvement to environment or assets. - Positive local media coverage.

Opportunities criteria	
Likelihood	Description
1 – Rare	Opportunity has not been fully investigated but considered extremely unlikely to materialise.
2 – Unlikely	Opportunity has not been fully investigated; achievability is unproven / in doubt.
3 – Probable (in 2 years)	Opportunity may be achievable, but requires significant management, planning and resources.
4 – Highly probable	Opportunity is achievable with careful management.