

Appendix 1 – Quarter 3 priority performance, projects and strategic risks update

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, milestones, projects and risks in line with the 2022/23 Council Delivery Plan, approved by Cabinet in July 2022.

At the end of December 2022, of the updates available, **78%** of performance measures with a quarterly target had met/exceeded them, which is a **7% rise from the end of quarter two**.

22 measures have not been reported on this year, however 16 are due in quarter four. The remaining six are new and definitions remain under-development.

Assessment of progress (Quarter 3)	A City of Growth	A Green City	A Resilient City	A Vibrant City	Working smarter	Total
Blue	3	1	8	1	0	13
Green	2	3	9	3	2	19
Amber	0	0	3	1	0	4
Red	0	0	4	0	1	5

68% of measures are forecasted to achieve the 2022/23 end of year target.

At the end of December 2022, of the updates available, **84%** of our priority milestones were assessed as either 'on track' within agreed deadlines or had been 'completed' in the last quarter, which is **an increase of 5% since the end of September 2022**.

Assessment of progress (Quarter 3)	A City of Growth	A Green City	A Resilient City	A Vibrant City	Working smarter	Total
Completed	1	1	5	1	0	8
On track	14	2	14	5	9	44
Some slippage	2	1	5	0	2	10
Major slippage	0	0	0	0	0	0

Key achievements

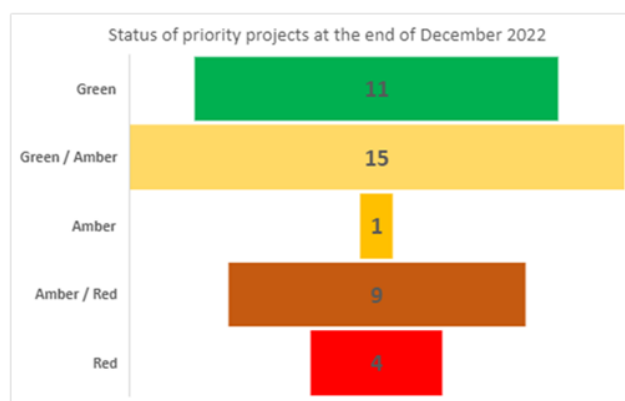
- Compared to quarter two, **an additional eight performance measures, with a quarterly target, have met/exceeded them**.
- Over the last reporting period, there have been **three milestones reported as 'completed'...**
 - Complete a strategic city centre car parking study.
 - Integrated care - work with Derbyshire County Council and local NHS providers to establish the mandatory Integrated Care System model for health and care by 2022.
 - Deliver the new Council Climate Change Action Plan, which includes a variety of cross-cutting climate commitments.
- There are **no milestones with a status of 'major slippage'**, compared to three at the end of September.
- Thirteen measures have been defined since the last reporting period.

Priority Projects

At the end of December 2022, there were a total of 40 priority projects being delivered to support the Council Delivery Plan commitments. Presented below is a summary of the profile of the status of these at the end of December 2022, alongside any key changes from the September 2022 (Q2) position.

65% of priority projects were assessed as either 'green' or 'amber / green'.

There were **16** projects where the status changed from that reported at the end of September 2022, following more targeted assurance reviews of the programme / project delivery confidence and progress assessments...



Project	September 2022	December 2022
GREEN		
Transforming Cities projects - Strategic cycle link (Derby)	Red	Green
Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway	Green / Amber	Amber / Red
Transforming Cities projects - Public Realm work within the key areas of the city centre	Green / Amber	Amber
Transforming Cities projects - Park and Ride	Amber	Red
Allestree Rewilding	Green	Green / Amber
GROWTH		
The Knoll	Amber / Red	Green / Amber
Riverside Site	Green	Amber / Red
Bute Walk	Green	Red
VIBRANT		
City Centre Plan	Green	Green / Amber
Market Hall	Green	Green / Amber
Football Hub	Amber / Red	Green / Amber
RESILIENT		
Better Together	Green	Amber / Red
CYP Demand Management programme	Green	Amber / Red
Liberty Protection Safeguards (LPS) Implementation	Green / Amber	Amber / Red
Adult Social Care (Assurance & Inspection framework)	Green	Green / Amber
WORKING SMARTER		
Insight Led Council	Green / Amber	Amber / Red

Strategic Risks

At the end of December 2022, there were **16 strategic risks**, below is a summary of key changes from Q2:

Risk description	Q3 score	Type of change
Ineffective contract management	9	<p>Risk score has decreased from 12 to 9 due to several new controls introduced:</p> <ul style="list-style-type: none"> • Delivery of in-house surgeries and mentoring • Promotion of external training • Improved iDerby guidance (with over 500 unique views) • A systematic reduction in off-contract spends. • Launch of Management accountabilities with Contract Management featuring at all levels. <p>A new Procurement and Contract Management Platform has been tested and went live in January 2023.</p>
Colleague Capacity	9	<p>Risk has been proposed to be combined with CR23 (recruitment and retention) from quarter four onwards. The risk score remains the same for quarter three and will be reviewed when combined into a wider capacity, recruitment, and retention risk in quarter four.</p>
Inability to meet statutory duties for accommodation-based support for domestic abuse victims with protected characteristics (specifically male victims)	12	<p>Risk score has increased from 6 to 12 as the risk has been re-defined with a focus on male victims in this quarter, as more providers need to be procured. Additional funding has improved the support provided for female victims & under 16s where the risk is no longer considered valid. Additional actions have been added in this quarter to mitigate the risk, and additional assurance is ongoing.</p>
Potential risk of industrial action regarding 2022 NJC pay claim	N/A	<p>This risk is no longer valid for 2022/23 and has been proposed for closure as the NJC Pay Claim was resolved in November 2022. Monitoring to continue of the risk re-emerging in 2023/24.</p>

GREEN CITY

For a compact city we have a lot of green spaces. In the face of climate change we will lead communities and partners to make a difference. We must work together as a city to tackle the climate change emergency, promoting more sustainable ways of living.



OUR OUTCOMES

Cleaner air and lower CO2 emissions



Sustainable waste and transport



Enhancing our green and blue spaces



40% of household waste was recycled, composted or reused in the first 6-months of the year (*reported a quarter in arrears*), which was a strong start to the year and will assist in mitigating the seasonality of this measure.



Five new rapid 50KW electric vehicle chargers have been installed at the Pride Park Park & Ride as part of Derby's ongoing project to expand the electric charge networks around the city.

The chargers have been installed and funded by the D2N2 Contract Agreement with BP Pulse through the Government's Transforming Cities Fund (TCF) and allow users to charge their electric vehicles under a solar power canopy, the first of its kind in Derby.

Revised planning has been submitted for the proposed permanent location for the pontoon for **Derby's Riverboat**.

We have secured funding from Homes England as part of our **Riverside project** to develop our programme and the outline business case is in progress to move this forward, maximising the river as a destination within the city.























We have commenced monitoring against our **Climate Change Action Plan**, through our corporate performance management system, to start to assess achievements and impact.





Initial construction has been completed on a new industrial research facility to help manufacturers across the Midlands win work in growing **low-carbon markets and develop new sustainable technologies**.

The new Nuclear AMRC Midlands facility will provide a permanent base in Derby for the University of Sheffield's Nuclear AMRC, part of the UK's High Value Manufacturing Catapult, and a new home for the University of Derby's Institute for Innovation in Sustainable Engineering (IISE).



Item description	Type*	Q3 position	Supporting information
Cleaner air and lower CO2 emissions			
Delivering our priority projects – Our City, Our River (OCOR)		Green	Property level resilience works at Darley Abbey are underway. The Derby Derwent Flood model update has been completed. The project will be seeking Cabinet approval in the next quarter to progress the Derby Riverside work programme to completion, and the funding profile and strategy continues to be updated.
Delivering our priority projects – Air Quality Improvements – Reduction in Roadside NO2 (Stafford Street site only)		Green	The project continues to move towards closure with most physical works completed. Government have been provided with monitoring data for November 2022 and we continue to work closely with them on evaluation requirements.
Meet the DEFRA national NO2 annual mean objective of not exceeding 40µg/m3 at relevant receptors		1.0 (Forecast as of November 2022 - No target set)	
Grants awarded for energy efficiency measures		22 (Quarterly target status = Blue)	This project ceased at the end of October 2022, and the information represents the results delivered from April until the end of October.
Energy audits undertaken for small and medium-sized enterprises (SME)		20 (Quarterly target status = Green)	
Contribute to the delivery of the City's Climate Change Strategy		Some slippage	Work is continuing with partners to develop a shared strategic framework towards net zero, to help ensure ownership and buy-in.
Deliver the new Council Climate Change Action Plan, which includes a variety of cross-cutting climate commitments (Status at quarter two was 'on track')		Completed	Monitoring will be coordinated through the Council's corporate performance management system and the establishment of a Programme Management Board.
Sustainable waste and transport			
Delivering our priority projects – waste treatment facility		Red	The facility remains in preservation pending the councils' decision of its future use.
SR14 - Adverse outcome to estimated fair value (EFV) determination of Long-Term Waste Management Contract		Risk score 16	The team of advisers remain in place and continue to provide guidance and advice on all aspects of the EFV requirements and processes.
Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service		Red	Continuing to work through operational and viability assessments to understand the commercial potential in the current fragile market conditions. Seeking advice and guidance from specialists within the Department for Transport bus team.
Delivery of our Transforming Cities projects – Priority Corridors		Green	Good progress continues to be made in the smart management of priority bus corridors. This includes both bus stop and real time information improvements. The bus shelter refurbishment programme is now in the pre-construction phase.
Delivery of our Transforming Cities projects - Strategic cycle link (Derby) <i>The assessment classification for this project has changed from 'Red' at the end of September 2022 to the current</i>		Green	Scope of project finalised, and feasibility design has been produced. Target costings underway with construction estimated to begin in Spring 2023.

Item description	Type*	Q3 position	Supporting information
<i>position of 'Green'; based on progress in quarter 3.</i>			
Delivery of our Transforming Cities projects - City Centre - Mickleover cycle route		Green / Amber	The scheme is in the delivery phase and construction continues to progress at pace, with stakeholders actively engaged.
Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway <i>The assessment classification for this project has changed from 'Green / Amber' at the end of September 2022 to the current position of 'Amber / Red' due to time and cost constraints.</i>		Amber / Red	This complex project has required detailed engagement with local stakeholders, which continues. Work with the design and build contractor is progressing and site investigation works have commenced.
Delivery of our Transforming Cities projects - City Centre - Raynesway (A52) cycleway		Green	The cycleway route is being delivered in phases. Phase 2 is now at the target pricing stage. Fencing works have commenced and remain on-going.
Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre <i>The assessment classification for this project has changed from 'Green / Amber' at the end of September 2022 to the current position of 'Amber' due to design delays.</i>		Amber	<u>Victoria and Albert Street</u> – Detailed designs are progressing, and we are working with our contractor to mitigate sub-contractor delays and complexity with drainage. Final design review is expected in quarter four. <u>The Spot</u> - Works on the Spot continue to progress positively.
Delivery of our Transforming Cities projects - park and ride <i>The assessment classification for this project has changed from 'Amber' at the end of September 2022 to the current position of 'Red'.</i>		Red	Revised project scope agreed with a change request document drafted to submit to the Department for Transport for approval. The viability of the scheme continues to be assessed.
Percentage of household waste recycled, composted or reused <i>Reported a quarter in arrears</i>		40% (Quarterly target status = Green)	This measure is subject to seasonality, with the collection rates between April and September representing stable and sustained performance, which will assist in mitigating any decline in winter.
Review our Joint Waste Strategy and expand on city specific areas including education (Status at quarter two was 'on track')		N/A	This milestone is currently on hold, and an update will be presented in quarter four. It should be noted that it is unlikely that this milestone will be delivered by the end of 2022/23, and it links to "Delivering our priority projects – waste treatment facility".
Enhancing our green and blue spaces			
Delivering our priority projects – Allestree Rewilding <i>The assessment classification for this project has changed from 'Green' at the end of September 2022 to the current position of 'Amber / Green' as budget confirmation is still awaited.</i>		Green / Amber	The project is still within the feasibility stage and plans to create a Master Plan for the park have commenced. An expression of interest to apply to the Climate Change Fund has been drafted. Funding to provide infrastructure for grazing on Allestree Park has been granted to the Derbyshire Wildlife Trust, who are procuring the works under Council supervision and guidance. Consultation with stakeholders remains on-going.

Item description	Type*	Q3 position	Supporting information
Delivering our priority projects – Riverside Regeneration		Green / Amber	<p><u>Riverboat</u> - revised planning, confirming the location of the permanent pontoon, has been submitted. A partnership meeting has been held to discuss wider proposals for the river.</p> <p><u>Riverside</u> – The concept plan has been refined as part of 'OCOR' programme. Funding has been secured from Homes England to support scheme development. Work has commenced to prepare the outline business case and design work.</p>
Number of Green Flag Awards for parks in the city		6 (Quarterly target status = Green)	<p>There are six parks within the city that have been awarded green flag status:</p> <ul style="list-style-type: none"> • Alvaston • Arboretum • Chaddesden • Darley • Markeaton • Sunnydale Parks <p>In addition to this, eight Community Green Flag awards have also been achieved.</p>
Identification of tree planting opportunities through the open space review		On track	<p>The Queen's Green Canopy (QGC) project is nearing completion, with two specimen trees outstanding.</p> <p>His Majesty's Lord-Lieutenant and Mayor of Derby planted a rare Service Tree in Arboretum Park in December.</p>
Deliver green and vibrant planting schemes in the city centre and high-profile areas around the city		On track	<p>Summer/winter bedding and planters are now complete for 2022/23.</p> <p>The Forest for the Future is now planted on Alvaston Park.</p> <p>Tree planting will continue as usual with some additional highway tree planting planned for this year.</p>

CITY OF GROWTH

Our city is home to some significant employers, and we have a strong history of manufacturing and innovation. We want to diversify and grow. Our ambition is to be a smart, super connected city that has the right skills, jobs and space for the future.



OUR OUTCOMES

Thriving, sustainable economy and business community



Learning city with access to skills and knowledge for all ages



Decent, sufficient and affordable housing



132.5 jobs have been created through Derby City Council initiatives so far this year, and **126** businesses have been supported by Derby City Council through access to finance, advice and indirect support.



148 dwellings and shared houses have been improved to acceptable standards after statutory or informal action.

83 new affordable homes have also been delivered so far this year.

We have secured over **£6 million** for Derby through the Government's Share Prosperity Fund, which will assist us to invest in growth within the City. The fund aims to: build pride in place, support high quality skills training, support pay, employment and productivity growth and increase life chances.

We have also generated over **£25 million** in Derby as a result of our interventions.











We are working across education, employment and training providers within the city to support our young people, with only **4%** of those in Years 13 and 14 not in employment, education or training or who's destinations are not known, which is a **2% improvement on the same time last year**.








Over 65% of our care experienced young people are also in employment, education or training, which is an improvement from 2022.








The **Small Business Saturday** campaign roadshow was in Derby in November 2022. The grass-roots campaign aims to celebrate small business success and encourage people to shop local.












Alongside the physical roadshow, small businesses could take part in a wider online programme of free business support in November. There were virtual workshops and webinars on a range of business topics, as well as free one-to-one mentoring.


















Item description	Type*	Q3 position	Supporting information
Thriving, sustainable economy and business community			
Delivering our priority projects – NAMRC Midlands		Green / Amber	The project has continued to make good progress, with topping out achieved this quarter alongside external and internal works progressing well.
Delivering our priority projects – SmartParc		Green	We entered into a funding agreement for the low carbon heating and cooling network, with updates presented to Scrutiny and the Steering Group over the last quarter. Submissions of Expression of Interest for Investment Zone, and inception meeting with University of Derby around Food SME Tech centre have also taken place.
Delivering our priority projects – Ascend		Green	The project continues with its delivery phase, with 18 beneficiaries currently on the scheme. One new business was accepted this quarter, with loan and cash grants agreed in principle now going through due diligence and contracting.
Work with partners including Marketing Derby, the D2N2 Local Enterprise Partnership, and Midlands Engine to diversify and broaden the economy		On track	We continue to develop a series of initiatives to encourage diversification in the economy in 2022/23. We're working with Rolls Royce, the University of Derby and the Nuclear AMRC for example, to encourage and support investment in the nuclear sector and new nuclear applications. We are also working with the University and local companies to explore ways to support increased life sciences activity in Derby. We will be seeking proposals in February to our Share Prosperity Fund Business Support funding to add additional capability and delivery to this activity.
Become an accredited Local Visitor Economy Partnership (LVEP) <i>(This is a new milestone, introduced in quarter three)</i>		On track	The Government have responded to the 'De Bois Review' of Destination Management Organisations in England. The majority of the recommendations are to be taken forward. Criteria to be an LVEP and an expression of interest are anticipated. Progress is being made in line with The Department for Digital, Culture, Media & Sport (DCMS)/Visit England timetable.
Number of businesses supported by Derby City Council through access to finance, advice and indirect support		126 <i>(Quarterly target status =Blue)</i>	A breakdown of businesses supported: <ul style="list-style-type: none"> • Connect (Q1 – 8, Q2 – 8, Q3 – 13) • Ascend (Q1 – 3, Q2 – 4, Q3 – 1) • Vision Derbyshire (Q1&2 – 32, Q3 – 9) • Wider Business Support (Q3 - 3) There were 45 new employers engaged in recruitment activity.
Total number of jobs created through the Ascend programme		9FTE <i>(No target set)</i>	The number of jobs created through the Ascend programme remains at 9 (Q1=3 & Q2=6). Monitoring of projects will be completed in the final quarter to assess any further impacts including job creations.
Number of jobs created through Derby City Council initiatives		132.5 <i>(Quarterly target status =Blue)</i>	The total number of jobs created through our initiatives is now ahead of target, year to date, with employment programmes (vacancies filled) 74 within quarter three.

Item description	Type*	Q3 position	Supporting information
			Monitoring visits/job declarations (focused on Derby Enterprise Growth Fund) have increased, seeing a significant rise in job creations.
Deliver Derby Jobs: Recruitment and Skills Brokerage service (including Apprenticeship Levy Transfer)		On track	We continue to deliver a robust programme of activities and events to support employers to engage with jobseekers and vice versa. The Derby Jobs Café event is a positive example of how we effectively respond to need, which was completed over the last quarter. This event was delivered in collaboration with our Neighbourhood Team to support & improve the employment prospects for those living in the Arboretum Ward. There were 17 employers, 156 attendees, 42 job offers made and 32 follow-ups.
Percentage of Universal Credit (UC) Claimants - total in and out of employment <i>Please note that the data for proportion of population aged 16-65 on Universal Credit (DWP) is for November 2022 and is the latest available on 13/01/2023. It includes both claimants who are not in employment and those eligible who are in employment.</i>		16.8% (No target set)	Next quarter, key activities include our Diversity In2 Engineering Apprenticeship and Jobs Fair 2023, with 30 employer stands aiming to engage with over 700 jobseekers.
Claimant count - unemployment as a percentage of the working population <i>Please note that the data for Claimant Count is for November 2022 and is the latest available on 13/01/2023. The data is the number of claimants as a proportion of residents aged 16+.</i> <i>Comparators are East Midlands (3.2%) and England (3.7%).</i>		4.7% (No target set)	
Deliver an Inward Investment Strategy, with Marketing Derby, to increase levels of enquiry and levels of investment / jobs		On track	Since April 2022, Marketing Derby have recorded 41 new inward investment enquiries, and we will seek to boost this activity with Shared Prosperity funding. We are working closely with Marketing Derby on progressing two significant international inward investments; one in green-tech and the other in med-tech, both of which have an investment value exceeding £60 million and could create over 250 jobs. A position on this is anticipated in quarter four.
Ensure more coherent innovation ecosystem through the Derby Innovation Group		On track	The Council's Ascend programme continues to support Derby companies with new product proposals and strong potential to grow. After a review of the programme, we're refocusing Ascend in 2023 to make it accessible to a wider group of companies, but still focused on innovation and growth. We are working with the University and local industry partners to identify the potential uses of an innovation supporting the 'IHub 2' building on Infinity Park. Opportunities to utilise the Shared Prosperity Fund will also be reviewed in quarter four.
Amount of external public funding secured in pounds		£6,100,000 (No target set)	In December, Derby City was awarded over £6 million approved by Government as part of their Shared Prosperity. This is for the delivery of an Investment Plan up to the end of 2024/25.
Investment generated in Derby as a result of Council interventions (£)		£25,286,000 (No target set)	Over £25 million has been confirmed as generated in quarter three.

Item description	Type*	Q3 position	Supporting information
			<p>Regeneration activities (£19.836m)</p> <ol style="list-style-type: none"> 1. SmartParc = £10.85 million of private sector funding and £1.2 million of public sector funding 2. Eastern Gateway = £7.456m private sector match funding 3. Castleward = £0.33m Council contribution <p>Private Sector Leasing (£5.45m) including Economic Growth (DEGF):</p> <ol style="list-style-type: none"> 1. Vaillant - £200k grant towards £3.15m project. Private Sector Leasing = £2.95m 2. Quadralene - £300k grant towards £2.51m project. Private Sector Leasing = £2.21m
<p>Retain Purple Flag status by carrying out light touch audits of criteria in between formal evaluations</p> <p><i>(Status at quarter 2 was completed for 2022)</i></p>		On track	An action plan has been compiled and monitoring of the actions is taking place against the recommendations provided in the previous Purple Flag assessment. The interim renewal for Purple Flag is to be submitted end of January 2023, with results expected later in 2023.
Complete a review of place that addresses the recommendations from the Purple Flag report		On track	Partnership audits in the night-time economy are scheduled to take place in 2023, focussing on the feedback provided in the 2022 Purple Flag assessment.
Draft a Charter for night-time economy businesses		On track	
Deliver a bid and associated campaign to secure Head Quarters of Great British Railways		Completed (Q2)	Derby was one of six locations, from 42, to be shortlisted for the new home of the Great British Railways (GBR). The announcement is delayed with the Government currently prioritising legislation relating to the energy crisis.
With partners, support Derby's super-connectivity expansion, gigabit fibre connectivity and facilitate the entry of 5G to create the conditions for a SMART city		On track	<p>Work continues to remove the barriers of small cell 5G entry to the city; this is however dependent on national government agendas and Private Finance Initiative contract reshaping, which is outside of local control.</p> <p>A proof of concept for the deployment of small cell through de-accrued street lighting assets is being brought forward.</p> <p>The upgrade and installation of new 5G tall-mast facilities and existing infrastructure upgrades continue through normal planning process.</p>
Learning city with access to skills and knowledge for all ages			
Delivering our priority projects – Opportunity Area Programme		Green	<p>All delivery activities are now complete, and the project has closed. The Opportunity Area Partnership Board has ceased, and final financial reporting has been submitted to the Department for Education, with a pathway agreed for any underspend.</p> <p>Programme Management Office closure presentation completed in November. This project will not be reported in quarter 4.</p>
<p>Children achieving a good level of development at Early Years Foundation Stage</p> <p><i>Based on DfE 2022 EYFS statistical release</i></p>		62.9% (No target set)	The impact of Covid-19 over the past few years, alongside there being no external assessments since 2019, has meant that it was challenging to predict performance. However, a drop was anticipated, and performance is in line with expectations.

Item description	Type*	Q3 position	Supporting information
Co-produce an overarching Early Years Strategy to ensure that the needs of children pre-birth to age 5 and their families are met, and the attendant Council's statutory duties are met <i>(Status at quarter two was 'on track')</i>		Some slippage	Much work has been done on component parts of this key milestone; however, an overarching strategy has not yet been developed. Capacity to bring together the whole sector to co-produce a strategy is the predominant challenge. Despite this, clear improvements have been made in areas such as speech and language, SEND provision and workforce development.
Percentage of Y6 pupils achieving expected level in reading, writing and maths <i>Based on DfE revised 2022 KS2 statistical release</i>		53.0% (No target set)	Reading at Key Stage 2 will be a focus in the new improvement plans, led by organisations outside of the local authority
Work with all Derby schools to make sure that they meet statutory guidance for assessments in Key Stages 1 and 2		On track	
Progress 8 score <i>Position based on DfE provisional 2022 KS4 statistical release</i>		-0.14% (No target set)	There are some concerns on data quality (due to the negative impact of the attainment scores in the open bucket), as was the case in previous years, which have been raised appropriately. This is a curriculum issue, which individual schools and academies are working to resolve.
Attainment 8 score <i>Position based on DfE provisional 2022 KS4 statistical release</i>		44.7% (No target set)	
GCSE Progress 8 score for our children in care		-0.7% (No target set)	The Progress 8 score for Key Stage 4 Looked After Children, in 2022 was -0.66%, which was better than the national score of -10.4%.
Number of fixed term suspensions at both primary and secondary levels		2,203 (No target set)	Overall, suspensions are returning to 2019 levels with an over-representation of SEND pupils. These are individual decisions made by headteachers.
Number of permanent exclusions at both primary and secondary levels		22 (No target set)	Permanent exclusions have fallen, particularly when one outlier academy is removed from the figures. As with suspensions, headteachers make these decisions. However, the work of the In Year Fair Access team alongside other partners has developed alternative approaches.
Percentage of schools in the city judged by Ofsted to be 'good or better' <i>Based on Ofsted December 2022 statistical release.</i>		94% (Quarterly target status = Green)	As of December 2022, 94% of Local Authority maintained schools have been judged 'good or better' at their last inspection. Two Local Authority schools have been assessed as 'requiring improvement', and both are commissioning significant support from the Professional Advocates for Children in Education team and are making strong progress towards a future 'good' judgement.
Percentage of young people years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known <i>(Status at quarter two was 'red')</i>		4.0% (Quarterly target status = Blue)	The NEET and Not known percentage of 4% is a 2% improvement on this time last year; reflecting the impact of Derby's NEET Strategy.
Youth claimant count - percentage of working age population <i>Source: NOMIS ONS Claimant Count for November 2022 (this is latest available at 13 Jan 2023).</i>		6.0% (No target set)	The data represents the number of claimants aged 18-24, as a proportion of resident population of the same age. Derby's position of 6.0% compares to 4.1% for the East Midlands and 4.7% for Great Britain. The percentage has increased compared to 5.7% reported for September 2022.

Item description	Type*	Q3 position	Supporting information
Care leavers in Employment, Education or Training (EET)		65.6% (No target set)	In quarter three, 137 care leavers aged 18 to 25 years were in employment, education or training.
All care leavers and children in care offered suitable access to learning		On track	Eight pupils are currently without a school place; five recently arrived as unaccompanied asylum seeking children and education provision is being sourced. The remaining three have significant educational needs, which cannot be met in the area of their care placement and individualised packages are in place for these young people.
Review community programmes delivered by Derby Adult Learning Service to ensure that there are clear progression routes into employment related skills programmes		On track	Working in partnership with community organisations to design and deliver module-based Education and Skills Funding Agency funded skills programmes that give a taste of different sectors on a skills funded course. We hope that this approach will encourage learners to progress from community programmes onto skills outcomes. We continue to ensure that there is managed progression for beneficiaries of the maths multiply into level 2 and skills funded maths courses including functional skills and GCSE.
Education and Skills Funding Agency community programme and skills programme enrolments (Derby Adult Learning Service)		1385 (No target set)	Enrolment numbers have declined slightly, mainly due to learners not starting their enrolments for various personal reasons.
Average pass rates (Derby Adult Learning Service)		98% (No target set)	This figure represents the percentage of learners who completed their studies and achieved their qualification.
Work with the external care sector to attract staff with the right skills and values to support the delivery of local care services, aiding stable and sustainable care (Status at quarter two was 'major slippage')		Some slippage	There is an internal working group in place to maximise local recruitment and retention of Council colleagues. Initiatives with partners in the region, including Joined Up Careers Derbyshire, are underway to support the recruitment of care colleagues. Commissioning continues to work to support external providers with recruitment and retention. Providers have plans in place for recruitment and ways to retain staff, which they are sharing with us. After trialling on several occasions, and due to low interest, there were no sector-based work academies or supported recruitment pipelines held during the quarter however positively there was a Jobs Fair in November, at Derbion, which generated 40 enquiries for jobs. It should be noted that delivering this must do continues to be challenging but is a national priority.
Decent, sufficient and affordable housing			
Deliver the Housing Strategy to modernise, improve or build affordable accommodation to ensure people are safe and connected to their communities		On track	There are currently 2 sites being designed to deliver new Council homes. Both will provide fully accessible wheelchair adapted properties. Where opportunities arise to deliver adapted properties, they are being explored to make best use of existing stock. Work continues to progress on the delivery of Disabled Facilities Grants.
Deliver more homes through the Housing Revenue Account (HRA) Capital programme		On track	The teams continue to scale-up the Housing acquisition and development programme. Given the long lead in times involved in housing development

Item description	Type*	Q3 position	Supporting information
			the benefit of this increase will be seen from 2023/24 onwards. We aim to achieve 100 units on average per year.
Delivering our priority projects – Butterfly		Green / Amber	The proposed re-development of the Rosehill Bowling Green is in the development phase. Planning submission is being prepared to ecology and biodiversity specifications, and the appointment of a sustainability professional is in progress. External Project Management resource has been identified.
Delivering our priority projects – The Knoll <i>The assessment classification for this project has changed from 'Amber / Red' at the end of September 2022 to the current position of 'Green / Amber' due to likelihood of minor slippage against programme as approved in the Initial Proposal.</i>		Green / Amber	A revised Initial Proposal was approved by the Housing Revenue Account (HRA) Capital Board in December 2022. We continue to await pre-application feedback from Planning. Design has proceeded for a scheme of 18 General Needs houses and an updated tree survey has been ordered. The outline business case is to be submitted to the HRA Capital Board in quarter four.
Delivering our priority projects – South Derby Growth Zone (SDGZ) and Infinity Garden Village (IGV)		Green / Amber	Derbyshire County Council, as project lead, took a report to their Cabinet in December 2022 requesting for the authority to enter into various agreements (including collaboration agreements and the design and build contract for the highways works). The report was approved.
Delivering our priority projects – Riverside Site <i>The assessment classification for this project has changed from 'Green' at the end of September 2022 to the current position of 'Amber / Red' due to time and cost pressures.</i>		Amber / Red	The proposed re-development of the Britannia Court site is in the development phase. Updated cost estimate received and documentation in place to appoint a team to progress this. Feasibility has been submitted to planners for informal feedback. The aim is for the design to be finalised and full planning application submitted in quarter four.
Delivering our priority projects – Bute Walk		Red	The scheme has been deemed as 'non-viable' and a further options appraisal has been recommended. Asbestos has been identified at the site, which will need removal before the commencement of any works or demolition.
Number of new affordable homes provided (gross)		83 (no target set)	There were 31 completions over the last quarter.
Number of dwellings and shared houses improved to meet the decent homes standard (Status at quarter two was 'amber')		148 (Quarterly target status = Green)	At quarter 3, performance was better than target. The Minimum Energy Efficiency Standards project is ending, so there has been more capacity to improve a caseload. Further investigation work by the Houses in Multiple Occupancy (HMO) team has meant hazards have been dealt with and more HMO's improved too.

VIBRANT CITY

Derby is a historic city and a UNESCO world heritage site. We are putting culture at the heart of the city, reinvigorating our city centre and developing our cultural offer.



©Graham Whitmore

OUR OUTCOMES

Destination of choice, dynamic and diverse city centre



Exciting cultural offer representative of communities



Derby has secured **£20 million** Government Levelling Up funding towards an ambitious plan to redevelop the **Assembly Rooms site**.

The funding will contribute towards the vision for a new purpose-built learning theatre on the site, putting culture at the heart of the area's rejuvenation.

City partners believe a vibrant cultural sector plays a critical part in delivering economic growth and attracting investment. It's estimated that a new venue would increase theatre attendance by 83,000 and attract an additional 25,000 visitors to Derby each year, generating an additional £1.7m per year for the local economy.

Derby has been awarded **£15,000** Arts Council England funding to develop a partnership which will build on the progress made during the previous City of Culture bid. In November 2022, Cabinet accepted this funding and approved the convening of a **cultural partnership** and conducting an options appraisal to determine the most appropriate operating model. They also approved the recruitment of Chair and Co-chairs to the cultural partnership to support the work.












We have completed our high-level study of **car parking** within the city centre, which is informing the next steps on our Ambitions for Derby. We have held conversations with key stakeholders on the **Ambition Plan** for the city centre.










We have been working to deliver alternative housing and improve homes particularly for our most in need residents; making Derby a destination of choice to live in for all.



So far this year, **953** cases were completed by the Handyperson Service, **641** households were assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice and **190** Disabled Facilities Grant adaptations have been completed. We have also delivered **33** new supported / adapted homes.



There have been **322,467** attendances at Derby Live produced, presented and supported events and performances (including the Darley Park Weekender), with **86,773** visitors to Derby Arena so far this year.

Item description	Type*	Q3 position	Supporting information
Destination of choice, dynamic and diverse city centre			
Delivering our priority projects – City Centre Plan <i>The assessment classification for this project has changed from 'Green' at the end of September 2022 to the current position of 'Green / Amber' due to resource and budget pressures.</i>		Green / Amber	The Ambition document has been produced and conversations held with key stakeholders. Vision document resource discussions are taking place for 2023/24, with next steps to be agreed within resources available.
Review Council property assets to support our long-term 'vision' for the city centre		On track	On-going programme
Delivering our priority projects – Market Hall <i>The assessment classification for this project has changed from 'Green' at the end of September 2022 to the current position of 'Green / Amber' due to anticipated scope considerations.</i>		Green / Amber	Phase 2 works for the refurbishment of the interior and development of the exterior public space at Osnabruck Square have commenced. Floor demolition has commenced with internal brickwork repair and strengthening work and the contractor has commenced major subcontract order procurement. The consultant has issued their first stage report and highlighted several areas where changes could be implemented.
Delivering our priority projects – Castleward		Amber / Red	Cabinet approval was received in October 2022 for the next development funding package. The fourth phase will create 112 homes including 34 affordable homes.
Delivering our priority projects – Project Assemble		Amber / Red	A Health and Safety Consultant has been appointed. A new partnership Board governance is in place and initial meetings have taken place. Development partner options scoping are on-going, and a traffic and transport feasibility assessment is to begin. Successful LUF outcome of £20 million.
Delivering our priority projects – Becketwell Arena		Green / Amber	The review of Stage 4 designs is progressing. Alternative seating option for the Public Square has been agreed. Formal closure of the Pennine Hotel project, with lessons learnt session presented to the PMO Board and the Project Managers Network. Levelling Up Fund (LUF) application outcome was unsuccessful for the hotel.
Complete a strategic city centre car parking study <i>(Status at quarter two was 'on track')</i>		Completed	High level study complete. This will now be used to identify whether further detailed assessment is required, and where it can inform our longer-term ambitions.
Income generated through use of Derby City Council car parks		£2,513,757.98 <i>(No target set)</i>	Quarter 3 has seen £883,847.98 of income generated through car park fees, on-street pay and display, and permits. Car parks generated 48% of the total quarterly income but this income is down by approximately 10% (£48,871) compared to 2019/20.
Maximise opportunities to integrate housing, health and care initiatives where appropriate to improve the health and wellbeing		On track	A Housing and Health Impact Assessment was presented to the Derby Partnership Board and the Health and Wellbeing Board. Efforts continue to ensure that the local provision of health, care and

Item description	Type*	Q3 position	Supporting information
of residents through Health and Wellbeing and Integrated Care System (ICS) structures <i>(Status at quarter two was 'major slippage')</i>			housing services operate as a coherent system, that seeks to deliver the best possible outcomes for their communities.
Number of cases completed by the Handyperson Service		953 (Quarterly target status = Green)	Demand has risen over winter slightly, but colleagues continue to prioritise those in most need, with many vulnerable residents living standards improved through actions taken.
Number of households assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice		641 (Quarterly target status = Blue)	
Number of Disabled Facilities Grant adaptations completed		190 (Quarterly target status = Green)	It should be noted that the budget for this measure is likely to overspend due to rising costs and inflation. This will be met from previous year underspends; alongside working to mitigate future spending risks going forward.
Number of private sector empty homes returned into occupation or demolished		57 (Quarterly target status = Amber)	Performance within this area remains positive, within the capacity available.
Number of new supported / adapted homes delivered		33 (No target set)	We have continued to work with Derby Homes and private contractors to meet the housing needs of our residents.
Identify sites within the Estates Strategy that are suitable for housing purposes		On track	As part of the property rationalisation programme, any suitable sites are offered to strategic housing before they are marketed for sale.
Exciting cultural offer representative of communities			
Delivering our priority projects – City of Culture		Green	<p>Since the Cabinet approval to establish Culture Derby as an un-constituted body was received in November, a 'Lead Chair' role has been created.</p> <p>A Culture Derby business plan is being developed as informed by the revised Culture Strategy Action Plan, which will define strategic priorities from 2023-25.</p> <p>Alongside the development of the Culture Derby partnership, a number of workstreams are in process, as informed by identified priorities within Derby's City of Culture bid and findings from the Cultural Masterplan and Compact Studies. These aim to strengthen the creative and cultural sectors and provide the foundations for delivering city regeneration ambitions.</p>
Create a 'coordinating group' across services, with partners to support a cleaner, safer and more active city centre		On track	The 'Developing the City Centre' group is now meeting quarterly. It continues to be well supported by the services and agencies with responsibility for the city centre.
Attendance at Derby Live produced, presented and supported events and performances		322,467 (Quarterly target status = Green)	<p>Christmas was successful for the city, with the creation of a vibrant festive offer that attracted large numbers of attendees and income.</p> <p>The pantomime at the Arena had the third highest sales of all time, despite running a week less, and Family Festivities enjoyed another successful year.</p>

Item description	Type*	Q3 position	Supporting information
Number of event visitors at Derby Arena		86,773 (No target set)	Event visits at Derby Arena continue to perform well, with robust monitoring in place.
Complete a review of events opportunities across the 'sector', including Derby Live support and events		On track	We invested in a new festive offer for the city which included a temporary performance venue, Ice Rink, publication of event activities across cultural partners, and various smaller entertainments in partnership with the Business Improvement District. These activities along with the Family Festivities in Markeaton, generated higher footfall in the city.

RESILIENT CITY

There are over 4,000 community and voluntary groups in Derby. Building on our strong sense of pride and community, we're determined to reduce inequalities and improve health and wellbeing across the city; unlocking the potential within our communities.



OUR OUTCOMES

Reduced inequalities, with healthier and wealthier residents



Empowered, strong and independent communities



A safe city, where those that need support can access them at the right time for them



Over the last quarter, we have been working with our partners across the city to draft a **Strategy and Action Plan** to coordinate our resources and work to respond to the **rising costs of living**. Key achievements have included:

- An **online hub** with advice and support about dealing with the cost of living has been created with Community Action Derby
- We have hosted a **warm coats appeal**
- Voluntary, community, social and faith organisations were invited to submit expressions of interest for the **Warm Welcome grant**
- Thousands of free meals were provided to children in Derby during the **Winter Holiday Activity and Food (HAF) programme**. The holiday club scheme, run by Derby City Council in partnership with Community Action Derby and 23 providers offered 1,600 places to eligible children and young people across the city during the Christmas break.



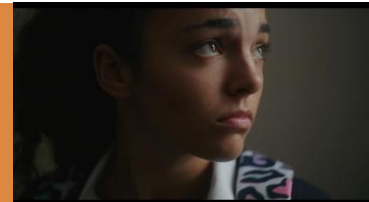
A total of **389,000 visits** have been made to Moorways Sports Village in the first 6-months of the year. 3,900 people have taken out fitness memberships, while those receiving swimming lessons at the site has increased to 2,080.

647 Livewell checks have been completed to date, supporting the health of Derby's residents.

















We are continuing to experience challenges in the **sufficiency of accommodation** for our most vulnerable adults and children, which is impacting on our financial position.







There were **110 fostering households** for Derby City Council at the end of December 2022, with **six approvals** within the quarter. To raise the profile of fostering, we have alongside 56 local authorities across England, worked together to share ideas and jointly fund the **creation of a short film to raise awareness of fostering**. It is aimed at finding more people who may be interested in becoming foster carers and providing nurturing, positive homes for children and young people across the country who need them. The new film, simply called **Childhood**, highlights the impact of neglect on children.
















Following additional funding which has improved **accommodation-based support** for female and under-16 years **victims of domestic abuse**, we have redefined our strategic risk to make sure it is reflective of the needs of male victims. More providers need to be procured and as such the risk score has been assessed as '12'.







Item description	Type*	Q3 position	Supporting information
Reduced inequalities, with healthier and wealthier residents			
Lead the Derby City Council response to COVID-19 as per the Local Outbreak Management Plan and as per delegation from the NHS and the Department for Health and Social Care		On track	The Local Outbreak Management Plan has been updated and approved by the Outbreak Engagement Board. Monitoring continues with plans in place to respond, as required.
Delivering our priority projects – Football Hub <i>The assessment classification for this project has changed from 'Amber / Red' at the end of September 2022 to the current position of 'Green / Amber' due to outcomes of archaeological investigations.</i>		Green / Amber	Archaeological investigations have been completed and there are no significant findings to impact on the programme moving forward. Licenses have been sent to Derbyshire County Cricket Club for review. The artificial grass pitch retender process is complete, and an updated cost plan developed and presented. Football Foundation grant offer is expected, and the project will be presented to Cabinet for approval, to proceed to construction, in quarter four.
Deliver effective strategic planning and insight to help improve health outcomes and reduce health inequalities		Some slippage	Public Health continues to provide significant support and effort towards strategic planning, particularly in support of the developing Integrated Care System (ICS) and Integrated Care Partnership (ICP). The ICP has now been formally constituted as a joint committee of Derby City and Derbyshire County Councils and Integrated Care Board (ICB). The ICP will be hosted by Derby City Council. The ICP is required to develop an Integrated Care Strategy and the initial 'framework' has been agreed, with a draft planned for February and final version for April 2023. There continues to be cross-system activities to tackle health inequalities. This includes on-going work of Derby Health Inequalities Partnership and support of a system-wide Health Inequalities Strategy.
Lead the development of the Joined Up Care Derbyshire Integrated Care Partnership Health Inequalities Strategy and Action Plan		On track	The development of the Health Inequalities Strategy for the Integrated Care System is in progress under the leadership of the Director of Public Health. An outline Strategy - plan on a page – has been developed, socialised and agreed within the system. The Strategy is focused around Core20PLUS5, a national NHS England approach to promote action to reduce healthcare inequalities.
Lead the development of the Health and Wellbeing Strategy and Implementation Plan, focusing on delivery against key priorities agreed in 2021/22		Some slippage	Recently published guidance confirmed the statutory responsibility of the Health and Wellbeing Board to prepare a Joint Local Health and Wellbeing Strategy (JLHWS). Development work will begin in 2023, alongside the development of the Integrated Care Strategy.
Develop a seven-year locally enhanced framework for delivering services for public health, including for sexual health and substance misuse		Completed (Q2)	Completed in quarter two.
Continue to expand Livewell capacity so that the universal lifestyle offer is increased for the population of Derby and secondary prevention interventions are enhanced at the Florence Nightingale Community Hospital (FNCH) prevention hub		Completed (Q2)	










Item description	Type*	Q3 position	Supporting information
<p>Livewell: Number of NHS Health Checks</p> <p>(Status at quarter two was 'red')</p>		<p>647</p> <p>(Quarterly target status = Green)</p>	<p>Community Health check appointments have remained steady, with quarter 3 performance consistent with quarter 2. This is positive given previous years' quarter 3 outturns have seen a large decline in bookings.</p> <p>Actions planned to achieve the annual target:</p> <ul style="list-style-type: none"> • Promotion of health checks through neighbourhood booklets • Delivering hypertension case finding in specific areas across the city • Support for workplaces to raise awareness of the health check offer.
<p>Continue to implement the revised Healthy Child Programme</p>		<p>On track</p>	<p>All mandated contacts continue to be delivered. New delivery models for school nursing and health visiting have been developed, implemented, and evaluated. Additional programme elements are in development and on track to be implemented by 1st April 2023.</p>
<p>Total Number of universal health assessments (0-5 years)</p> <p>(Status at quarter two was 'green')</p>		<p>17,718</p> <p>(Quarterly target status = Blue)</p>	<p>Quarter three performance is 6,996 assessments, which is forecasted to achieve the annual target.</p>
<p>Coverage of the 6 to 8 week Public Health Nursing review</p>		<p>97.6%</p> <p>(Quarterly target status = Green)</p>	<p>Performance is forecast to achieve the year-end target.</p>
<p>Proportion of children and young people (CYP) who are less physically active (from Active Lives CYP survey)</p> <p>Performance reflects the academic year 2021/22</p>		<p>31.2%</p> <p>(No target set)</p>	<p>National data has been released; however, this is not yet available locally. National results show a 2.6% increase in active children and young people, and a 2.3% decrease of inactive children and young people.</p> <p>In partnership with Active Derbyshire and the National Active Partners network, resources were secured to focus on 'Opening School Facilities' to support active lives outside of the school day, for both the school and wider community.</p> <p>The Winter Holiday Activities and Food (HAF) programmes were delivered over the Christmas period. Performance will be reported in quarter four and a review will be conducted to further embed and maximise this opportunity. Strategic coordination and planning are also taking place to align the Open School Facilities programme with the HAF, which will focus on providing a consistent programme of support for both holiday and out of holiday provision.</p>
<p>Deliver the Childhood Obesity Strategy</p>		<p>On track</p>	<p>Partnership working is underway with the Integrated Care Board (ICB) and Joined Up Care Derbyshire Children (JUCDC). Work continues towards a specialist offer for children on the 99.6% centile, funded by the ICB.</p> <p>A 'whole systems approach' is in development, with presentations at JUDCD Children's Board and the Health and Wellbeing Board scheduled for quarter four. The Strategic (whole County) Group are meeting quarterly, with the City Healthy Weight Group meeting regularly.</p>
<p>Number of children with BMI above 85th centile joining the child weight management programme</p>		<p>62</p> <p>(No target set)</p>	<p>As anticipated, referrals increased this quarter, driven by National Child Measurement Programme letters being issued.</p>








Item description	Type*	Q3 position	Supporting information
			A further 70 children were referred towards the end of December, and it was decided to wait to contact families until January to aid engagement. There are currently 165 active school children attending lunch clubs, who will be invited onto 'Live IT' next quarter. which means we should be on target for our recruitment.
Children achieving at least a 3% BMI reduction through weight management service		47% (No target set)	Colleagues continue to develop exciting and engaging session plans. Attendance at Live IT hubs continues to increase, with positive feedback from children and parents. For the third quarter running, expectations were exceeded for children reducing their 3% BMI Z score. Of the children reviewed this quarter, 57% lost weight.
Further increase the provision of community alcohol treatment, specifically by developing an Assertive Alcohol Outreach Team and bolstering the effectiveness of the Alcohol Care Team pathway at the Royal Derby Hospital		On track	The Derby Integrated Community substance misuse treatment system are still in the process of recruiting to a full complement of specialist substance misuse nurses, as detailed in the 2022/23 Supplemental Substance Misuse Treatment and Recovery Plan. Pathways have been developed to link this new team to the hospital-based Alcohol Care Team and local protocols are in development for joint patient care.
Total number of people in effective alcohol treatment		460 (No target set)	There has been instability in the service during quarter three due to a significant number of colleagues leaving because of; perceived lack of job security from contract changes, better opportunities and pay in other sectors, and economic uncertainty. It is unlikely that annual target aspirations will be met. Commissioners are working with providers to explore additional analytical support to case find and promote services. Derby is not an exception; nationally performance has declined within this sector.
Implement the government's new 10-year drug strategy at a local level and use new funding allocations to develop a world-class drug treatment and recovery system in Derby		On track	A County-wide Drug and Alcohol Strategic Partnership has been established and met for the first time in November 2022. Work is underway to develop a local strategy and a delivery plan. Additional planned work includes; submission to government of the 2023/24 (Year 2) Supplemental Substance Misuse Treatment and Recovery Plan.
Successful completions as a proportion of all those in drug treatment (opiates)		5.1% (No target set)	As per previous quarters, absences continue to put pressure on the service. Agency staff were recruited to support people to exit treatment, but there remains a gap in people being effectively supported prior to discharge. Nationally, the picture for successful completions has changed and the top quartile range has significantly decreased.
Number of older people participating in programme to reduce falls (Quarter two status was 'amber')		265 (Quarterly target status = Green)	Two paused community classes did not restart during the quarter due to staff leaving and a further two classes were paused due to unexpected absences. Positively, a new community class started in Allestree during quarter three, with two classes now in this ward. In addition, the relaunch of classes was successfully completed involving engagement with community partners.




Item description	Type*	Q3 position	Supporting information
			<p>The community falls team started a 6-week falls exercise programme and the Move More team attended the final week of the first cohort, to signpost participants to community classes.</p> <p>One paused class will restart in quarter four. A recently qualified volunteer from a community group is hoping to start a new class and two new instructors are due to train as chair-based exercise instructors.</p>
Work in partnership to deliver the action plan for both the Poverty Commission and the Poverty Truth Commission		On track	The Council continues to support delivery of the Poverty Commission objectives through policy and insight activity and Partnership Board engagement. During Q3 we also supported the production of a partnership-wide Cost of Living Strategy and action plan.
Play a Lead role in the Community Transformation programme with the NHS and wider Place partners – known as Team Up 2.0		On track	A strategic partner (Newton Europe) have now been appointed to help complete a diagnostic on Team Up. The Council's contribution continues via the Derby City Place, Urgent Community Response, Proactive Care Multidisciplinary Team using Local Area Coordinators, Falls Recovery, and the Discharge to Assess pathways.
Empowered, strong and independent communities			
Develop a Digital Poverty Strategy		On track	Work is progressing to create a Digital Poverty Strategy.
Delivering our priority projects – Better Together <i>The assessment classification for this project has changed from 'Green' at the end of September 2022 to the current position of 'Amber / Red' due to the programme board being on hold.</i>		Amber / Red	The Better Together Board is currently on hold while the overall 'change' governance structure of projects and programmes, and next steps for Better Together are reviewed.
The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services		84.3% (Quarterly target status = Green)	The 2022/23 position is above the comparable outturn in 2021/22, however winter pressures are likely to impact on this measure.
Adults 18 to 64 whose long-term needs are met through placements into residential or nursing care (per 100,000 population)		12.5 (No target set)	<p>The current position is nearly 50% higher than the comparable position in 2021/22, with admissions expected to exceed those reported during 2021/22, which was slightly below the national average, however increases are being reported nationally also.</p> <p>Factors that could affect performance include insufficient alternative accommodation solutions, rising demand, and carer breakdown/demography.</p> <p>It should be noted that there is a lag in the recording, which means later quarters see the introduction of more admissions from the previous quarters.</p>
Adults aged 65 and over whose long-term care needs are met through residential or nursing care per 100,000 population		371.6 (No target set)	<p>Performance represents 159 customers entering long-term residential / nursing care, which is below the comparable position in 2021/22.</p> <p>This year's performance may be impacted by pressures within the wider NHS system, which could be driving a higher than expected use of residential care. In addition, admissions counted, due to depreciation of assets, are also increasing.</p>






Item description	Type*	Q3 position	Supporting information
			It should be noted that there is a lag in the recording, which means later quarters see the introduction of more admissions from the previous quarters.
Number of homeless approaches		1,903 (No target set)	There were 603 approaches this quarter, which is a reduction of 2% on the last month. This may partly be accounted for by the reduction in working days due to the Christmas break, the lack of court action regarding evictions over this period, and the increased likelihood of families and friends accommodating potentially homeless households for the festive period. It is a consistent seasonal trend that we have seen for the last 3 years.
Total number of homelessness approaches resolved under 'prevention duty'		770 (No target set)	266 cases were resolved under the prevention duty this quarter, which represents a 4.6% reduction on the previous quarter. This can be attributed to increasing pressures in maintaining privately rented tenancies and the lack of alternative, affordable, suitable housing in all sectors.
Total number of homelessness approaches resolved under 'relief duty'		484 (No target set)	135 cases were resolved under the relief duty this quarter, which is a decrease of 24% when compared with the figure for quarter 2. This is, in part, reflective of the continuing difficulties to find suitable alternative housing solutions. The number of successful relief cases needs to be viewed alongside the prevention figure as those successfully prevented obviously do not go on to be relief cases.
Work with housing colleagues to update the housing strategy for people of working age with disabilities and review all housing pathways		Some slippage	Consultation with colleagues has commenced, but further work is required on requirements, within the context of challenges in the provider market.
Integrated care - work with Derbyshire County Council and local NHS providers to establish the mandatory Integrated Care System model for health and care by 2022 (Status at quarter two was 'on track')		Completed	The Integrated Care System went live in July 2022, and relevant local authority officers are involved in the establishment of governance. Please refer to "Maximise opportunities to integrate housing, health and care initiatives where appropriate to improve the health and wellbeing of residents through Health and Wellbeing and Integrated Care System (ICS) structures".
Develop a co-production Strategy/Customer Insight plan so that the lived experience of individuals and Carers routinely drives our improvement plans to improve the quality of support - including the voice of people with a learning disability and/or autism		Some slippage	We are a member of the Association of Directors of Adult Social Services (ADASSs) regional co-production forum, and we have a standing item on our Adult Social Care (ASC) Professional Standards Group to progress a local programme of work. Updates and progress are being taken to Quality & Assurance workstream of the ASC Transformation Board. As part of this, an item was taken to the ASC Managers Forum in December to engage colleagues about the coproduction programme. Heads of Service are working closely to consider mechanisms by which we can routinely and consistently capture the customers voice. Linked to this is our ASC complaints process and review, where we are reviewing approaches to acting on feedback/themes; reinforcing learning.






Item description	Type*	Q3 position	Supporting information
Implement the Derby SEND Strategy, to support our young people with special educational needs and / or disabilities (SEND) to 'live their best life'		On track	Local area workshop collaborations in autumn 2022 resulted in the agreement of seven outcomes for children and young people with SEND in Derby. The revised (Special Educational Needs and Disabilities) SEND Governance structure will be implemented in January 2023, which will measure the impact of the strategy towards the outcomes and inform how well Derby SEND are doing to 'Live their Best Life'.
Delivering our priority projects – SEND 'Living My Best Life' Capital Programme		Green	The demand of specialist placements in Derby is growing and specialist provision is 'over-capacity'. This is resulting in more out-of-authority placements, at higher costs. In December, Cabinet approved the expansion and remodelling of St Clare's School. Feasibility works for the initial proposal are complete. Work to refine the proposal and put approvals in place for work and grant funding are continuing. The Programme is on target to hit the milestones within each element.
SR30_PS24 - Local Area SEND services and provision is not effective		Risk score 12	The risk remains significant. Relevant programmes including the SEND Capital Programme are all on-going. A Dedicated School Grant (DSG) deficit recovery plan is in place, and new SEND Governance is being implemented in response to this. The risk continues to be treated via further controls in place and on-going actions.
Total number of open Education Health and Care Plans (EHCP) maintained by Derby		3,317 (No target set)	There were 35 additional Education, Health and Care Plans (EHCPs) maintained by Derby in December. There have been 355 open assessments following the clearing of educational psychology backlogs, creating new pressures for the service. Targeted work is planned to reduce backlogs at decision making panels. New officers are in post who will focus on clearing the backlog of plans to be written.
Percentage of new EHCPs issued in 20 weeks		21.0% (Quarterly target status = Red)	The average number of weeks to issue an Education and Health Care Plan (EHCPs) in December was 38; an increase of 6 from November. The minimum was 19 weeks and maximum 69 weeks. When applying, the Department for Education allowed exceptions, performance is 43% within statutory timescales. Assessments previously delayed by Educational Psychology shortages are now progressing through the process and impacting performance. There is no significant delay affecting the SEND Team in issuing plans, but these assessments were already out of timescale due to these delays. Additional officers have been recruited to and will continue to target the number of open assessments. From January 2023, there will be targeted work linked to new assessment requests.
Percentage of EHCPs with a completed review within the past 12 months		42% (No target set)	Targeted work relating to children and young people at 'phase transfer age' is being undertaken in quarter four. Extra officers have been recruited, and the re-assignment of caseloads will be completed once officers are trained. This will help to maintain more manageable caseloads.








Item description	Type*	Q3 position	Supporting information
Satisfaction level of parents, children and young people (Linked to evaluation plans)		66% (Quarterly target status = Blue)	The number of submissions to the online satisfaction survey remains low and there is little change in the overall satisfaction. Further ways to capture parental satisfaction are being explored.
Percentage of cases open to youth offending services who have EHCPs		20% (No target set)	The percentage of cases in the Youth Justice system with additional needs that require an Education, Health and Care Plan (EHCP) has remained relatively stable, which continues to demonstrate the need for additional health resources in the service, such as speech therapy, Clinical Psychology and Youth Well Being. A Speech and Language Therapist (SALT) is currently being recruited.
The percentage of young people aged 18-64 with a learning disability in paid employment		2.0% (Quarterly target status = Blue)	Performance at quarter three was 2.0%, which is higher than outputs for the past two years. Performance can however be volatile for this indicator due to small numbers in numerator.
The percentage of young people aged 18-25 with a learning disability in paid employment		1.9% (Quarterly target status = Blue)	At quarter three, this measure was performing better than target; representing positive outcomes for the Derby's young adults.
Adults with learning disabilities living in their own homes or with family		86.5% (Quarterly target status = Green)	Performance continues to rise and is at the highest level recorded. The on-going trend over the past couple of years has been steady positive increases, mainly from transitional cases from children already within settled accommodation. There are a number of factors that could adversely affect performance including; Medium Term Financial Plan saving proposals, family finances affected by COVID or the cost of living and the availability of appropriate accommodation. A scenario with extreme financial pressures may lead to a slight downturn in performance over the medium term and governmental financial settlements will be closely scrutinised.
The proportion of adults in contact with secondary mental health services in paid employment		12.2% (Quarterly target status = Blue)	Data to support these measures have recently been sourced from the Mental Health Trust.
The proportion of adults in contact with secondary mental health services living independently, with or without support		84.4% (Quarterly target status = Blue)	A local report has been re-written, and data backdated to quarter one to enable the provision of a year-to-date view. Performance is currently above target representing positive outcomes for adults in contact with secondary mental health services. (These are new measure, reported for the first time)
A safe city, where those that need support can access them at the right time for them			
SR28_PS22 - Increasing complexity of need for Derby's children and young people, with insufficient services available at the 'right time' to meet this, from 'early offers of support' to placement options available for our looked after children and young people		Risk score 12	This risk remains significant due to the increase in the number of children entering care, as well as the increasing costs of placements. City-wide strategy on place-based risk has been created and we are working with partners to operationalise the strategy. The risk continues to be treated via controls in place.
Work with families, partners and communities to ensure the safeguarding of vulnerable children		On track	We are a statutory safeguarding partner in the Derby and Derbyshire Safeguarding Partnership (DDSCP). Our 'outstanding' inspection result demonstrates our commitment to safeguarding the welfare of vulnerable






Item description	Type*	Q3 position	Supporting information
			<p>children. We focus on providing the right support at the right time, with continued focus on engagement with families in a strengths-based manner.</p> <p>Children who have stepped down from child protection are on our routine audit schedule, alongside dip-sampling strategy meetings as part of assuring ourselves on the appropriate application of our thresholds. We are mindful that many children remained subject of child protection plans throughout COVID, as part of ensuring a safe response to heightened risk, however greater safety is now achievable for families with a wider range of services being responsive.</p>
Percentage of children and young people's early help cases where progression tools show an improving direction of travel after support has been provided		97% (Quarterly target status = Green)	We continue to work with children, young people and their families to support them to positive outcomes through the work of our Early Help teams, with performance consistently strong within this area.
Children in need per 10,000 population aged under 18 (snapshot)		138.2 (Quarterly target status = Green)	Performance information to capture the numbers of Children in Need (CIN) children classified as 'complex' or in 'special circumstances' is being monitored and reviewed by Child in Need Reviewing Officers (CINRO), so we keep abreast of any changes. This process will need to be reviewed in line with proposed changes within the service, provisionally to take effect from February 2023.
Children who became the subject of a child protection plan (CPP) per 10,000 population aged under 18 (snapshot) (Status at quarter two was 'green')		43 (Quarterly target status = Blue)	During this quarter, performance remains on target, which was set in line with comparators and historical positions. This is due to increased oversight of those children who are subject to plans over longer periods. Scrutiny has taken place by both the Locality and Child Protection Managers' to ensure that the plans in place meet the needs of the child's current circumstances and is still necessary.
Implement our Place-based Risk Strategy (People Services)		On-track	<p>A multi-agency strategy to addressing and meeting need arising from Place Based Risk has now been implemented at an operational, tactical and strategic level.</p> <p>A Chief Officer governance arrangement across City and County is chaired by the Derbyshire Constabulary Assistant Chief Constable has met and priorities have been set for the partnership.</p>
Implement our Place-based Risk Strategy (Communities and Place)		Completed (Q2)	Position reported as completed at the end of quarter two.
Implementation of Living Well Multi-Disciplinary Teams within Community Mental Health Framework to help manage demand more effectively (Status at quarter two was 'some slippage')		On-track	Some slippage initially, but work is now on track for full implementation by the end of February 2023.
Levels of children and young people at risk of exploitation		145 (No target set)	This quarter 145 children were reviewed through the children at risk of exploitation strategy. 72 were at low risk and 22 at high risk. 21 cases were new referrals, 102 were existing cases under review, 22 were closed

Item description	Type*	Q3 position	Supporting information
			<p>this quarter. 5 cases were due to the child turning 18yrs and 17 due to reduced risk.</p> <p>The majority of cases were at risk of criminal exploitation (89), and 31 at risk of sexual exploitation. 25 cases were at risk of both forms of exploitation.</p> <p>In May 2022, operational procedures were changed, to empower practitioners and frontline managers to deliver more dynamic risk management and ensure that children are supported at the most appropriate level of service, in accordance with risk.</p> <p>The Children at Risk of Exploitation risk assessment has been updated and is placed to allow for more responsive updates.</p>
Children in care per 10,000 population aged under 18 (snapshot)		110.4 (Quarterly target status = Amber)	<p>There has been a further increase in the number of children in care per 10,000, since the quarter two position, which continues despite interventions from the staying together team, robust scrutiny at gateway panel, in locality case management meetings, and utilising family options in court proceedings or under the pre proceedings public law outline.</p> <p>There are continued attempts at reunification and the use of court orders for children who have been in long-term care, to help them exit from care.</p> <p>Work will remain on-going to manage risk, where appropriate, for young people to remain at home.</p>
Total number of active approved fostering households (Status at quarter two was 'green')		110 (Quarterly target status = Amber)	<p>There were two approvals and three de-registrations in quarter three. Year to date, there have been six approvals and eight de-registrations. A successful recruitment event was held in October 2022, after which we invited 12 households to apply to be fostering households, seven applied and are now being assessed.</p> <p>We have specialist recruitment events arranged in quarter four for Fostering Plus, parent and child, supported lodgings. We continue to see a healthy number of Independent Fostering Agency carers transferring to Derby. There are six mainstream approvals booked into panel in quarter four.</p>
Average occupancy of Derby City Council mainstream carer beds (snapshot), excluding short break and respite placements		94.9% (No target set)	<p>Carers are at full capacity and there are few vacancies at any time. There were nine available bed spaces at the end of quarter three. Three were for a baby only, that could share a room with another baby, in the carers room. One was for a sibling group between 7 and 12, who could share a room. The remaining placements needed careful matching against other children who were in a long-term placement, with a high level of need. Consideration also needs to be given for some newly approved carers regarding skills needed alongside the complexity of placements.</p> <p>We continue to work with the panel to approve foster carers for the maximum number of children they can foster, as well as the Agency Decision Making process to approve foster carers outside of panel.</p>

Item description	Type*	Q3 position	Supporting information
Percentage of children placed within a Derby City foster care placement (Status at quarter two was 'red')		34.4% (Quarterly target status = Blue)	Performance in this area is above the target of 31% and has risen each quarter this year. At the end of quarter one, the percentage of children placed in in-house foster placements was 24.5% which rose to 27.3% at quarter two. The sustained and improved performance evidences the impact of targeted work within this area for a number of years.
Percentage of children placed within Derby City residential placements		32.1% (Quarterly target status = Green)	Appropriate matching is making sure that we maximise our internal provision, whilst ensuring that we are focused on positive outcomes for our young people.
Percentage of children placed within 20 miles of the child's home address		57.0% (Quarterly target status = Red)	We aim to maximise safe and suitable local foster placements for our children and young people. The number of children in care increased during quarter three and surpassed the same point last year. The number of children in care increased 1.7% compared to quarter 3 2021/22. 38% of all placements are within Derby City's boundary. 64% of all placements made with Derby City Council mainstream fostering are within the local authority boundary. 92% of all placements made with fostering agencies are outside the local authority boundary. Sufficiency pressure dictates the priority to find a safe, secure placement, where the placements team are restricted by availability. Continued actions include updating the Market Position Statement, provider forums, new provider meetings, monthly operational meetings and newsletters to fostering agencies.
Stability of placements of looked after children: length of placement (Status at quarter two was 'amber')		64.7% (Quarterly target status = Red)	Moves are in line with care plans to ensure long term needs can be met or to ensure immediate safety. Most children are having stable placements and a permanence decision either made or progressing to permanence with their current care plan and placement if in foster care. Some children not yet in placement for more than 2 years have achieved permanence in their current placement through the effective use of the permanency policy and panel. A small number of young people with significant additional safeguarding concerns have continued in unstable placements due to high level needs and risks. We track care plan progress to ensure early permanence/ placement stability. We also continue to use the Enhanced Case Management model to achieve long term placement stability & provide the right support at the right time.
Stability of placements of looked after children: number of moves (% with 3 or more placements in the last 12 months) (Status at quarter two was 'green')		10.7% (Quarterly target status = Amber)	Despite the increase in the number of children in care, there has been a drop of 1.2% on quarter two. Placement stability continues to be a challenge and some children have multiple moves during the early stages of care, and during care proceedings. A small number of young people with significant additional safeguarding concerns continued in unstable placements due to high level needs and risks.

Item description	Type*	Q3 position	Supporting information
			We track care plan progress to ensure early permanence/ placement stability. Planned analysis of children with multiple moves will aid learning and development of practice, and availability of preventive wrap around support. We also continue to identify cases that have potential for placement disruption and risk of multiple moves, and Enhanced Care Planning Meetings are to be held to identify needs and risks.
<p>Delivering our priority projects – CYP Demand Management programme</p> <p><i>The demand management programme is reported based on the progress of supporting projects</i></p> <p><i>The assessment classification for this programme has changed from 'Green' at the end of September 2022 to the current position of 'Amber / Red' due to the programme board being on hold.</i></p>		<p>Amber / Red</p>	<p>The Demand Management Programme Board is currently on hold while the overall change governance structure of projects and programmes, and next steps for Demand Management are reviewed.</p> <p>SEND High Needs Transformation Programme has moved into its next phase with work continuing.</p> <p>Accommodation Strategy – Small Residential Homes (Phase 1 Cluster homes) – the proof of concept has progressed through the PMO Gateway. Working with provider to agree contract and begin property refurbishment.</p> <p>D2N2 Children's Home Capital Bid – obtained capital funding from DfE. Working to confirm specification and identify suitable property, will begin tender process for provider jointly with Nottingham in the next quarter.</p> <p>Children in Care Joint Strategy Development Group (CICJSD) - meetings established monthly with health, education and social care partners. A Working Group are identifying areas to include in development plan, group reporting into Joined-up Care Derbyshire Children's Board going forward.</p>
Number of young people successfully completing independent travel training (ITT)		<p>0</p> <p>(Quarterly target status = Red)</p>	<p>Independent travel training was paused for most of quarter three due to the offer being delivered by The Lighthouse ceasing and commissioning the delivery of the Council's enriched offer to Transition 2.</p> <p>Now that Transition 2 are delivering ITT and accepting new referrals, the forecast is for three young people to become independent travellers by the end of quarter 4, with more young people having started ITT and completing their training in 2023/24.</p>
SR26_CP15 - Ability to meet statutory duties for accommodation-based support for domestic abuse (male victims)		<p>Risk score 12</p>	<p>Risk score has increased from 6 to 12, as the risk has been re-defined with a focus on male victims in this quarter, as more providers need to be procured.</p> <p>Additional funding has improved the support provided for female victims & under 16s where the risk is no longer considered a threat.</p> <p>Additional actions have been added in this quarter to mitigate the risk, and additional assurance is ongoing.</p>
Number of domestic abuse (DA) incidents / crimes recorded.		<p>2,907</p> <p>(No target set)</p>	<p><i>Please note that the latest data relates to quarter 2.</i></p>
Number of recorded crimes in the city centre (rolling 12 months)		<p>3,935</p> <p>(No target set)</p>	<p>City centre crime has increased by 22.9%. This can be attributed to the city centre being fully open and no restrictions being in place, which limited activities and behaviour during 2021/22. Most notably there has been a 30.9% increase in possession of weapons, which could be attributed to a number of proactive</p>

Item description	Type*	Q3 position	Supporting information
			campaigns that have been delivered in the night-time economy to detect weapons, including the use of wand detectors and metal detectors.
Number of reported anti-social behaviour (ASB) incidents across Derby		9,022 (No target set)	<p>Anti-social behaviour (ASB) across the City has fallen by 18.2% in the last 12 months to December 2022.</p> <p>We have seen a reduction in all incident types, most notably environmental (-26%) & personal (-23%).</p> <p>We continue to fund and work with partners to deliver school inputs in both primary and secondary schools. Our Public Protection Officers continue to actively monitor and patrol hotspot ASB locations, enforcing against any offences they come across. We support partners to apply for Criminal Behaviour Orders and closure orders when necessary.</p>
Number of hate crimes reported		729 (No target set)	<p>No target is set, however there has been a slight decrease in hate crime this quarter of 3.25%.</p> <p>This could be because of previous events and further understanding of the effects of hate crime. An event to raise awareness and highlight support available was held at Derby bus station with Derby City Council, Derbyshire Police, Remedi hate crime Victim Services and Tell MaMa.</p>
Percentage of new Adult Social Care clients who received short term support, who then required no other services (STMAX)		65.6% (Quarterly target status = Green)	The current position is above the position of 58.9% reported at the end of March 2022. From the latest published national benchmarking data, Derby offers higher percentages of customers reablement on discharge from hospital yet have a considerably lower rate per 100,000 than average with customers receiving reablement at their initial service following contact with the Council, which could reflect lower thresholds within other areas.
<p>Increase productivity within social work and safeguarding processes to maximise efficiency and effectiveness, reducing waiting times and embed a programme of planned reviews</p> <p>(Status at quarter two was 'major slippage')</p>		Some slippage	Work is in progress through both the 'Front Door' planning group and the Adult Social Care (ASC) digitisation agenda, which will create efficiencies in mainstream social work processes. Work on redesigning the ASC operating model was paused and adversely impacted by budget constraints and proposed changes to the senior management restructure. It has now been superseded by the front door and digital by default work. Work also in progress to improve safeguarding processes.
Average waiting time for a social care assessment		N/A	
Percentage of reviews – planned		N/A	The definition of these measures is subject to data and baseline development and are on the work plan of the Community Services Data Group. A customer journey dashboard is under development which captures indicative baseline data. More robust data is due at quarter four, once the workstream is defined.
<p>Delivering our priority projects – Liberty Protection Safeguards (LPS) Implementation</p> <p>The assessment classification for this project has changed from 'Amber/Green' at the end of September 2022 to the current position of 'Amber/Red' in line with the uncertainties with the timescales of the final Code of Conduct.</p>		Amber / Red	Project delivery structure continues to develop and workstreams are being established. A formal schedule of basic awareness raising sessions has been shared with all internal Social Care staff.

Item description	Type*	Q3 position	Supporting information
Delivering our priority projects – Adult Social Care (Charging)		Green / Amber	<p>The Chancellor announced in his Autumn Statement that the Charging Reforms would be postponed until October 2025 but confirmed funding would still be made available. Financial impact modelling has been undertaken to predict the potential increase in expenditure due to the proposed changes.</p> <p>An initial scoping exercise was conducted to establish the impact of delivering the Charging Reforms across Adults Services. A customer journey process map has been created. Convening a Digital Innovation Centre approach to look at prioritising digitisation, automation and self-service of the major processes in ASC, building on the deployment of the portfolio of portals.</p>
Delivering our priority projects – Adult Social Care (Assurance & Inspection framework) <i>The assessment classification for this programme has changed from 'Green' at the end of September 2022 to the current position of 'Green / Amber' due to resource capacity.</i>		Green / Amber	<p>Membership of the group has been widened to reflect wider 'system' (including Partnership and Commissioning). Review of Care Quality Commission (CQC) inspections evidence checklist completed. Foundations of self-assessment are now in place and an initial evidence checklist completed. Group membership remains under review to ensure all key stakeholders are engaged.</p>
Delivering our priority projects – Adult Social Care (Fairer cost of care)		Green / Amber	<p>The Chancellor announced in his Autumn Statement that the Charging Reforms would be postponed by two years but confirmed funding would still be made available.</p>
Complete and publish a Care Market Sustainability Plan in the required format and timescale		On track	<p>Recent Department of Health and Social Care (DHSC) announcements have all but confirmed that the Fair Cost of Care will continue to ensure the viability of provider markets, across the country.</p> <p>All relevant information was submitted to the DHSC before the deadline to ensure the criteria for funding was met. Further analysis and triangulation of actual provider costs will be provided by Care Analytics, fee uplifts announcements have been postponed until further details about a real Fair Cost of Care was completed by Care Analytics.</p> <p>A draft plan was submitted in October to DHSC with final submission due March 2023.</p>
Extend and redesign the Home First service, providing 24/7 short-term assessment and enablement services for new customers from the community and for those leaving hospital		Completed	<p>Action reported as completed at the end of quarter two. It will however be re-visited in 2023/24.</p>

Working smarter

Making our council more efficient and effective, accelerating the pace and focus of change

OUR OUTCOMES

An insight led Council that delivers value for money



Satisfied and enabled residents



Empowered and accountable colleagues and Councillors



During quarter 3, we have been working with Derbyshire County Council, Nottinghamshire County Council and Nottingham City Council on the public consultation on **devolution**, so the public, businesses, community groups and other organisations have had a chance to have their say about the deal.

The deal would provide the region with a guaranteed income stream of £38 million per year over a 30-year period, and would cover around 2.2 million people, making it one of the biggest in the country. It would also mean a new regional mayor and new type of combined authority for the area, from 2024.

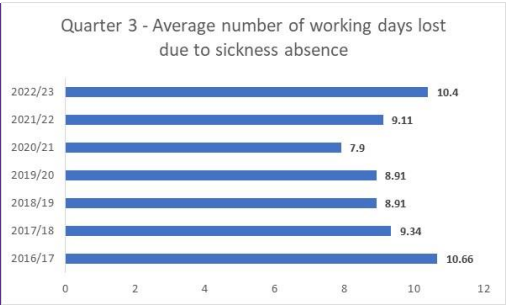


- The Council is currently forecasting a pressure of £15.127million against the base budget of £263.484million. This is being mitigated by:
- the £1.2million Pay and Inflation reserve established at the 2021/22 out-turn
 - the remainder of the COVID reserve £2.265million
 - an additional Integrated Better Care Fund inflation of £0.354million that has been announced in the current year.









The **net forecast overspend** funded from the Budget Risk reserve is therefore **forecast to be £11.308 million**; and therefore associated **strategic risks remain significant**.









The **total number of working days lost due to sickness** continues to be above previous years. At the end of December 2022, over 10 working days (per full-time equivalent) had been lost; which is the highest position recorded since before 2016/17. A deep-dive review has been completed and recommendations are being considered by senior leaders.



















- We will be launching our **Procurement and Contract Management Platform** over the final quarter of 2022/23; and this alongside a number of key actions set out below has aided us in reducing the associated risk rating from 12 (significant) to 9 (medium)....
- delivery of in-house surgeries and mentoring
 - promotion of external training
 - improved internal guidance launched (with over 500 unique views)
 - systematic reduction in off-contract spend
 - management accountabilities have also been launched, with Contract Management featuring at all levels.









Item description	Type*	Q3 position	Supporting information
An insight led Council that delivers value for money			
Seek further devolvement of freedoms and flexibilities from Government to pursue options for local area decision making and accountability		On track	During quarter 3, the Council continued to work alongside Derbyshire, Nottinghamshire and Nottingham City councils to present a draft proposal on a Combined County Authority for public consultation. Various engagement events were undertaken before the consultation closed on 9 January, with over 4,000 responses received. Respective Councils will receive the consultation feedback and final proposal in March 2023 before deciding whether to submit to Government.
Delivering our priority projects - Financial System Replacement		Green	User acceptance testing (UAT) phase one has been completed and UAT phase two has commenced. The Enterprise Budgeting module has been built for testing, and module training has been completed. Data migration extracts are underway with reconciliations on-going, and stakeholder engagement plan compiled.
SR16_CR17 - Ability to deliver against our current annual revenue budget		Risk score 16	<p>The risk score remains significant and is unchanged from the end of September 2022, impacted by a number of different causes:</p> <ul style="list-style-type: none"> • rising costs of inflation • rising costs of social care and sufficiency of accommodation • deliverability of savings and pressures that may emerge within the year <p>The current annual revenue is expected to be insufficient for the forecasted expenditure however, the use of identified reserves and funding may mitigate this, and the spending review panels remain in place with a reviewed spend threshold to continue to control spend.</p>
SR15_CR16 - Ability to deliver a balanced Medium-Term Financial Plan (MTFP), impacting reserves and future financial sustainability		Risk score 16	<p>The risk score remains significant and is unchanged from the end of September 2022.</p> <p>2023/24 now shows a balanced position and consultation on the budget began in December. There is still however a significant gap in future years. Pressures including the rising cost of inflation have not been fully addressed in the Local Government Settlement.</p> <p>The MTFP is cyclical, and work will continue to assess the position and identify mitigations throughout the year.</p>
SR34_CR32 - Potential risk of industrial action regarding NJC pay claim (2022/23 claim)		N/A	This risk is no longer valid for 22/23 and has been proposed for closure as the NJC Pay Claim was resolved in November 2022. Monitoring to continue of key risk indicators of the risk re-emerging in 2023/24.
Percentage of Council Tax collected in-year		79.6% (No quarterly target set)	<p>At the end of December 2022, our in-year collection rate was 0.3% up on the same time last year.</p> <p>The team continue to take as much recovery action as our resources will allow and are ensuring, as far as possible, that recovery action is taken against those that won't pay, rather than those that can't pay. As the cost-of-living crisis continues it should be noted that this might impact on collection rates.</p>

Item description	Type*	Q3 position	Supporting information
Percentage of sundry debt collected in-year		97.0% (No quarterly target set)	The parameters of outstanding debt and timescales of collection will be revisited so that the performance reporting from 2023/24 will be more accurate and informative.
Percentage of business rates (NNDR) collected in-year		79.9% (No quarterly target set)	At the end of December 2022, the current year business rates collection rate is 4.37% ahead of the same time last year. As with Council Tax, the team is taking as much recovery action as resources will allow, ensuring a focus on those that won't pay.
Delivering our priority projects - Contract Management		Amber / Red	<p>This risk is reduced from 'significant' to 'medium' due to the controls in place. Controls include:</p> <ul style="list-style-type: none"> • delivery of in-house surgeries and mentoring • promotion of external training • improved internal guidance launched (with over 500 unique views) • systematic reduction in off-contract spend • management accountabilities have also been launched, with Contract Management featuring at all levels. <p>A new Procurement and Contract Management Platform (PCMP) has been tested and will launch in quarter four.</p>
SR7_CR6 - Effective contract management		Risk score 9	
Number of contract waivers		14 avoidable waivers (No target set)	<p>Current levels of avoidable contract waivers are very low; impacted by the working smarter contract management project.</p> <p>The launch of the Procurement and Contract Management Platform should maintain the low levels; however, it is not yet known what impact the current Medium Term Financial Plan, and Senior Management restructure will have.</p>
SR6_CR19 - Effective project management governance		Risk score 9	The risk score remains 'medium'. Activities are taking place during the final quarter of the year to further strengthen programme and project oversight, and wider support capacity.
Delivering our priority projects – Insight Led Council <i>The assessment classification for this project has changed from 'Green / Amber' at the end of October 2022 to the current position of 'Amber / Red' due to delay to going live.</i>		Amber / Red	User acceptance testing on the Insight Led Platform has taken place and the platform is planned to go live during quarter four. Training programme agreed ready for development.
Delivering our priority projects – Commercialism		Green / Amber	<ul style="list-style-type: none"> • Recruited Commercial Development Officer in November 2022 who is beginning to work with services to develop options appraisals and commercial plans. • Identified areas where there was external spend for services that could be provided in house. • Explored web advertising. • Developed business cases to explore delivery model of HTST, Crematorium options, and high ropes area of Markeaton Park. • Reviewed Environmental Enforcement charging structure.

Item description	Type*	Q3 position	Supporting information
Number of My Account registered users		156,054 registered users (Quarterly target status = Green)	The number of Registered MyAccount users continues to grow steadily. This is because of new initiatives that require the customer to register, new schemes and new applicants that must register to apply and new residents within the city moving into new build properties.
Percentage of online services		89% (Quarterly target status = Green)	Activities in this quarter, have seen the 'go-live' of the Black Bin payment process, the merging of the Blue/Brown registration form into the bin delivery and removals process. All of which streamlines the process for the customer.
Number of vacant or properties within the Council's portfolio		38 (No target set)	As the property rationalisation program develops, the number of vacant properties will vary over time
Deliver the property rationalisation programme to make the most of property we own, and dispose of any that is no longer used		On track	
Satisfied and enabled residents			
SR3_CR3 - Cyber threats to our systems		Risk score 16	This risk remains 'significant' at both a national and local level. Plans continue to be implemented to mitigate any threats.
SR8_CR7 - Data and records management		Risk score 12	Risk remains 'significant', impacted by factors outside of our control. A project to implement records management practice into the Council's data estate is under way with revised completion date of summer 2024.
SR33_CR30 - Compliance with data protection legislation		Risk score 12	Risk score remains significant. All colleagues have been required to complete annual data protection and cyber security training with action taken for any outstanding. The risk continues to be treated via controls in place and on-going actions, although budget pressures are impacting the speed of actions to further mitigate.
SR32_CR29 - Compliance with the Freedom of Information (FOI) Act		Risk score 12	Risk score remains significant as we aspire to increase compliance to over 90%. A key action to mitigate this, is progressing the Content Management System (CMS) under development to manage internal freedom of information (FOI) request flows. Further controls remain in place and actions are on-going to further mitigate.
SR31_CR28 - Fraudulent activity within the organisation (Derby City Council)		Risk score 9	Risk score remains 'medium' as fraud is presenting a growing challenge and reputational risk across many sectors including the public sector. Controls remain in place and actions are on-going to further mitigate.
Regular engagement and pulse surveys, in line with agreed Council and City priorities		On track	No pulse surveys have been undertaken since the pandemic. The team continue to support statutory and mandatory consultations as and when required. Annual results are due to be reported in quarter four.
Completion of a resident's survey		On track	The survey is complete, and we are awaiting final datasets and analysis. Annual results are due to be reported in quarter four.

Item description	Type*	Q3 position	Supporting information
Empowered and accountable colleagues and Councillors			
Average working days per employee (full time equivalents) per year lost through sickness absence - excluding schools		10.4 (Quarterly target status = Red)	<p>The quarter three period actual result shows an increase against the quarter two period actual result of 3.57 days lost. The year to date result of 10.38 days lost suggests a year-end forecast of 13.84 days, which is 1.03 days higher than the year-end for 2021/22, and 3.34 days higher than the target of 2022/23. Year to date performance, excluding Covid related absences, is 9.07 days lost.</p> <p>The top 3 absence reasons across non-schools were:</p> <ul style="list-style-type: none"> • Stress/Anxiety (14.84%) • Musculoskeletal (13.00%) • Covid-19 (12.64%). <p>Managers continue to be accountable for managing attendance effectively and supporting colleagues. The Human Resources and Occupational Health service continues to advise and support managers and directorate leadership teams with action plans. A new Managing Attendance Policy has been implemented with the Trade Unions to help Managers manage and drive down attendance.</p>
SR22_CR24 - Colleague Capacity		Risk score 9	<p>This risk has been proposed to be combined with CR23 (recruitment and retention) from quarter four onwards.</p> <p>The risk score remains the same for quarter three and will be reviewed when combined into a wider capacity, recruitment and retention risk in quarter four.</p> <p>There will be further work during 2022/23 to review how best to support those services that identify skills analysis as a service requirement in line with impact of MTFP service proposals.</p> <p>Leadership accountabilities and expectations continue to be embedded during 2022/23.</p>
SR21_CR22 - Health and Wellbeing (risk opportunity)		Opportunity score 6	<p>Signposting of wellbeing support and tools available has continued; with events on menopause, wider support and advice signposting, and cost of living information shared via corporate newsletters and networks.</p> <p>The Employee Assistance Programme continues, with support available via the MiWellbeing pages.</p> <p>Leadership accountabilities and expectations continue to be embedded during 2022/23.</p> <p>Updated guidance on future workstyles is being produced and is anticipated to launch in quarter four.</p>
Launch and support senior leaders to embed the People Strategy 2022/25		Some slippage	<p>There is some slippage with these actions with a revised completion date of 31/03/2023 now proposed.</p>
Define the workforce engagement approach, with key stakeholders		Some slippage	<p>Further work is needed to define colleague engagement approach and accountabilities which will be needed in quarter four.</p>

Item description	Type*	Q3 position	Supporting information
Undertake a review of the Council Constitution, with external support		On track	The Centre for Governance and Scrutiny have been commissioned to undertake the Constitutional Review and have conducted initial evidence gathering sessions with members and officers. They are due to report in early 2023 with a refreshed Constitution approved by the May AGM.
Implement whole council elections and multi-member count		On track	We are developing plans for the forthcoming whole council elections. The Arena is available for a Friday verification and count, and we are working on the processes to support the new multi-member vacancies including increased numbers of candidates and nominations in comparison to previous elections.
Individual development plans in place for all colleagues		On track	Guidance is being developed on the importance of check-in and development conversations, and on the importance of individual development plans. This will be launched in quarter four.
Embed our refreshed leadership accountabilities to provide clarity on responsibility and boundaries		On track	Accountabilities and expectations were launched in quarter two. We have continued with the roll out of the Phase 1 leadership development programme during quarter three, which will be on-going to the end of 2022/23, with development modules drawing out relevant links to the accountabilities.
Continue the implementation of our Councillor Portal <i>(Status as at quarter two was 'some slippage')</i>		On track	The Councillor Portal was launched in December 2022. Democracy and IT Services are working to ensure full implementation and drive increased member engagement.
Percentage of Councillors using the portal		12% <i>(No quarterly target set)</i>	

Supporting notes

All assessments for the 'QUARTER 3 position' reflect the **present** position (as at the end of December 2022), not future forecasts. A summary of the criteria for each assessment is provided below:



Performance measures () and Council Delivery 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 Remote	2 Possible	3 Probable	4 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 Highly probable	3 Probable	2 Unlikely	1 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.