




Quarter 4 Performance Report Summary

Presented below is a summary of performance up to the end of March 2021, in line with the commitments made in the Council Plan 2019 - 2023. The table provides a summary of the differences that we are making for Derby and the on-going impacts of COVID-19 that we are working to mitigate; as we seek to support the city to live with, and recover from, COVID-19.

More detailed updates are provided on pages 19 to 20.

Council Plan 2019-2023 priorities	Reflecting on the on-going impacts of COVID-19 on our performance	Continuing to make a difference for Derby	Areas to watch in 2021/22
<p>A city with big ambitions ...</p> 	<ul style="list-style-type: none"> ➤ Whilst Tranche One of our Transforming Cities programme is nearing completion, Tranche Two has been impacted by COVID-19. Funding was received just before the first national lockdown in 2020 and we estimate that we are between 9 and 12 months behind where we would want to be with this project. 	<ul style="list-style-type: none"> ➤ As a result of our work since 2019, on reviewing exclusions, many secondary schools in the city are now 'no exclusions schools' and permanent exclusions are at the lowest point for several years. ➤ Monitoring of progress against the SEND Written Statement of Action by the Department for Education (DfE) and NHS England has been positive, and some of our work has been shared as good practice nationally. Whilst the percentage of Education, Health and Care Plans issued in timescale still requires improvement, it should be noted that of the 231 assessments currently underway only 84 (36%) are now outside of the 20-week target evidencing the positive direction of travel in this area. ➤ All major elements of the A52 project have been completed with signoffs for design and contract management expected by the end of June 2021. ➤ Project Ascend was launched in March 2021, to support high growth small and medium businesses across the city. Work has also progressed on our Employment and Skills Portal, as part of the 2021/22 Recovery Plan. ➤ The Derby Climate Change Commission has met three times, supported by the work of the four themed Action Hubs, focusing on the areas of housing, transport, business and the community. The Council is also progressing with its own Climate Change Action Plan, which is now at a draft stage. ➤ There has been positive progress on the Programme Management Office (PMO) Roadmap, with activity over the last quarter focused on reviewing our project templates, document management and reporting. ➤ Most Brexit measures came into effect from 1 January 2021 and impacts on the council, to date, have been minimal. As such, the risk will be de-escalated from our strategic risk register and closed. 	<ul style="list-style-type: none"> ➤ Aspirations on decarbonisation will require a citywide approach with individuals, communities and organisations all contributing to the net carbon zero target. To support the development of a partnership strategy and engage people in the debate, it is intended to use the profile and inspiration of the COP26 (UN Climate Change Conference) discussions in Glasgow in November. ➤ Demand for specialist out of area education settings remains high.





Council Plan 2019-2023 priorities	Reflecting on the on-going impacts of COVID-19 on our performance	Continuing to make a difference for Derby	Areas to watch in 2021/22
<p>A city of health and happiness</p> 	<ul style="list-style-type: none"> ➤ Some works normally carried out through the Disabled Facilities Grants, Healthy Housing Hub and Handyperson teams have had to be put on hold at various points in 2020/21 due to the vulnerability of the client group during the peaks of the pandemic. ➤ The total number of universal health assessments (0-5 years) has been negatively impacted by the cessation of the National Child Measurement Programme, which was a national decision made by Public Health England due to COVID-19. ➤ The proportion of physically inactive adults has increased. 	<ul style="list-style-type: none"> ➤ The number of clients in effective alcohol treatment has improved from 484 at the end of December 2020, to the current result of 600. ➤ 97.5% of children and young people have had a 6 to 8-week Public Health Nursing Review, which is above both the national and regional averages. ➤ 540 additional new homes have been delivered, with 223 new affordable homes. ➤ There have been 606 homelessness approaches during this quarter, with 380 approaches resolved in the prevention or relief duty. ➤ We have reduced several COVID-19 associated risks (SR18, SR23 and SR24), through the local implementation of the national roadmap and our Local Outbreak Management Plan. ➤ Through the agile use of our in-house carers, we have reduced the percentage of children placed in Independent Fostering Agency (IFA) Placements, to below 70%, with the stability of placements being positive for many of our looked after children and young people. ➤ The delivery assessment for the Roadside NO2 Local Air Quality Plan has improved for the first time in the last 18 months, with Junction amendments works started in January 2021. The Urban Traffic Management Control contract was also signed and sealed by the end of March 2021. 	<ul style="list-style-type: none"> ➤ Whilst crime rates in the city centre have reduced, increased footfall, shops re-opening and the recommencement of the night-time economy may result in higher crime rates in 2021/22. ➤ Limiting homelessness may result in higher demand, as evictions and re-possession recommence. ➤ The total number of children in care has risen from the position recorded at the end of December 2020, which could be impacted further in 2021/22 as a result of the Family Justice Reforms. ➤ The total number of Derby fostering households is below the 2019/20 outturn, as de-registrations continue to be higher than new approvals.
<p>A council focused on the things that matter</p> 	<p><i>Nothing to note from the quarter 4 insight.</i></p>	<ul style="list-style-type: none"> ➤ A continued focus on digital and technology as an enabler has allowed us to effectively respond to COVID-19, supporting both our colleagues and customers. ➤ We have maintained performance in the payment of invoices, despite the significant number of COVID-19 grants processed over the last year. ➤ We have improved the average time taken for land searches from 26 days at the end of March 2020 to 14 days at the end of March 2021, despite a 40% rise in demand. ➤ There has been an improvement in the total number of working days lost due to sickness absence compared to 2019/20. 	<ul style="list-style-type: none"> ➤ There has been a rise in the number of working days lost due to sickness, as a result of musculoskeletal concerns. ➤ The budget setting report was approved at March 2021 Council, and whilst the budget shows a balanced position in year one, a residual budget gap of £13.7million remains to 2023/24. ➤ Some eLearning is not currently active on our eLearning system, impacting on the accessibility of training for some identified areas of risk (i.e. procurement).





A city with big ambitions








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




Key highlights – making a difference




Item description	Type*	Q4 position	Additional information
CYP DA04 1920 - Work with the schools' sector to improve inclusion		On track	<p>As a result of our work since 2019, on reviewing exclusions, many secondary schools are now 'no exclusions schools'. Permanent exclusions are now at the lowest point in several years and consequently we need to review the demand for the Pupil Referral Units and the model for providing support to pupils with Social, Emotional & Mental Health needs across the city.</p> <p>The progress on services for special educational needs and disabilities (SEND) is moving at pace with strong improvements in the completion rates for Education Health and Care Plans, a significant reduction in the number of tribunals being brought by parents as a result of increasing mediation, the introduction of the new Local Area SEND vision ('Living My Best Life') and the Local Area SEND Strategy with five strands for development.</p> <p>Monitoring of progress against the SEND Written Statement of Action by the Department for Education (DfE) and NHS England (NHSE) has been positive, and some of our work has been shared as good practice nationally.</p> <p>Joint commissioning priorities have been agreed and partners are now working more effectively together in co-production and engagement.</p>
SR17 - Ability of Local Authority and Local Area (Local Authority and key local Health partners jointly) to implement the SEND reform: Sufficient progress being made against the WSoA before next OFSTED inspection (a year to 18 months from when the Written Statement of Action (WSoA) was agreed – Dec 2019)		Risk score 8 Opportunity score 12	<p>The threat and opportunity scores remain unchanged from those reported at the end of quarter 3.</p> <p>It should however be noted that three additional actions to both 'treat and exploit' this risk have been completed over the last reporting period:</p> <ul style="list-style-type: none"> • A full review of the WSoA actions and progress reporting • Further critical deep dive reviews of progress (WSoA) with the Department for Education • The Project Board to review feedback from the DfE and NHS England review meetings, to ensure clear actions are in place to address recommendations
DD7 – Written Statement of Action		Amber / Green	
IC Obj02 1920 - Improve SEND Service performance and meet statutory deadlines in line with SEND Code of Practice		On track	<p>Feedback from the DfE/NHSE formal review on 28/1/2021 reported that:</p> <p><i>"This is perhaps the area of work that has seen the greatest rate of progress. The Chair of the PCF noted that there had been an acknowledgement amongst parents that "real change" had occurred. That change included a sharing in knowledge, resources and</i></p>



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			<p>establishing a new culture to include, involve and ultimately, to see parents as partners where “crazy ideas are considered by a brave Local Area”. The PCF believed that there had been a real “mind shift” and a willingness to embed co-production activities at all levels across Derby City. The Chair of the PCF thought that parents were feeling more “grounded and safe when working with professionals across the Local Area”.</p> <p>It should however be noted that the timelessness of Education Health and Care Plans remains an improvement priority.</p>
RE5 – Becketwell		Green	<p>There has been positive progress over the reporting period (as reported to the Project Board) including:</p> <ol style="list-style-type: none"> 1) Duckworth Square disposal: Option agreement drafting has been finalised; document engrossed, signed by both parties and exchanged. 2) Pennine Hotel Demolition: Compound set up on Duckworth Square and works commenced on 8th March. 3) Public Square: Demolition of Victoria House and United Reformed Church are progressing. Designs are progressing through RIBA (Royal Institute of British Architects) Stage 4. 4) Funding: The amended grant offer letter has been returned to the Local Enterprise Partnership (LEP) and has been forwarded for signing by the LEP. 5) Phase 1 - Build to Rent Scheme: Full planning permission granted. Funder (Grainger plc) now announced. <p>On target for Phase 1 to start on site in late May.</p>
FD2 – Our City Our River: Package1 & committed works in Package 2&3 (Munio)		Green	<p>The construction contract for the package 1 is now formally completed. Flood defence assets have been handed to Derby City colleagues for maintenance and operation.</p> <p>Elements of Package 2 and 3 works have been funded through Munio (ERDF). The main construction works are completed for Munio I, and Munio II is about to go out to tender for delivery by end of 2022.</p>
HT11 / HT16 - A52 Strategic Transport Scheme		Green	<p>Landscaping and the public realm activities were completed by the end of March 2021, as planned.</p> <p>All major elements of the project have been completed with signoffs for design and contract management expected by the end of June 2021. Financial closedown is progressing. As a result of activities completed, the associated directorate risk has been approved for closure (<i>previously a strategic risk</i>).</p>
RE10 – Castleward		Amber / Green	<p>The Programme Delivery Board continues to meet every six weeks and is proving a useful forum for managing risk and real-time decisions.</p> <p>Construction of the school is within budget and on schedule for completion in August 2021.</p> <p>The Public Inquiry for the Castleward Compulsory Purchase Orders (CPO) was held on the 26th and 27th January 2021. The decision for the CPO is expected by the end of April 2021 (now approved).</p> <p>The demolition on site for Phase 3a has been delayed due to licence issues with Homes England, with a</p>

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			resolution expected by end of April 2021 (now resolved).
PTE Obj02 1920 - Develop the Derby Infrastructure Plan in collaboration with the National Infrastructure Commission		On track	<p>A draft of the final options and issues report is undergoing final refinements and will be completed over the next few weeks.</p> <p>It should be noted that the assessment of progress for this milestone has improved from 'some slippage' at the end of December 2020, to the current 'on track' assessment.</p>
SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget		Risk score 9	Work continues on the delivery of the PMO Roadmap, which sets out a number of developments that we are undertaking to strengthen our project oversight and delivery.
GL DA05 1920 - Ensure effective oversight of project activity through the Programme Management Office (PMO) and stronger project management documentation and processes		Some slippage	<p>Over the last quarter work has been focused on reviewing project templates, document management and reporting.</p> <p>Until further progress has been made in the implementation of programme and project changes, with associated assurances of impacts, this risk will remain 'medium'.</p>
SR 19 - Business resilience and loss of jobs in light of COVID-19		Risk score 8	<p>All controls remain in place to ensure that, as much as possible, colleagues can mitigate this risk for this city...</p> <ul style="list-style-type: none"> • There has been a further allocation of £12million from the Government Restart Scheme. • The furlough scheme has been extended until September 2021 and work is progressing on our Employment and Skills Portal, as part of the 2021/22 Recovery Plan priorities. • Project Ascend was launched in March 2021, to support small and medium businesses across the city.
Regen PM18 - Investment generated in Derby as a result of Council interventions		£26.466 million	No further investments have been generated, as COVID-19 recovery activities have remained the priority.
CD&G Obj02 1920 - Refresh the City Centre Masterplan and deliver major regeneration projects in line with the Masterplan and Economic Growth strategy		On track* <i>*With revised deadlines published in the 2021/22 Recovery Plan</i>	<p>Initial stakeholder discussions have taken place and ideas are now being developed to set out principles and capture our aspiration and ambition for the city centre. Once this is progressed sufficiently, a further round of consultation with stakeholders will take place to build the detail needed for the plan. This is expected in the autumn. Bulletins are being planned to keep key stakeholders up to date on progress. Alongside this work a mini-master plan for the cultural heart of the city is commencing, as reflected in the 2021/22 Recovery Plan.</p>
SP DA03 1920 - Explore ways in which climate change can be mitigated		Some slippage	<p>The Derby Climate Change Commission has met three times, supported by the work of the 4 themed Action Hubs focusing on the areas of housing, transport, business and the community. At the last meeting of the Commission in March 2021, it was agreed that the 2015 Climate Change Strategy would be revised based on the target of 'net zero by 2035'. It was also agreed that a programme of engagement/consultation events to support the development of the strategy would be held in November 2021, to run alongside the COP26 discussions in Glasgow.</p> <p>The Council is also progressing with its own Climate Change Action Plan, which is now at a draft stage. The</p>

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SR11 - BREXIT transition impacting the delivery of council services and wider outcomes for the city		Risk score 3	<p>Action Plan and associated projects are overseen by the Council's Climate Change Officers Group, which is chaired by the Chief Executive and meets bi-monthly.</p> <p>The risk likelihood has been decreased from 'possible' to 'remote', while the impact stays 'high', reducing the overall risk score in this area.</p> <p>Most Brexit measures came into effect from 1 January 2021 and impacts on the council, to date, have been minimal.</p> <p>Work to mitigate this risk is well established, with a report to Brexit Planning Group in April 2021. The risk continues to be treated via the controls in place and the further action has been completed.</p> <p>It should be noted that the risk will be closed from Quarter 1 2021/22, with associated residual risks being incorporated into service risk registers.</p>

Key highlights - our priorities for improvement

Item description	Type*	Q4 position	Additional information
SEND 06 (L&I PM26a) - Percentage of new Education Health Care Plans (EHCPs) issued in 20 weeks		29.3% of plans issued within 20 weeks	<p>As highlighted at the end of December 2020, work over the final quarter of the year has been focused on addressing any outstanding plans, impacting on timeliness because many of these plans had already exceeded the statutory 20 weeks to issue.</p> <p>Despite this, it should be noted that more plans were finalised in 20 weeks in February and March than in the previous 3-years (a total of 40).</p> <p>As at the end of April 2021, of the 231 assessments currently underway only 84 (36%) are now outside of the 20-week target timescale evidencing the positive direction of travel, however close monitoring will continue during 2021/22.</p>
C PM23 - Number of students at specialist out of area educational settings (INMSS and SP16i)		187 pupils	<p>The total number of students in specialist out of area educational settings has reduced from 201 at the end of December 2021, to the current position of 187. This is as a result of some young people moving settings and a number of plans ceasing.</p> <p>Placements will continue to be monitored with all new decisions being overseen by our Resource Allocation Panel.</p>
PR4/ PM52 – The Market Hall transformation <i>It should be noted that the financial delivery confidence rating for this project has improved from 'red' to 'amber/red'.</i>		Amber / Red	<p>Phase 1 works are on programme and budget. Eagle Market fit-out work is on programme to enable the decant of traders, however final costs are still to be confirmed, but will be contained within the decant period provision. All traders relocating to Eagle Market have been confirmed, the remainder are taking statutory compensation and making their own accommodation arrangements. It should however be noted that there still remains a risk of delays in relocating traders to the Eagle Market in line with project timescales.</p> <p>For Phase 2 further work is underway on the initial costs, with findings anticipated early 2021/22.</p>

Item description	Type*	Q4 position	Additional information
RPP DA12 1920 - Develop the Transforming Cities Fund (TCF) programme with Nottingham City Council and deliver Tranche 1		On track	<p>The Tranche One schemes are now heading towards completion, with funding fully spent or fully committed.</p> <p>It should however be noted that Tranche Two is a very large programme, which has been subject to COVID-19 related disruption and delays in progress. Funding was received just before the first national lockdown in 2020. We estimate that we are between 9 and 12 months behind where we would want to be. Most projects are in 'design or feasibility stages', with public realm currently subject to consultation and some of the off-road cycle schemes due to start.</p> <p>Risks to the programme have been identified and reported, with regular oversight by Senior Leaders and the PMO Board.</p> <p>The Delivery of the Mobility Programme is reflected as a priority within the 2021/22 Recovery Plan.</p>
L&C PM04 - Attendance at Derby Live produced, presented and supported events and performances		27,297	<p>There were no events during quarter four, in line with national guidance on lockdowns. Plans for 2021/22 are in place to provide a varied offer to the city, with culture at the heart of our recovery plans.</p>

* Type – for the type of metrics and guidance please refer to pages 19 and 20.







A city of health and happiness






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














Key highlights - making a difference

Item description	Type*	Q4 position	Additional information
ASC DA02 - Maximise the potential of working with the NHS and other partners to produce efficiencies and better service outcomes (ASC)		On track	<p>Over the last quarter, we have continued to support the NHS via the Winter plan, hospital discharge and managing demand from within the community and primary care.</p> <p>The development of the Community Urgent Response continues to be a major priority as does the development of the Enhanced Pathway for people with dementia.</p> <p>We are also supporting the roll out of the vaccination programme, lateral flow testing and Track and Trace.</p>
ASC Local 2A(i) - Adults aged 18 to 64 whose long-term care needs are met through residential or nursing care per 100,000 population		19.3 per 100,000 population	<p>The position as at the end of March 2021 was below the outturn of 21.9 per 100,000 at the end of March 2020.</p> <p>Demand management activities have been introduced to extend opportunities for community support and early identification of issues. There is also a Younger Adults Accommodation Strategy in place, supporting independence through supporting living opportunities.</p>
ASC Local 2A2(ii) - Adults aged 65 and over whose long-term care needs are met through residential or nursing care per 100,000 population		587.5 per 100,000 population	<p>The position as at the end of March 2021 was below the outturn of 594.6 per 100,000 at the end of March 2020.</p> <p>We continue to use our panels effectively to ensure Residential Care continues to be seen as a 'last resort' option.</p>
ASC 02B – Percentage of older people who are still at home 91 days after discharge from hospital into reablement / rehabilitation services		76.2%	<p>Performance is below the March 2020 position of 78.8%, however the cohort has been impacted by the pandemic.</p>
CD&G Obj04 1920 - Support residents to remain safe and independent in their own homes through repairs, adaptations, aids and advice		Some slippage	<p>Some works normally carried out through the Disabled Facilities Grants, Healthy Housing Hub and Handyperson teams have had to be put on hold, at various points in the year, due to the vulnerability of the client group. This has continued to impact into quarter 4 as the country was in a further national lockdown.</p> <p>We are however continuing to provide the best services that we can, whilst complying with government guidance and individual risk assessments.</p>
IC PM06 - Number of households assisted through the Healthy Housing Hub with repairs, improvements, adaptations, and advice		680 households	<p>Colleagues have continued to work hard throughout the year, resuming home visiting after the first lockdown by using appropriate personal protective equipment. Emergency activities have been prioritised alongside the most vulnerable cohorts.</p> <p>Despite the challenges of COVID-19, 2020/21 performance was only 153 households lower than 2019/20 performance.</p>


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IC PM05 - Number of cases completed by Handyperson Service		809 cases	Over the last year, the service has worked with Adult Social Care colleagues to support the safe and timely discharge of clients from hospital, alongside the completion of urgent requests from the Healthy Housing Hub. Vacant positions were filled in January 2021 and activity in 2021/22 should allow a wider portfolio of activity to be completed.
IC PM07 - Number of Disabled Facilities Grant adaptations completed		97 adaptations	Activity has been impacted by the vulnerability of the cohort being supported, resulting in a 50% decline in activity compared to 2019/20. Easing of restrictions will allow activity to return to 'normal' levels within 2021/22.
PH Obj02 - Improve health and wellbeing through effectively commissioned and managed provided services that are Adverse Childhood Experience (ACE) informed		Major slippage	January to March 2021 again reflects a further national lockdown, and the impact on staffing levels has been as dramatic as in quarter three. In respect of the PH Commissioning Team, over 50% were re-deployed to deliver the local COVID-19 test, trace and isolate programme. Commissioners were also exclusively delivering COVID-19 support to schools. Despite this, slowly, commissioners are returning to recommencing performance assurance and re-tendering activities. Delivery by providers (mainly the NHS) was also dramatically impacted. NHS staff were redeployed to COVID-19 wards and from January 2021 to assisting with the vaccination programme. Sickness and absence issues have remained, due to frontline workers either self-isolating, off work (ill), shielding, redeployed or on mandatory leave. This led to a 33% capacity deficiency in some areas. The combined result has again been a limited ability to performance assure Public Health contracts (by Commissioners) and an inevitable impact on performance reporting for areas such as sexual health and 0-19 Public Health Nursing (with concomitant dips in outcomes). The impact is likely to continue into 2021/22 as restrictions ease.
PH PM14 - Successful completions as a proportion of all those in drug treatment (opiates)		6.2%	Performance has been impacted by COVID-19, as face to face activity has been limited at many periods throughout the year. Despite performance being impacted by COVID-19, the position of 6.2% is only 0.9% below the 2019/20 result.
PH PM15 - Total numbers in effective alcohol treatment		600 individuals	The number in effective alcohol treatment has improved from 484 at the end of December 2020 to the current result of 600. Commissioners are continuing to work with the treatment provider to enhance treatment availability, as COVID-19 restrictions will remain in place during 2021/22.
PH PM16 - Smoking quit rate (percentage stopping at 4 weeks)		59%	Performance has dipped slightly from the December 2020 outturn of 61%. Despite this, the position of 59% is 1% above the 2019/20 result as we have worked to mitigate any impacts from the pandemic. Alongside the NRT (Nicotine Replacement Therapy) delivery service and telephone support within the community, the service has been supporting patients that are admitted with a respiratory condition as part of their discharge back into the community






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PH PM18 - Percentage of children and young people that have had a 6 to 8-week Public Health Nursing review		97.5%	Performance has remained consistent throughout the year, exceeding both national and regional averages.
PH PM19 - Total number of universal health assessments (0-5 years)		12,910 assessments	<p>Performance remains good despite school closures for much of the academic year 2020/21, preventing delivery of those universal assessments delivered in school...</p> <ul style="list-style-type: none"> ➤ audiology and vision screenings for children in their reception year (aged 4/5 years) ➤ child weight measurement of children in reception year and in year 6 (those aged 10/11 years). <p>The cessation of the National Child Measurement Programme was a national decision made by Public Health England. These assessments represent a high percentage of the total number of universal contacts provided by health visitors – for example, in 2019/20 these assessments accounted for 12,569 universal contacts or 51.3% of the total number of universal contacts delivered.</p> <p>Screening activity has recommenced and should be reflected within 2021/22 performance.</p>
DD6 – Moorways Sports Village		Amber / Green	<p>The construction contract works have gone well since commencing at the end of quarter three, and significant progress has been made after initial weather and ground condition impacts.</p> <p>Roadways have been tarmacked, underground service ducts installed, steel superstructure erected, concrete pour to main pool base and walls completed, pool-fill complete and roofing on.</p> <p>The capital element of the scheme is forecast to be delivered within budget, assuming any COVID-19 costs, if incurred, are a contractor risk (as is the current understanding) and that scope creep for the project is limited. The team are also hoping to realise cost opportunities following completion of a review of Council held budgets.</p> <p>Terms of Reference for associated project governance were reviewed and updated in March 2021, and all project risks are reviewed and updated on a monthly basis.</p> <p>Next stages will include the procurement of an outsourced operator for the swimming pool upon completion of the project.</p>
PPS PM01 - Number of recorded crimes in the city centre (rolling 12 months)		2,146 crimes	<p>Overall, the position is down from that reported at the end of March 2020 and December 2020, impacted by COVID-19.</p> <p>The reduced footfall, closure of shops and limited night-time economy have all reduced opportunities for criminal behaviour; however, as we move through the Government Roadmap there are risks that total crime will rise again.</p>
PPS PM02 - Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months)		1,005 incidents	<p>Overall, the position is down from that reported at the end of March 2020 and December 2020, impacted by COVID-19.</p> <p>There have been a number of proactive activities to support reduced activity.</p>






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CD&G Obj03 1920 - Accelerate the delivery of new housing, including affordable housing		Some slippage	Activity has been impacted by COVID-19 resulting in the net number of additional homes being below the 751, which had been scheduled.
RPH PM02 - Net additional homes delivered (all tenures)		540 homes	The Accelerated Housing Team are working on a range of measures to address this, including acquisitions, developing more affordable housing, Extra Care and working alongside private sector developers. All this activity is anticipated to impact positively in 2021/22.
YA&H PM08 - Number of new affordable homes provided (gross)		223 homes	Due to the 20 additional properties that were supplied under the 'Next Steps Accommodation Programme' the local target of 200 was exceeded. Although 131 of the properties were delivered under S106 agreements, the balance was HRA (Housing Revenue Account) properties, which included bungalows and larger properties.
ASC DA04 1920 - Reducing homelessness and enabling access to affordable housing		On track	There have been 606 homelessness approaches during this quarter, with 380 approaches resolved in the prevention or relief duty. During the quarter there were an additional 53 private rented tenancies made available for Housing options customers. The number of evictions from privately rented housing remained very low due to the suspension of court proceedings during the lockdown and a 6-month notice period which is now required to be given by landlords.
DH H&A PM02 - Number of homeless approaches - those where an HRA application is activated on RARS		2,248 approaches	At the end of March 2021, there has been 2,248 approaches, with 606 new cases this quarter. This is 3% fewer than for the same quarter last year. The annual decrease is 11% compared to 2019/20, which was due to the impact of COVID-19 and related actions, such as; the halt in court possession proceedings, increase in the length of notice particularly for the private rented sector (17% annual decrease in approaches from the PRS) and homelessness being delayed for households granted leave to remain in the UK (60% annual decrease in approaches for these households). Households who approached due to domestic abuse was also down, despite a national increase of domestic abuse reports, which may be due to lockdown measures or where households felt unable to make a homeless approach.
DH H&A PM06a - Number of new households placed in bed and breakfast (B&B) in a month - singles		405 individuals	The total number of single placements this year was 405, with 27 of those being placed in March. This is over three times higher than the total number for 2019/20 and is a direct result of the pandemic. There was a peak of 73 individuals placed in April 2020, as part of the government's 'Everyone In' policy which Derby City continued throughout the year. There has been an emphasis on 'moving on' within hostels and supported housing, especially since June 2020 to create alternative options to B&B reducing the number of monthly placements. However, B&B was used as part of the Severe Weather Emergency Provision this winter because the shared room Night Shelter accommodation was deemed unsuitable. This kept the monthly average number of placements well above those prior to the pandemic.





Item description	Type*	Q4 position	Additional information
DH H&A PM06b - Number of new households placed in bed and breakfast (B&B) in a month - families		110 households	The number of new family households placed in B&B for the year 2020/21 was 110, with 14 placements in March. This is a 42% decrease on the previous year and reflects the limited movement of households, particularly during the first lockdown. The extension of the notice period for privately rented properties and the greatly reduced court activity for repossessions has also prevented families from becoming homeless. The number of alternative temporary accommodation units was increased as a response to COVID-19, and the Temporary Accommodation Team have made direct placements to avoid B&B wherever possible.
DH H&A PM09 - Number of new households placed in temporary accommodation other than bed & breakfast in a month		150 households	The number of new households placed in temporary accommodation other than B&B for 2020/21 was 150, with 10 new placements in March 2021. This is 17 fewer than in 2019/20 despite the number of alternative temporary accommodation units being increased as a response to COVID-19. There has been limited 'move on' for families due to a contraction of the privately rented sector and also fewer social housing vacancies
SR 25 – COVID-19 exit plans are not sufficiently to support the long-term response to rough sleeping and homelessness (including those at risk) in the city <i>This risk is jointly owned with MHCLG.</i>		Risk score 12	Controls for this risk remain in place, which is being tolerated until the Ministry of Housing, Communities and Local Government (MHCLG) agrees a mainstream funding. The Private Rented Sector Recovery Plan has been updated, in line with a move out of national lockdown restrictions.
SR 23 - Outbreak of COVID-19 in Derby		Risk score 12	The risk impact has decreased from 'very high' to 'high', as a large proportion of our city's most vulnerable have been vaccinated, and the programme continues into 2021/22. Plans are also in place to mitigate variants of concern, and work is on-going with businesses to ensure they are COVID-19-secure as lockdown restrictions are lifted.
SR 24 – Meeting statutory duties in key service areas due to COVID-19 priorities		Risk score 8	Risk likelihood has been reduced from 'almost certain' to 'possible', while the risk impact has increased from 'high' to 'very high'. Although services may have been delayed due to COVID-19, we have prioritised activity on a risk-based approach and have worked to mitigate the threats of this. All controls remain in place and regular reviews of emerging threats means additional actions can be commissioned, as required. <i>Please also refer to SR 23 - Localised outbreak of COVID-19: Outbreak of COVID-19 in Derby</i>

Key highlights - our priorities for improvement

Item description	Type*	Q4 position	Additional information
LCT PM05 1920 - Proportion of adults who are physically inactive (from Active Lives survey) <i>Bi-annual national survey measure</i>		29.4%	The proportion of physically inactive adults has increased from 25.1% at the end of March 2020 to the current position of 29.4%. Short term interventions to engage and promote physical activity have been developed including the launch of 'Beat the Street' following the easing of

Item description	Type*	Q4 position	Additional information
			lockdown restrictions. We are also seeking to promote walking and cycling through activities set out within the 2021/22 Recovery Plan.
PH Obj05 - Support improvements in health and wellbeing through a focus on health improvements and wider determinants		Major slippage	<p>The Tobacco Control Strategy and plan is still on hold, though existing work is continuing.</p> <p>Drinkaware attended the Health & Wellbeing Board in March 2021, which agreed to continue to pause the programme due to the capacity engaged in COVID-19 but would continue to review through the year and restart when appropriate. It is likely that the scope of the programme will need to be amended considering COVID-19 impacts and resources available.</p> <p>Work has however continued, building on the strong community response to the COVID-19 crisis to develop future community assets and resilience; this is a key feature of priorities within the 2021/22 Recovery Plan.</p>
EHCS PM22 - Total number of agency workers in Children's Social Care		13 workers	Children's Social Care has a high number of staff on maternity leave at present, which has caused the increase in agency posts. We are also experiencing continued high levels of demand. To mitigate risks work continues on recruitment campaigns.
SS PM07 - Children in Care per 10,000 population aged under 18 (EIISS PM05)		108.2 per 10,000 population	<p>The total number of children in care has risen slightly from the position recorded at the end of December 2020.</p> <p>Derby has put in place a Staying Together Team based within our Early Help Service (cost neutral), to support in reducing the escalation of concerns. Positive feedback was received on this team through peer challenge conversations in March 2021.</p> <p>It should however be noted that there are Family Justice Reforms coming into place in 2021/22, which may impact on the total number of children and young people looked after.</p>
SR 18 - Increase in number of individuals/households 'in need' following COVID-19		Risk score 12	<p>The assessment of this risk has reduced from a score of 16 at the end of December 2020, to the current level of 12, meaning that although it is still assessed as a significant risk that the likelihood has reduced. Whilst, referrals have increased across both Adult and Children's Social Care during 2020/21, we are better sighted on emerging needs ensuring that we can meet them, as appropriate.</p> <p>Over the last reporting period one 'action' has been completed and there has been a new control and new action added to aid on-going mitigations.</p>
PS2 - Strategic Demand Management (high demand, sufficiency challenges and budget implications)		Green	<p>The quarterly assessment of progress has improved from 'amber/green' at the end of December 2020 to the current position of 'green'.</p> <p>Phase 1 of Demand Management is largely complete. Work has begun to scope phase 2 and design the next steps / focus.</p> <p>Key progress to be noted includes:</p> <ul style="list-style-type: none"> ➤ Home to School Travel - Block contract in place realising savings of £110k. ➤ Children's Payment Processed – Completed.

Item description	Type*	Q4 position	Additional information
			➤ SEND – activity focusing on the High Needs Transformation Block started.
S10 - Budget overspend due to high numbers of children in care: Continued high demand for statutory children's social care services, with insufficient numbers of Derby Foster Carers to reduce our spend on external IFA placements		Risk score 16	<p>Risk remains a significant threat ('almost certain', 'very high' impact) and continues to be treated via the controls/actions that are in place/ongoing.</p> <p>Over the last quarter, one new control has been identified, three new actions added, and two actions have been completed.</p> <p>The risk score is expected to be reviewed in quarter 1 when all COVID-19 restrictions are anticipated to be lifted by Central Government (as per their roadmap).</p> <p>Actions are being planned and undertaken and new controls continue to be established (as appropriate) - however, the risk remains significant and continues to be tolerated.</p>
CYP DA02 1920 - Safely reduce the number of looked after children, including those placed out of area using expensive Independent Fostering Agencies		Major slippage	<p>The service has built on the progress achieved in quarter 3, by continuing to reduce the percentage of children in Independent Fostering Agency (IFA) placements from 73.2% at the end of December 2020 to 69.6% at the end of March 2021. This is against a backdrop of a slight increase of children in foster placements, over the same time period, from 478 to 481.</p> <p>The reduction in percentage in IFA placements has been achieved by using an agile approach to placing children with in-house carers, with an increased focus on maximising the utilisation of our in-house capacity. It should be noted that, in Q1 a new Friends and Family Service will be in place to increase timeliness and capacity of placing children who need to be in care in kinship placements.</p> <p>Recent recruitment has helped to match various types of demand with supply. A payment for skills initiative has helped to attract such carers, improving our fostering capabilities and capacity.</p>
SS PM23b - Percentage of children placed with independent fostering agencies (IFA)		69.6%	
CYP2 - Corporate Fostering Recruitment Board		Amber / Green	<p>The 2021/22 Fostering Marketing Strategy is being developed to support increased sufficiency. Work to develop a foster carer portal is well advanced, where training content will be hosted.</p> <p>A Foster Carer benefits package is being agreed with Leisure & Culture.</p> <p>Online DBS check mechanism went live on 1 March 2021. In addition to this, a buddying scheme for fostering applicants and some new foster carers was launched at the start of March 2021, and over 20 existing foster carers have agreed to act as buddies so far.</p>
SS PM34 - Total number of active approved fostering households		103 households	<p>At the end of March 2021, the number of Derby City Council active mainstream fostering households was 103. This is one less than as at end March 2020 when the figure was 104. The decrease is because there have been 14 approvals and 15 de-registrations in 2020/21, which includes approval of some experienced, previously IFA carers that has helped to match various types of demand to supply reducing placements in IFAs.</p> <p>During the COVID-19 pandemic, the fostering service</p>

Item description	Type*	Q4 position	Additional information
			<p>has adapted by holding virtual marketing/recruitment events. These have helped to maintain a healthy number of enquiries. Assessments, training, and panels have also been undertaken virtually. This has caused some difficulties, particularly in terms of timescales for statutory checks.</p> <p>There were a small number of approvals in the last quarter of the year impacted by capacity, due to sickness.</p>
PH PM17- Total number of first attendances in Sexual Health clinics (in area) % (this includes all attendances/contact)		8,077 attendances	<p>Local targets have not been met and the full-year position is below the 2019/20 result of 12,953.</p> <p>Performance has been impacted by COVID-19, as face to face activity has been limited at many periods throughout the year.</p>
SR14 - Adverse Outcome to estimated fair value determination: Adverse outcome to estimated fair value determination of Long-Term Waste Management Contract		Risk score 16	<p>Work continues to determine the condition of the facility, which has been on-going through quarter four, with limitations to allow for safe working practices and social distancing. This work will allow the councils to ascertain what measures will need to be in place for the facility to become operational. Contingency measures have been put in place to ensure that residual waste, recycling centres and transfer stations will continue to operate.</p>
VP8 - Waste Disposal New Treatment Plant		Red	<p>Discussions about the estimated fair value (EFV) remain on-going, in order to assess the value of the contract at the point of termination. The EFV will also take into account the cost of rectifying any on-going issues, as well as the costs of providing the services required to meet the agreed contract standards.</p> <p>Construction Design Management (CDM) arrangements remain in place.</p>
DD29 – Roadside NO2 Local Air Quality Plan <i>The assessment of this project has improved from 'red' at the end of December 2020, to the current assessment of 'amber/red'.</i>		Amber / Red	<p>Junction amendments works started in January 2021 and are estimated to complete in June 2021. Communications will be agreed ahead of completion.</p> <p>The Urban Traffic Management Control contract was signed and sealed by the end of March 2021.</p> <p>Monthly meetings with the Joint Air Quality Unit (JAQU) continue, and the JAQU Derby lead gave assurance that they are content with progress.</p>



* Type – for the type of metrics and guidance please refer to pages 19 and 20.







A Council focussed on the things that matter

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









Key highlights - making a difference

Item description	Type*	Q4 position	Additional information
DBD1 - Digital by Default Programme		Green	<p>The programme has prioritised activities that support the COVID-19 response over the past year and has delivered various solutions over this time. These solutions continue to be iterated, as a result of user and government changing requirements.</p> <p>In addition to these COVID-19 activities, the programme has also delivered the following developments:</p> <ul style="list-style-type: none"> ➤ Website relaunch including accessibility improvements, particularly for those with visual and hearing impairments. ➤ Deployment of assistive technology (Browsealoud) ➤ New site search engine being deployed (Funnelback) ➤ MyAccount Single Sign On to include the Revenues and Benefits Portal, with improved presentation of the Council Fax E-bills ➤ GovNotify deployment, allowing bulk text messages and emails to be sent out ➤ New Citizen Account, with improved customer experience including ratings; more meaningful content; a "Sense of Place"; Updates to Engagement Terms & Conditions. Metrics show over 87k citizens accounts ➤ Process Developments including Children's Social Care Online Referral; Adults Social Care Online Referral; Digital Handy Person service; Waste Management; and Fostering Requirement ➤ Staff flu vaccine booking management ➤ Upgrade of CMIS ➤ TalkDerby Site Move ➤ Derby Homes Site Relaunch <p>Further developments are being actively worked on.</p>
ITC2 - Implementation of Windows 10 and Office 365 (Digital Workforce)		Green	<p>Windows 10 now production ready. Rolled out to over 3,200 live users and device allocation will be completed for the remaining 120 users within budget. We remain on track to complete the entire rollout by the end of December 2021.</p> <p>Email Physical servers now removed from data centre. Email is now complete.</p> <p>Citrix DCC Citrix complete.</p> <p>Skype Complete and transferred to business as usual activity</p> <p>Software packages Approximately 2 applications remain to be packaged. 5 in UAT. Expect to be complete within early 2021/22</p>

Item description	Type*	Q4 position	Additional information
CM PM01a - Payment of invoices within 30 (+2) days of invoice date		78% within 30 days	Despite challenges over the last year, and the significant COVID-19 grants processed, performance has exceeded the local target set. This has been achieved through improved processing practices, reporting on during 2019/20.
L&D PM07b - Average time taken (days) to issue a Local Land Charges search		14 days	<p>Since the Chancellor abolished stamp duty on sales up to £500,000, there has been a 40% increase in demand for searches to be completed. Despite the increase in activity, it should be noted that the performance of 14 days represents a significant improvement from the position as it stood at the end of March 2020, when the average time taken was 26 days.</p> <p>In 2021/22, the service will be implementing a data improvement project to digitise records and reduce manual intervention to further improve the average time taken.</p>
CP 08f - Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		10.5 days per full-time equivalent	<p>The quarter four 2020/21 period actual result shows an improvement from the quarter three 2020/21 period actual where the result was 2.84. The year-end result of 10.47 days lost also shows an overall improvement in the absence rate when compared to March 2020, when there had been 11.87 days lost over the previous 12-months. Without COVID-19 related absences the 2020/21 total would have been 8.94 FTE days.</p> <p>The top three absence reasons across non-schools was due to:</p> <ul style="list-style-type: none"> ➤ Stress/Anxiety - 27.99% ➤ Coronavirus: COVID-19 (Suspected and Confirmed) - 14.26% ➤ Musculoskeletal - 11.40%. <p>It should be noted that whilst there have been no changes in the top two reasons for sickness since December 2020, the proportion due to stress/anxiety has fallen from over 30%. In contrast to this, musculoskeletal related absences are new to the top three and should be considered in the content of workstation assessments, and the delivery equipment that commenced in early 2021/22 to support effective homeworking.</p>
SR 22 - Capacity within some teams to deliver core services, and in some instances meet statutory duties		Risk score 6	<p>There has been no change in the risk assessment from that reported at the end of December 2020. All controls remain in place to mitigate threats.</p> <p>It should also be noted that associated risk 'SR 24 - Ability to meet statutory duties in key service areas due to COVID-19', has seen a reduced threat level over the last quarter.</p>
SR21 - Levels of emotional health and wellbeing amongst council colleagues		Opportunity score 6	There has been no change in the risk assessment from that reported at the end of December 2020. All controls remain in place to mitigate threats.
SR5 - Condition of Council properties (risk of properties not being compliant)		Risk score 8	As part of the Internal Audit and the provision of information to the auditor, the risk updaters (Heads of Service) have re-assessed the likelihood based on the current position, resulting in the threat level being reduced from 'significant' to 'medium', positively evidencing the continued focus on this risk through the identified controls and additional actions over the last 18-months.

Key highlights - our priorities for improvement

Item description	Type*	Q4 position	Additional information
SR15 - Changes in Government Funding frameworks, alongside increasing local budget pressures impacting on the Medium-Term Financial Plan (MTFP)		Risk score 16	<p>The budget setting report was approved at March 2021 Council showed a balanced position in year one. A residual budget gap of £13.7million did however remain to 2023/24. Reserves are monitored on an on-going basis and reported to cabinet quarterly.</p> <p>The activity of our Change Derby Team is now linked to Derby Recovery Plan, and work is on-going to align funding and resources to transformational projects to enable the identification and delivery of savings included in the MTFP planning process. Despite a continued focus, this remains a significant threat.</p>
SR16 - Resources to meet our in-year planned expenditure; external impacts, which may impact on long-term financial resilience such as COVID-19		Risk score 12	<p>This risk remains unchanged and the final 2020/21 position will be known after the full reconciliation of the ledger, with reporting scheduled to Cabinet in June 2021.</p>
EARS PM53 - Percentage of sickness incidents where a return to work interview has been completed within three working days		68.4% completed in 3 working days	<p>The HR and OD service continue to discuss the performance data with services, and to support managers in achieving improvements. It is recognised that working arrangements over the last year may have impacted on compliance, however we will work to address these in early 2021/22. Positively, the related measure (working days lost due to sickness absence) has seen an improved outturn.</p>
SR 3 - Vulnerability of the Council's IT estate to cyber attacks		Risk score 12	<p>The risk level remains unchanged. We continue to be agile in response to cyber threats to ensure that we can identify and minimise any impacts.</p> <p>The Information Security Working Group (ISWG) comprises of Information Governance and Technical professionals, which meets monthly; and are continuing with a cyber security improvement programme to leverage investments in new defensive technologies and respond to emerging threats collaboratively with cyber security partners in Central Government.</p>
SR 8 - Inconsistent records management systems and processes		Risk score 9	<p>The risk threat remains unchanged with controls in place. However, a reduction in likelihood score is expected with the implementation of the records management practice (new action).</p>
<p>SR7 - Contract management arrangements that are not in line with our agreed standards</p> <p><i>The risk score was increased from 8 (medium risk) at the end of September 2020 to 12 (significant risk) at the end of December 2020.</i></p>		Risk score 12	<p>This risk remains significant, as eLearning is not currently active on the eLearning system, impacting on procurement training.</p> <p>With regards to contract management training, a possible source of training has been identified, which is being piloted. Options regarding a 'contract management toolkit' are also being considered to ensure colleagues are supported to be effective and consistent in this area.</p>

* Type – for the type of metrics and guidance please refer to pages 19 and 20.

Supporting notes

All assessments for the 'Q4 position' reflect the **present** position (as at the end of March 2021), 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	2	3	4	
	Remote	Possible	Probable	Highly probable	
	Likelihood				

Threats criteria

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

Threats criteria

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

Risk – Opportunities

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

Opportunities criteria

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

Opportunities criteria

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