

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

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

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

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

Measuring our impact	Our place	Our people	Our organisation
Milestones / Priority actions	15	19	20
Priority projects	17	3	2
Priority measures*	15	30	7
Strategic risks	3	7	8

**it should be noted that a number of priority performance measures are new, with a very small number being under-development. Additionally, targets will not be set until the start of quarter two to ensure we have suitable baselines in place to agree SMART targets against.*

At the end of June 2021, 87% of our priority actions were assessed as either 'on track' within the agreed deadlines or had been 'completed' in the last quarter.

Assessment of progress (Quarter 1)	Our place	Our people	Our organisation	Total
Completed	0	0	3	3
On track	14	14	15	43
Some slippage	1	3	1	5
Major slippage	0	2	0	2

Key Achievements

Recovery plan commitments assessed as 'completed' at the end of June 2021:

- Colleague Wellbeing Strategy launched
- A coordinated approach to the re-allocation of colleagues to support our organisational response to COVID-19
- Host culture workshops to shape our long-term organisational recovery.

Priorities for Development

Recovery plan commitments where there was 'major slippage' or 'some slippage' reported:

Major slippage

- Updated City Health and Wellbeing Strategy
- Support improvements in health and wellbeing through a focus on health improvements and wider determinants

Some slippage

- Vibrant City events programme co-produced with partners to support the recovery of our cultural offer with events
- An up-to-date joint strategic needs assessment
- Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable
- Delivery of our Medium-Term Financial Plan.

Presented on pages 2 to 29, is a more detailed overview of outcomes at the end of quarter one, by Council Plan and Recovery Plan themes, which includes a summary by theme.

Our place

A city with big ambitions

Confidence



Diversification

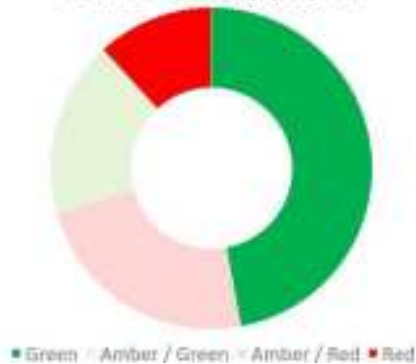


Decarbonisation



Working WITH the city – delivering for Derby

Profile of priority projects



At the end of June 2021, of the 17 priority projects being delivered to support the outcomes within the theme of 'Our Place' **six** were assessed as either '**red**' or '**amber / red**':

- Market Hall
- Project Assemble
- Becketwell Arena
- Transforming Cities - Smart park and ride hubs
- Transforming Cities - Inter-urban bus lane and traffic light priority ('red')
- Roadside NO2 Local Air Quality Plan ('red').

Over the last quarter we have supported **eleven** businesses through the **Ascend fund**. The Ascend programme will support up to 40 local businesses over the next two years and aims to create over 500 jobs.

Major initiatives within the city's economic recovery strategy include:

- Supporting the development of the £300 million **SmartParc** food campus on the former Celanese site, near Spondon, which will create up to 5,000 jobs;
- Developing a new 3,500-capacity city centre **performance venue** as part of the £200 million redevelopment of the Becketwell area by Leeds-based St James Securities, in a scheme which will create more than 2,000 jobs;
- Declaring the city's ambition to be a centre for future fuels technology and supporting the establishment of a new £16 million **Nuclear Advanced Manufacturing Research Centre at Infinity Park**;
- Creating the **innovative Derby Market Place** al fresco dining experience – and subsequently a temporary performance space – to support local businesses.



Derby Adult Learning Service offers over **100 courses online**, with **385 learners**, taking **579 enrolments**.








Over the last quarter, there has been a **77.4%** take-up of the courses offered.







Working in partnership with key stakeholders, we have **delivered COVID-19 'survival grants' to businesses** across the city totalling **£5 million**.









To support the on-going **regeneration of employment opportunities** there is a Redundancy Working Group and package of support available for the city's employers.









Supporting information





Item description	Type*	Q1 position	Supporting information
 Confidence <i>Using our knowledge, experience and skills to create strong businesses, strategic partnerships and a vibrant city centre</i>			
Implement a package of measures to halt and reverse the decline in city centre activity and improve growing vacancy rates, and a programme to deliver for the medium-term		On track	<p>Over the last quarter, activity has focused on two key areas of intervention:</p> <ol style="list-style-type: none"> 1. <u>Inward investment incentives and grants</u> for vacant building repurposing, where 18 projects have been supported to date, total value of £1.1million 2. <u>Culture & arts grants</u> to support the city's key culture and arts organisations who are financially impacted due to the impact of COVID-19 restrictions.
Number of businesses supported by DCC through access to finance, advice and indirect support		11 businesses supported	<p>The number of businesses supported are mainly from the Ascend fund. The Ascend programme will support up to 40 local businesses over the next two years and aims to create over 500 jobs. Ascend – part of the city's COVID-19 economic recovery strategy – is being run by Derby City Council alongside the University of Derby.</p> <p>Further information will be included in quarter two on Connect activities, ensuring we are reflecting all on-going work to support our recovery from the pandemic.</p>
Jobs created through DCC initiatives		N/A	<i>Update to be available at the end of quarter two.</i>
Investment generated in Derby as a result of Council interventions		£38,140,000	<p>This investment relates to Grainger PLC agreement to forward fund, acquire and operate the Becketwell build to rent scheme at a cost of £37.375 million. The scheme started onsite in May 2021.</p> <p>Two Derby Enterprise Growth Fund projects have also been closed during this quarter and £764,587 relates to private sector match funding from companies receiving support through the fund.</p>
External public funding secured		None secured in quarter one	No funding secured but Levelling Up Fund bids submitted for Becketwell Performance Venue and (in conjunction with Derbyshire County Council) for the South Derby Growth Zone A50 junction and link road.
Delivery of a comprehensive suite of economic interventions, funded by the Council's Additional Restrictions Grant (ARG) allocation		On track	<p>Over the last quarter, colleagues have worked with partners through the Economic Recovery Steering Group to design five interventions using ARG funding. Delegated Authority was received in February 2021 for all strands, with a summary of allocations to date including:</p> <ul style="list-style-type: none"> ➤ Delivery of the 'survival grants' totalling £5 million ➤ On-going delivery of the Inward investment / repurpose buildings, with a value of £1.5 million ➤ On-going delivery of the Culture & Arts resilience grants that total £0.39 million ➤ Scheduled delivery of the city centre vibrancy fund (£0.25 million) and small and medium-sized enterprises resilience program (£0.25 million).




Item description	Type*	Q1 position	Supporting information
Delivering our priority projects - Market Hall		Amber / Red	Vacant possession was achieved on 7 June 2021. Phase 2 design (RIBA 2 design) activities were instructed to commence at the start of May 2021. A report will be submitted to Cabinet regarding funding for this project (following receipt of RIBA Stage 2 designs and indicative costs). The overall 'financial assessment' currently assessed as 'red'.
Delivering our priority projects – Project Assemble		Amber / Red	The Secretary of State (SoS) granted permission to demolish, subject to the condition of the signing of contracts on a planned new use of the site. A decision notice has yet to be issued. A decision by the SoS on the renewal of the Certificate of Immunity from Listing is still awaited. In the interim, work has remained on-going to improve the existing management of the building and to scope the work required to maintain site safety over the period between now and the demolition of the building. A budget for further feasibility works and resources is to be sought.
Delivering our priority projects – Becketwell Arena		Amber / Red	PMO Gateway 3 approval was achieved at the end of March 2021. Reviewed governance and project management functions have subsequently been completed as the project moves into the delivery phase. Project leads have developed an integrated programme, risk/issue registers and continue to respond to internal audit queries. Commercial negotiations with the developer have been completed and legal contracts have been exchanged. An independent Monitoring Surveyor has been appointed and engaged in the design review process. Levelling Up Fund bid has been submitted. The delivery confidence assessment for the project is 'amber / green'.
A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre		On track	Initial stakeholder consultation has been undertaken. Ideas are now being discussed internally and worked up into a draft plan for further consultation.
Complete a review of Tourism and Place, to develop our place management and marketing roles		On track	Activities over the last quarter have focused on stakeholder engagement and development, with lead officers attending marketing and communications management meetings. Discussions are also being planned to explore the relationship with regeneration colleagues to support the delivery of this objective, in line with other cross-cutting priorities.
An updated Destination Management Plan produced to help support the number of visitors and tourists to the city		On track	Meetings have been established and now take place quarterly, chaired by the Lead Cabinet Member. Over the last quarter, work has commenced on the identification of priorities for Destination Management Plan Action Plan.








Item description	Type*	Q1 position	Supporting information
Attendance at Derby Live produced, presented and supported events and performances		19,475	Attendance figures are calculated on all events delivered and supported through Derby Live since the start of the new financial year. Whilst the venues remain closed from public performance, the city has instead benefitted from a series of events in the 'Derby Loves You' venue, which has continued to support local hospitality and is now moving towards events and cultural activity that will further drive footfall in the city and support cultural partners.
Number of visitors at Leisure Centres and Derby Arena		85,425	Attendances continue to be impacted by national restrictions.
Deliver initiatives to support people into employment		On track	Additional capacity has been put in place to support the delivery of this objective. Progress against key priorities over the last quarter includes: <ul style="list-style-type: none"> The on-going delivery of our marketing strategy, to make our offer of support visible to employers The development of a weekly jobs bulletin Establishing a Redundancy Working Group, alongside the development of Redundancy package of support for employers Coordinating activity between the Department for Work and Pensions (DWP) and the Derby Adult Learning Service, maximising the offer to the city; including the Kickstart Pre-employment Support programme, youth obligation workshops and SWAPs and supporting the DWP youth jobs fair through our relationships with employers.
Number of people helped into work through the Employment Portal		No data available at Q1	We have shortlisted a provider for the portal, and Information Governance colleagues are reviewing the solution before the works can be commissioned, and broader stakeholder engagement can commence. Whilst we hoped to have procured and launched the portal by end of August 2021, before the furlough scheme ends in September 2021, additional points around the functionality of the portal have emerged that need to be worked through. This is likely to delay any launch by around two months.
SR 19 - Business resilience and loss of jobs in light of COVID-19		Risk score of 6	Easing of lockdown measures by government has reduced the likelihood of severe long-term economic damage, resulting in the risk score being reduced from 8 at the end of March 2021, to the current position of 6. This evidences the positive impacts of activities underway to support economic recovery locally.
Re-define our Adult Learning Service offer to continue to deliver courses remotely, ensuring our offer is informed by the needs of local businesses, and aligned with any identified skill gaps		On track	Over the last quarter there have been 385 learners, taking 579 enrolments. The types of courses skills learners are taking for accredited qualifications include British Sign Language, Digital Skills and Employability Skills.
Derby Adult learning courses offered		101 courses	Learner courses for Community Learning include a number of themes; Modern Foreign Languages as preparation for travel holidays, well-being courses and general leisure courses.
Derby Adult learning course take up (overall attendance compared with the maximum number expected)		77.4%	









Item description	Type*	Q1 position	Supporting information
Percentage of young people years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known.		7.5%	Performance at the end of June remains largely comparable to the position reported at the end of May 2021. Activities to support engagement in employment, education and training have included home visits, clients returning letters and effective use of external data.
SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget		Risk score of 12	<p>The risk score has risen from 9 at the end of March 2021 to the current position of 12, as a result of increasing difficulties in recruiting appropriately skilled / experienced project managers. However, stronger assurance of projects is provided through a strengthened Programme Management Office Board and Assurance Team.</p> <p>Good progress has however been made during quarter one with development of a new approach to portfolio management, including an updated Gateway framework and SharePoint documentation site. Work is continuing on the project roles/capacity review. This included considerable consultation with project leads and managers to inform the changes proposed.</p>
Delivering our priority projects – NAMRC (Nuclear Advanced Manufacturing Research Centre)		Amber / Green	<p>Cabinet approval was secured on 11 November 2020. The planning application was submitted in April and scheduled for determination in July 2021.</p> <p>A build contract tendering process led by the developer is underway with the receipt of returns scheduled in August 2021.</p> <p>The intention is to appoint a main contractor in September, to allow a start on site in November 2021. A programme of all party meetings is underway to finalise contractual documentation associated with the schemes.</p> <p>The project Full Business Case will be taken to the Programme Management Office Board in August 2021 with Delegated Authority to be sought soon after to allow submission to D2N2 LEP for approval and entry into contracts.</p> <p><i>(Q2 Note - PMO Board approval secured)</i></p>
Delivering our priority projects - SmartParc		Amber / Green	<p>Over the last quarter, there has been a Programme Management Office Board Gateway 3 approval to submit the Full Business Case to D2N2 (Local Enterprise Partnerships (LEPs) across Derby, Derbyshire, Nottingham and Nottinghamshire), which was subsequently approved by the D2N2 Board for the award of £12 million of GBF (Getting Building Fund) funding.</p> <p>Contracts have been exchanged for the transfer of the land to the south of the site and negotiations to finalise funding are on-going and due to complete in July. This is a key milestone and will allow the project to move to commercial close.</p> <p>Works are anticipated to commence on site in August, which will commence the drawdown of the grant through an agreed claim process.</p>



Item description	Type*	Q1 position	Supporting information
Delivering our priority projects - Castleward		Amber / Green	<p>The Programme Delivery Board continues to meet every six weeks, managing risk and making appropriate decisions.</p> <p>Construction remains within budget and practical completion is expected by the end of July 2021 for the new school.</p> <p>The Compulsory Purchase Order was granted for the Castleward scheme on 29 April 2021 and there are three years to execute the General Vesting Declaration.</p>
Delivering our priority projects - South Derby Growth Zone		Green	<p>The new A50 junction and north-south link road have planning consent. Derbyshire County Council made an outline Levelling Up Funding (LUF) submission on 18 June on behalf of the partnership, following relevant approvals and having gained MP support. Any full, formal partnership bids will be subject to Cabinet approval at the partner authorities. The business case now needs to be completed in line with anticipated LUF feedback and consultation with the Department for Transport. The governance structure for the South Derby Growth Zone and Infinity Garden Village is being updated, setting out roles and responsibilities and including proposals for a Joint Growth Board.</p>

Item description	Type*	Q1 position	Supporting information
 Diversification <i>Seeking to create a modern, SMART city, with jobs for the future where we actively seek to innovate and grow. We will reimagine our city centre with culture at its heart.</i>			
Work with key partners including Marketing Derby, the D2N2 LEP, the Midlands Engine and Midlands Connect to secure inward investment		On track	<p>Monthly workshops with Marketing Derby are in place to develop a new partnership agreement and inward investment strategy.</p> <p>To date, inward investments and outcomes of this have included:</p> <ul style="list-style-type: none"> Attracting NEOS International to Raynesway, bringing approximately £1 million of inward investment and 150 jobs over the next two years Securing Bam Boom Cloud (100 jobs) and EVAD (32 jobs) into new city centre offices. <p>In addition to this, work remains on-going for:</p> <ul style="list-style-type: none"> Project Ivory, which could generate £40 million in investment to the city and 200 jobs on Infinity Park
Work with the University of Derby and other partners to deliver the Ascend programme, in support of potentially high value-added start-ups and existing businesses in Derby		On track	<p>The Ascend project was formally launched on 19 July and is an innovative new business support programme with a £5 million commitment from the Council over two years.</p> <p>The scheme will provide loans and high-quality specialist advice to businesses to help them unlock job growth and innovation.</p> <p>Over the next two years the program will support 40 businesses and create at least 500 jobs.</p>
Vibrant City events programme co-produced with partners to support the recovery of our cultural offer with events		Some slippage	<p>Progress over the last quarter has been reflective of the funding sources available. There is a plan in place with the identified funding options, and future activity is aligned with the timeline.</p>

Item description	Type*	Q1 position	Supporting information
Agreed plan to support transforming our city around the Market Place – the heart of the city – and encompass Derby's varied portfolio of cultural assets		On track	Plans to deliver this objective have been on-going over the last quarter, which have included Project Assemble and the Cultural Heart Plan. A Programme Management Office Board Gateway 2 review is to be planned by the end of 2021, to evaluate the outline business case and provide assurances on suitability to move to the next stages of the project. In addition to this, plans are scheduled to form the basis of a Round 2 Levelling Up Fund bid in late 2021 / early 2022, subject to Government announcements on timescales.
Coverage of fibre (percentage with access); across residences, business, and public infrastructure		On track	12,975 homes across the city can now access gigabit internet speeds and there are 17,750 homes that CityFibre have passed with the construction of full fibre network. At the end of quarter one, 17% of the planned CityFibre rollout target had been delivered.
Facilitating the expansion of next generation mobile networks to facilitate inclusion and future smart technology		On track	Work has commenced on removing the barriers of small cell 5G entry to the city but is dependent on national activities and PFI (private finance initiative) contract re-shaping. The upgrade and installation of new 5G and existing infrastructure upgrades continues through normal planning process.

Item description	Type*	Q1 position	Supporting information
 Decarbonisation <i>Recognising that we need to do more to have a positive impact on climate change, reviewing our transport, promoting smarter travel, securing renewable energy and seeking more sustainable waste management.</i>			
An established Climate Change Partnership Group and internal Officer Group		On track	The Climate Change Commission was formed in October 2020 and meetings take place every 2-3 months. The group is chaired by the University of Derby and is attended by a variety of local organisations. The next meeting of the group is on 27 July.
An adopted Net Carbon Zero Strategy with a dedicated action plan		On track	The Climate Change Commission is overseeing the development of the City's Climate Change Strategy, which will be based on a refresh of the 2015 document. A report on this will be taken to the next meeting of the Commission on 27 July.
Grants awarded for energy efficiency measures		£19,804	From April to the end of June 2021, there were four grants awarded, totalling more than £19,000.
Energy audits undertaken for small and medium-sized enterprises		36 audits	In the first quarter of the year there was 36 audits completed, compared to 79 for the total year of 2020/21.
Percentage of household waste recycled, composted or reused (reported a quarter in arrears)		37.5%	Some services were unavailable for part of this year, for example there was reduced composting through the brown bin scheme and recycling at the Household Waste Recycling Centre. Meanwhile household waste arisings have grown, which have contributed to a forecasted budget pressure due to the increased tonnage whilst residents are still working from home.
SR14 - Adverse outcome to estimated fair value (EFV) determination of Long-Term Waste Management Contract		Risk score of 16	The team of advisers remains in place and continue to provide guidance and advice on all aspects of the EFV requirements and processes, working in line with COVID-19 guidance.

Item description	Type*	Q1 position	Supporting information
Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service in the southern part of the city, linking to Infinity Park and key city locations and interchanges		Green	Consultants will be assisting with the soft market testing exercise to understand the current market, if there is an operator willing to deliver this service. This will provide information about the hours of operation, zones and the back office booking system. It will also provide an opportunity to develop working partnerships with interested operators.
Delivery of our Transforming Cities projects - Inter-urban bus lane and traffic light priority (Derby)		Green	Tender submissions are currently being evaluated with work planned to commence at Pentagon between August and December 2021.
Delivery of our Transforming Cities projects - Strategic cycle link (Derby)		Red	A contracting strategy needs to be agreed for the Strategic cycle link to progress.
Delivery of our Transforming Cities projects - City Centre - Mickleover cycle route		Green	Site visits have taken place and risks considered associated with land acquisition, planning permission and reliance on third party developers. To mitigate risks, alternative route options are being considered for parts of the route.
Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway		Green	Further discussion and appraisal of draft proposals have taken place. Discussions have focused on the bus corridor improvements with a view to combining bus and cycle improvements under one scheme.
Delivery of our Transforming Cities projects - City Centre - Raynesway (A52) cycleway		Green	The cycleway route is being delivered in phases, with sections of the route expected to open between 2021 and early 2022: <ul style="list-style-type: none"> • The Chequers Road cycle path was completed in June 2021. • Construction started on the Meadow Lane to Raynesway Public Open Space cycle route in May 2021 and remains on-going. • Phase 1 of the Meadow Lane cycle route has been instructed, with construction due to commence in July 2021. • Phase 2 of the Meadow Lane to Raynesway POS cycle route scheme is at draft design and further consultation has been completed
Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre		Green	<ul style="list-style-type: none"> • Victoria and Albert Street - preliminary design work is progressing. Public consultation has finished on the initial concept plans. Responses are being developed to consultation comments, including assessment of areas for further investigation and design development. Meetings are to be held with key stakeholders regarding initial concept plans, particularly relating to interfaces with related priority projects. • The Spot - public consultation has finished on the initial concept plans. Responses are being developed to consultation comments, including assessment of areas for further investigation and design development. Concept designs are to be developed internally with the intention of appointing a framework contractor to construct the scheme in early 2022.
Delivery of our Transforming Cities projects - Smart park and ride hubs		Amber / Red	There are several sites being considered. Progress with this project is dependent on remediation costings and land acquisition costs.

Item description	Type*	Q1 position	Supporting information
Roadside NO2 Local Air Quality Plan		Red	<p>Monthly meetings continue. Over the last quarter, the specification for the ANPR (Automatic Number Plate Recognition) tender has been completed and will be issued in July. The Urban Traffic Management Control implementation programme has also been re-issued and acceptance testing is to be carried out between July and August.</p> <p>It should be noted that the Corporate Project Board requested that the Project Team seek more formal assurance from Joint Air Quality Unit about the ministerial direction on matters relating to the project, which is in progress.</p> <p>It should be noted that the 2020/21 quarter four delivery confidence assessment for this project was 'amber / red'.</p>
Delivery of our projects – Our City, Our River		Green	<p>Elements of Package 2 and 3 works have been funded through Munio (ERDF). Munio II - Mill Fleam, is out to tender for delivery by the end of 2022.</p>

* Type – for the type of metrics and guidance please refer to pages 30 and 31.

Our people

A city of health and happiness

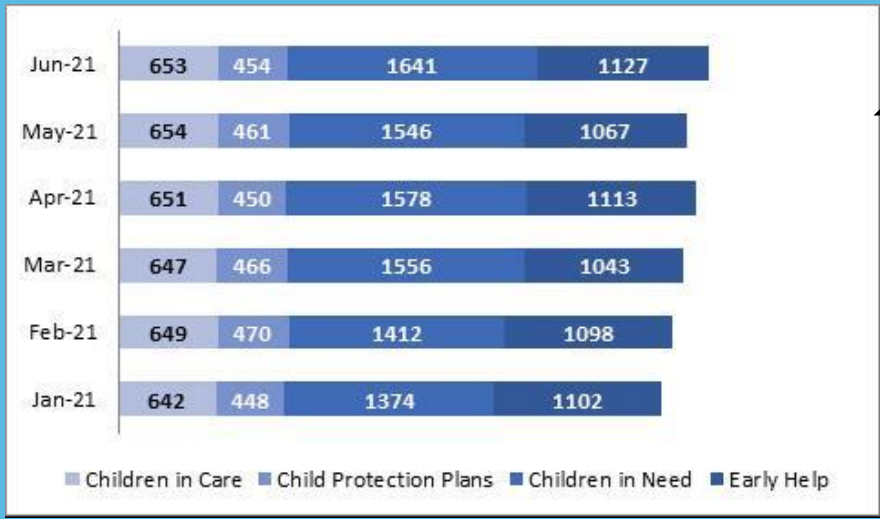
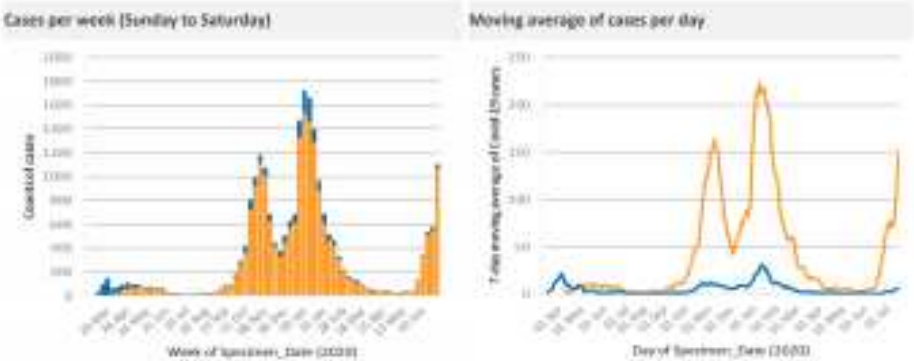
Healthy citizens

Resilient neighbourhoods

Thriving children and young people

Working WITH the city – delivering for Derby

COVID-19 cases
 Cumulative data from 06/03/2020 to 17/07/2021 - **23,059** cases.
 Local contact tracing remains in place and is operating effectively.



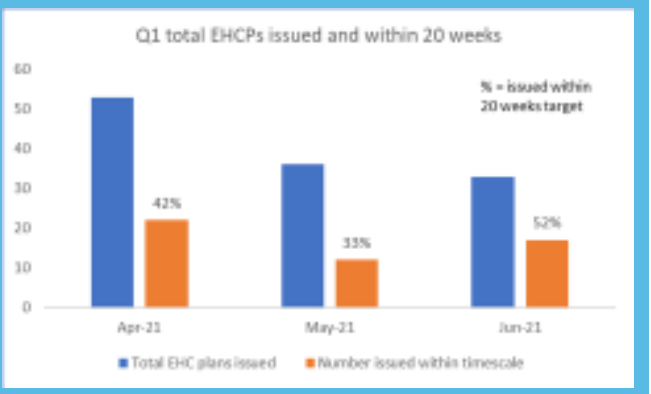
The total number of children and families being supported by our Early Help and Children's Social Care Teams has **increased**. The **risk of budget over-spend** on placements for our looked after children remains significant.



281 homelessness cases were resolved under 'prevention duty'.

The **risk score was reduced** to 3 for the strategic risk 'COVID-19 exit plans not being sufficient to support the long-term response to rough sleeping and homelessness'.








42.3% of Education, Health and Care plan were issued within 20 weeks between April and June, and **40%** of parents reported positively on their experiences.













The Beat the Street initiative has had a positive impact on activity levels across the city during the first quarter of the year, with over **9,100** over 18's participating and more than **13,000** under 18's.













Supporting information






Item description	Type*	Q1 position	Supporting information
 Healthy citizens <i>Working together across organisational boundaries to keep the COVID-19 infection rate low and addressing long-standing inequalities and poverty</i>			
Implementation of our COVID-19 readiness plans and our Local Outbreak Plan		On track	A refresh of the Local Outbreak Management Plan is scheduled, in line expected new 'Contain Framework'. Local contact tracing is in place and operating effectively. Performance is monitored on an on-going basis, particularly as infection rates change.
SR 23 - Outbreak of COVID-19 in Derby		Risk score of 12	Risk assessments remain on-going to support safe operation of services and spaces across the city, via Corporate Health & Safety team and Policy & Guidance group.
Regular internal and external communication on COVID-19		On track	Engagement activity, including a focus on communities that have been identified as having specific issues, is continuing. Significant local outreach into communities and faith organisations, being led by Community Action Derby, continues to be undertaken. Reporting via the website, within the council and to COVID-19 Health Protection Board continues.
SR 24 – Meeting statutory duties in key service areas due to COVID-19 priorities		Risk score of 6	The risk score has reduced from the position reported at the end of March 2021, with a decline in the 'impact' assessment score from 4 to 3. The reduced impact score has been possible as a result of the controls and actions in place to reduce the likelihood and manage any consequences if this risk were to become an issue. There does remain an on-going risk on high demands for statutory support for our children and young people, which is reflected within the strategic risk register within the 'demand' risk, alongside the risk 'increase in number of individuals/households 'in need' following COVID-19'. Targeted controls and actions are in place for both these risks. This risk is under regular review through the COVID-19 Programme Board, alongside targeted analysis by Service Directors.
SR 18 - Increase in number of individuals/households 'in need' following COVID-19		Risk score of 12	The capacity of our colleagues continues to be reviewed weekly by Directors. Agency staff have been approved and are now in place (on a temporary basis) in areas of risk for Children's Social Care.
An up-to-date joint strategic needs assessment		Some slippage	The Joint Strategic Needs Assessment is updated and added to on an on-going basis, rather than a single document produced at a single point in time. Due to capacity being focused predominantly on COVID-19 there has been very little update to the JSNA over the previous 18 months and releasing capacity to support this continues to be challenging. Some key pieces of work, contributing to the JSNA, have however, been produced including our housing stock survey. The future development of the JSNA and its role in strategic planning and priority-setting for health and social care is central to the wider system developments and process for strategic planning.










Item description	Type*	Q1 position	Supporting information
Updated City Health and Wellbeing Strategy		Major slippage	Prior to the pandemic an outline strategy refresh was agreed at the Health and Wellbeing Board, with a plan to develop and agree priorities alongside Derby Place Alliance. This has been on hold. The local health and care system is in a period of significant transformation. Development work is taking place with the Health and Wellbeing Board in conjunction with Derbyshire Health and Wellbeing Board and Joined Up Care Derbyshire around health and wellbeing priorities and strategy development.
Development of a city-wide action plan to tackle poverty in the city (including child poverty), which will include measures to evaluate the impact that we make		On track	<p>The Derby Poverty Commission had its formal launch in April 2021, looking at poverty across all ages, cultures, ethnicities, and communities within our city.</p> <p>In 2021/22, the Commission will dedicate time to understanding the nature of poverty and inequality across the city, and then both examine the cause and make recommendations / proposals towards the alleviation of poverty. The Commission has already highlighted four key areas of concern, with a dedicated subgroup for each:</p> <ul style="list-style-type: none"> • Person (food and other day-to-day provisions) • Home (housing quality & standard, furniture, adaptations) • Digital (utilities, facilities, skills, and training) • Post-Pandemic (benefit, job loss, physical & mental health) <p>Resource will be put towards evaluation from an early stage, and discussions are already in place with a representative from University of Derby as to how this can best be achieved.</p>
Maximise the potential of joint working with the NHS and other partners to produce efficiencies and better service outcomes		On track	Additional investments have been made in Learning Disabilities and Autism. Work continues on the Urgent Community Response business case, with the Director of Integration & Direct Services working part-time on Derbyshire Community Health Services projects.
Older people who were still at home, 91 days after discharge from hospital into reablement/ rehabilitation services		81%	Performance for quarter one has been above historical target levels. A stricter recording methodology is likely to be introduced before the end of this reporting year, which would be expected to have an adverse effect on performance.
Adults 18 to 64 whose long-term needs are met through placements into residential or nursing care		0.6 per 100,000 population	<p>This figure equates to one younger adult entering care; however, this measure is impacted by delays in recording so this position may change.</p> <p>Demand management initiatives have been introduced to extend opportunities for community support and early identification of issues. We have developed a Younger Adults Accommodation Strategy, which has yielded many supported living opportunities, promoting independence. Direct Payment take up rates also remain high, to allow people to self-direct support in supported living arrangements.</p>
Adults 65 and over whose long-term needs are met through placements into residential or nursing care		94.4 per 100,000 population	The output recorded equates to 40 older adults entering care for the current performance, year to date. This figure is significantly below values reported at quarter one in previous years. There are however some issues with delays in contract recording due to funding and financial arrangements.

Item description	Type*	Q1 position	Supporting information
			<p>The service does continue to work well through panels, ensuring residential care continues to be an option of last resort.</p> <p>The changes we have made in recent years continue to provide alternative options to care, to help keep admissions as low as possible including:</p> <ul style="list-style-type: none"> • extra care facilities • discharge to assess pathways and reablement care, reducing and delaying admissions to residential Care • using Direct Payments for self-directed support in supported living • demand management through Talking Points, Local Area Co-Ordination, Ordinary Lives and Shared Lives.
Support improvements in health and wellbeing, through a focus on health improvement and wider determinants		Major slippage	<p>Work has continued building on the strong community response to the COVID-19 crisis to develop future community assets and resilience and the possible use of Covid-19 funding to support this.</p> <p>We are working closely with Joined Up Care Derbyshire to develop increased capacity for tobacco dependency services for hospital patients. There are also plans to refresh the local tobacco control strategy following the imminent publication of the national Tobacco Control Plan.</p> <p>Work with Drinkaware is still paused, though will continue to be reviewed through the year and restart when appropriate.</p> <p>A multi-partner Sustainable Food Group has now been established with the aim that every citizen of Derby should have access to a choice of affordable, good quality, healthy food.</p>
Total numbers in effective alcohol treatment		338	<p>The rolling twelve-month position is 652 individuals in treatment. As a result of the pandemic more individuals are seeking support, and capacity will be monitored as demand for the service is expected to increase.</p>
Smoking quit rate (% stopping at 4 weeks)		58%	<p>The quit rate is expected to rise as this number only counts those who set a quit date up to and including 9 June.</p> <p>Both quit rates and four week quits have exceeded expectation in quarter one, with COVID-19 being cited as the main reason to quit. The NRT (nicotine replacement therapy) delivery service, improved offer to respiratory inpatients and referrals from community midwives have also helped to increase the numbers accessing the service.</p>
Proportion of adults who are physically inactive (from Active Lives survey)		32.4%	<p>Levels of inactivity have increased by 3% between the May 2019/20 and November 2019/20 data points increasing further throughout the COVID-19 pandemic.</p> <p>The largest drops in activity levels are among those who already had the lowest activity levels. These are the same groups that have been disproportionately hit by the impacts of the pandemic where infections and mortality rates have been more prevalent among marginalised groups, particularly among ethnically</p>







Item description	Type*	Q1 position	Supporting information
			<p>diverse communities. As such, the existing inequalities in activity behaviour have widened.</p> <p>However, Beat the Street had a positive impact on activity levels with over 9,100 over 18's participating. the impact of this was:</p> <ul style="list-style-type: none"> • 66% of adults who were inactive became active • Inactivity decreased from 17% to 12% • There was a 9% increase in the proportion achieving Chief Medical Officer recommendations for physical activity (150+ minutes) <p>Work is taking place with Strategic Partners including Active Derbyshire to develop the Derbyshire Strategy</p>
Proportion of children and young people (CYP) who are less physically active (from Active Lives CYP survey)		33.7%	<p>The Beat the Street game was delivered during quarter one with over 13,000 under 18's participating. The impact of the game of CYP activity levels were:</p> <ul style="list-style-type: none"> • 77% of children who were less active became active • The proportion reporting being less active decreased from 16% to 9% • There was an 11% increase in the proportion achieving an average of 60 minutes of activity per day <p>The Derby Youth Alliance continues to support the development of young people and their activity levels. A collaborative and coordinated approach have been adopted, and Youth Alliance partners have developed a comprehensive programme of summer holiday provision through the Holidays and Activities Fund</p>
The rate of returned online sexual health tests for the DISH digital offer		63.4%	<p>There has been a change in the way the return rates are calculated as the previous methodology was sensitive to dramatic increases making the percentages higher than 100%. There is an expectation going forward that linking cases to return rate will produce more accurate data.</p>
Delivering our priority projects – Moorways Sports Village		Amber / Green	<p>Significant progress has been made on the construction contract works. Roadways are tarmacked, underground service ducts installed, steel superstructure erected, concrete pour to the base and walls of the pools have been completed, roofing and cladding is on. Progress has been positive with betterment against programme in the last period. Whilst the pandemic is an ongoing risk, effective Covid-19 measures are also being achieved.</p> <p>The capital element of the scheme is currently forecast to be delivered within budget.</p>





Item description	Type*	Q1 position	Supporting information
 Resilient neighbourhoods <i>Using the strengths within our communities to support those in need, making sure that Derby is a place where people help each other, a place to feel safe, and be safe. Working across the sector to create easy to access, local public services.</i>			
Established Community Recovery Board and Better Together Implementation Board		On track	The Community Recovery Board is now well established with good engagement from a broad range of partners. Better Together is a programme which describes the way we work with our colleagues, communities and partners to enable cultural change which in turn will enable social change and improve outcomes for our communities, and this is shaping the development of our locality working across the city.
Agreed measures and targets for our Better Together Approach		On track	The understanding of current locality working is almost complete, and proposals are being developed for a framework which will support the Better Together approach / partnership working within localities. Initial meetings have been held with the new Cabinet Member, measures and targets are to be established as part of proposals. Target date for this initial work is the end of September 2021.
Volunteering database in place		On track	We continue to operate with the current volunteer database(s) however consolidation, including GROOP is expected by January 2022. Additional resource has now been identified to lead the consolidation and introduction of GROOP, including addressing any Information Governance matters, which will be in post by September 2021.
Hours given by volunteers in Derby (measured by Community Action Derby)		132,223 hours	Over the first quarter of the year, as recorded through Community Action, there was a total of 132,223 hours provided through volunteering, which equates to an approximate value to the city of £1,652,749.
Refreshed Neighbourhood Boards		Some slippage	Progress on this action links to the implementation of our Better Together approach, alongside a wider review of our Neighbourhood Committees and governance. Derby Homes have submitted initial proposals to consult with members, which is due to be completed through September and October. Any governance changes will be considered at full Council and will need approval.
Anchor Network and priorities in place, overseen by the Partnership Board, to build wealth in and develop local communities through procurement and spending power; workforce and training; and buildings and land		On track	A group comprising of key Anchor Organisations across Derby and Derbyshire has been formed comprising of the following organisations: <ul style="list-style-type: none"> • Joined up Care Derbyshire Health Organisations • Derby City Council • Derbyshire County Council • University of Derby • Derby County Football Club • Rolls Royce The group has agreed that the initial strategic focus will be in the area of workforce and employability. This is because of the significant impact arising from COVID-19 on communities across Derbyshire in this area and the impact employment has on the health and wellbeing of communities. This means there will be a priority to spend in communities to support local businesses, employ local people and promote the




Item description	Type*	Q1 position	Supporting information
			consideration of social value into purchasing decisions, including the use of local suppliers wherever possible - Putting Derbyshire first and keeping it local. In addition, an Anchor Charter is being developed as a way of securing commitment from individual organisations and provides a framework to make changes to benefit communities across the city and county.
Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable		Some slippage	We have successfully bid for Government funding to deliver ten units of accommodation for rough sleepers. Five of these homes have successfully been identified. It should however be noted that reflecting on the national trend for significant increases in building costs that the estimated cost for a ten unit supported living scheme has risen.
Net additional homes delivered (all tenures)		None completed over the last quarter <i>540 homes in 2020/21</i>	Work remains on-going on a number of sites - Hackwood Farm, Durose Country Park, Mansfield Road, Allan Avenue, Manor Kingsway. Also, on site now at Becketwell and at Rolls-Royce Main Works. Student apartments (over 100) under construction on Babington Lane. Activities are also commencing on 203 homes at Onslow Road, Mickleover. Commercial to residential conversions coming forward as a result of Additional Restrictions Grant will provide further properties. The year-end forecast is 751 homes.
Affordable homes delivered		43 homes	It should be noted that some completions have slipped to the end of September 2021. COVID-19 is still impacting delivery due to people testing positive or having to isolate which is reducing the workforce on sites. Lead Officers continue to monitor delivery closely.
Number of homeless approaches - those where an HRA application is activated on RARS		648	The number of homeless approaches for the first quarter this year is 648, which is an increase of 7% compared to the last quarter of 2020/21. Within this figure there has been a 39% increase in the number of households approaching as a result of domestic abuse and possibly due to the relaxation of COVID-19 restrictions and easier access to services. There has been a quarter-by-quarter increase in the number of households approaching following a positive asylum decision. The same quarter last year there were no cases due to the government allowing families to remain in their asylum accommodation during lockdown. There were 27 applicants this quarter, an increase of 35%
Total number of homelessness cases resolved under 'prevention duty'		281	The number of cases resolved under prevention duty was 281 this quarter. This is an increase of 21% on the last quarter and shows the continuing success of early interventions. The Move-on Coordinator post for the single homeless households has created supported housing vacancies. There has been an increase in the number of households who have, through positive intervention, either remained in their privately rented accommodation or have moved successfully into alternative Private sector housing







Item description	Type*	Q1 position	Supporting information
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		Risk score of 3	Sufficiency is available this year but remains challenging due to the yearly grant funding regime for rough sleeping. This risk has subsequently been reduced from 12 at the end of March 2021, to the current position of 3. It is proposed that this risk is de-escalated and managed within Derby Homes Risk Register. It should be noted that an update will still be requested by the Corporate Risk Management Group, as part of our risk assurance activities.
Embed and further develop neighbourhood working to all areas of the city and explore opportunities for a City Centre Community Safety Hub		On track	<p>The new city centre hub at the Riverside Chambers opened in July 2021. The Multi-Agency City Centre Hub will accommodate 25 officers including the City Safer Neighbourhood Team, Special Constables, and Police Cadets as well as our teams.</p> <p>The Shot Tower and Enforcement Hub are now operational. City Centre Public Protection Officer's will be working from each of these locations to supplement partnership working.</p> <p>Further consideration will be given to co-locating other partners within the Council House. Doing so, will enhance neighbourhood working principles.</p>
Number of recorded crimes in the city centre (rolling 12 months) <i>Position as at the end of May 2021</i>		2,171	Data for these measures has been sourced from Info4Derby, which uses data.police.uk.
Number of recorded crimes across Derby (rolling 12 months) <i>Position as at the end of May 2021</i>		29,430	The COVID-19 context has impacted on the profile of crime, and as such comparisons with the last year are to be considered cautiously.
Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months) <i>Position as at the end of May 2021</i>		890	Policing and community safety colleagues are reviewing trends and behaviours carefully to inform appropriate prevention strategies across the city.
Number of reported anti-social behaviour (ASB) incidents across Derby (rolling 12 months) <i>Position as at the end of May 2021</i>		12,008	
Number of hate crimes reported		14	<p>During the first quarter of the year, there has been six incidents reported and eight enquiries.</p> <p>The main strands of hate crime noted over the last quarter have included disability, race and sexual orientation; with harassment and threatening behaviours being the most prevalent types of crime.</p> <p>Work continues through our strategies to address hate crime focusing on preventing further incidents.</p>
Publish a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments		On track	A new Draft Equality, Diversity and Inclusion Plan has been produced and our Equality Hubs and Employee Networks as well as Strategic Directors, Service Directors and Heads of Service have all had an input and their views considered.
NEW strategic risk - the introduction of new statutory duties on local authorities with statutory guidance currently out for consultation on domestic abuse (DA)		Risk score of 12 Opportunity score of 12	<p>Key areas being consulted on as part of the guidance:</p> <ul style="list-style-type: none"> • support victims of DA in refuge and other safe accommodation • commission Accommodation Based Support Services • sanctuary Schemes - but not security measures • advocacy support


Item description	Type*	Q1 position	Supporting information
			<ul style="list-style-type: none"> specialist support for victims with relevant protected characteristics and or complex needs housing-related support grant secure lifetime tenancies to DA victims counselling and therapy for both adults and children children's support – including play therapy and child advocacy.

Item description	Type*	Q1 position	Supporting information
 Thriving children and young people <i>Recognising that we must work to create a place where our children and young people are supported to achieve their full potential, and when they need help that they have access to 'the right support, at the right time'.</i>			
Implement Derby's Strength-Based Approach Strategy and support families to safely stay together, reducing demand for statutory safeguarding interventions		On track	The practice model has been rolled out successfully and is now embedded into mainstream practice, which has been audited internally and inspected by external inspectors. In addition, a new Staying Together Team has been established that has worked with over 36 families and 53 children at risk of entering care to provide stability. We are in the process of delivering a programme of strength-based training to all staff.
Children in need (CIN) per 10,000 population		274.10 per 10,000 population	Whilst this is a 'new' measure, it has been monitored locally and nationally for many years and the latest data does evidence an increase. These children are mainly managed / their meetings chaired by locality team managers. A smaller number of complex CIN are chaired by Independent Reviewing Officers.
Children who became the subject of a child protection plan (CPP) per 10,000 population aged under 18 (snapshot)		75.80 per 10,000 population	There has been a slight decrease in children becoming subject to CPP's over this quarter.
Children looked after (LAC) per 10,000 population aged under 18		109.40 per 10,000 population	There has been a slight increase on quarter four 2020/21, and this is in line with Derby's direction of travel for numbers of LAC. However, the OFSTED inspection in June 2021 did outline that children are brought into care at the right time, and in appropriate circumstances, evidencing effective application of thresholds. We work to exit children and young people safely and appropriately from care through the Family and Friends Team, continued work by the Staying Together Team and CPT to exit children/divert children. It should be noted that nationally there has been a 24% rise in children becoming looked after across England between 2010 and 2020.
Percentage of children and young people's early help cases where progression tools show an improving direction of travel after support has been provided		100%	Throughout the COVID-19 period, direct work with children and families has continued. This has been in a variety of ways including face to face, where safe, but also virtually and onsite, if possible. Workers have continued with the Early Help case guidance and have used appropriate tools for evaluation of progress.

Item description	Type*	Q1 position	Supporting information
<p>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</p> <p><i>NB - this risk will be reviewed over the next quarter by the Assurance Team.</i></p>		Risk score of 16	<p>The number of children in care has increased during quarter one, which could be an impact of the backlog due to COVID-19 implications (i.e., court delays). The work of the Demand Management Board is directed towards managing the demand and the increased number of children coming into care. The Social Impact Bond should help reduce the cost of the increase in demand.</p> <p>Additional mitigations agreed also include the establishment of a Corporate Delivery Group to link with our accommodation strategy for children in care and care leavers with a specific task and finish group looking at operating models.</p>
CYP Demand Management programme		Amber / Green	<p>Scoping of Demand Management Phase Two has been agreed at the Demand Management Board. Proposed that the programme consists of six projects:</p> <ul style="list-style-type: none"> • SEND High Needs Block • Development of in-house Residential Placements • Family Justice Reform • Adults Front Door • Fostering <p>The programme will now fall under the Working Smarter Portfolio. This Programme structure is to be agreed at the First Working Smarter Board in August 2021.</p>
Percentage of children placed with independent fostering agencies (IFA)		70%	<p>The position remains comparable to the outturn reported at the end of March 2021, when 69.6% of children looked after in a foster care placement were placed in an IFA. It should be noted that the focus will continue in ensuring appropriate and suitable placement matches for our looked after children, to support them to the best outcomes for them. We continue to use our internal provision creatively to maximise the bedspaces that we have available.</p>
Total number of active approved fostering households		105 households	<p>As at end of June 2021, the number of active mainstream fostering households has increased from 103 (at end of Q4 2020-21) to 105, due to 4 new mainstream approvals and 2 de-registrations.</p> <p>We have approved some experienced, previously IFA carers, helping to match various types of demand to supply.</p> <p>Levels of enquiries have remained steady, which is positive against the national picture. This could be due to virtual recruitment events and a new marketing campaign in quarter one, aiming to reduce stigmas</p> <p>Broadening the utilisation of previously approved carers by increasing age ranges allowed and increasing their capacity where possible has helped to increase overall capacity.</p> <p>Using rates of mainstream approvals and de-registrations over the last 15 months, the forecast for mainstream households by the end of 2021/22 is 106.</p> <p>New recruitment events planned for quarter two are aimed at promoting applications from a wider range of applicants from different communities.</p>

Item description	Type*	Q1 position	Supporting information
Implement our Children at risk of Exploitation Strategy		On track	Key partners across statutory and voluntary sector are developing a Place Based Risk strategy for the city to address child exploitation. This will be informed and driven by the voice of children and young people. Multiple consultation sessions have been arranged over the summer to seek views to create a safe city.
Number of child exploitation requests that were identified at medium or high risk at the first strategy meeting		84 children and young people	<p>There has been a significant increase in numbers of children and young at risk of exploitation, with 164 identified at the end of June 2021:</p> <p>32 - High Risk 52 - Medium risk</p> <p>There were 53 new referrals between April and June, with 11 considered as 'high risk' and 19 considered as 'medium risk' and the remainder 23 low risk.</p> <p>Over the next 6 months there will be further work undertaken to understand the Place Based risks these children and young people are subject to. and greater understanding of the demographic of these children.</p>
Establish a city-wide education strategy for lifelong learning, working to ensure any impacts from COVID-19 are identified and addressed (for all pupils)		On track	<p>Each school and academy have been provided with additional COVID-19 Catch Up funding by the government along with a new requirement to publish how they are spending it on their website. School leaders are individually responsible for identifying the impact of COVID-19 so far on their pupil population and adjusting provision to accelerate their learning and to provide necessary well-being support.</p> <p>The Well-being for Education Recovery grant has been extended into 2021/22 and is being managed by a Steering Group comprised of leaders from Education and Skills, Mental Health, secondary and Primary headteachers and Mental Health Leaders from all primary, secondary and special schools. This additional support is augmented by training provided by the IYFA and Exclusions Manager and colleagues from schools and academies across the city.</p> <p>The role of the Virtual Headteacher has been temporarily extended to include oversight of strategy for improved attendance and outcomes for children with a social worker – a pilot project to develop this work commences in September.</p> <p>The Education and Skills team have reviewed the previous education strategy, known as Derby Winners, and have a new draft strategy which is about to go out to wider consultation. Currently, it is with the Director of Learning, Skills and Inclusion pending provisional approval to consult further. This strategy incorporates the approach of the service for children from Early Years (including PVI settings, childminders and nurseries) through to Post 16 in school and academy.</p> <p>Despite the removal of accountability measures for schools in 2020 and 2021, the Education and Skills team continue to train and develop school leaders and teachers in statutory assessments and to provide ongoing monitoring, risk assessment, support and challenge at all key stages.</p> <p>The pandemic has had an impact on employment prospects for our young people, and we are working in</p>

Item description	Type*	Q1 position	Supporting information
			partnership with D2N2 and the Opportunity Area to develop a Careers Strategy to make sure the young people have the skills and knowledge needed to gain and sustain a successful route after education.
Implement our Local Area SEND (Special Educational Needs and Disabilities) Strategy		On track	The SEND Strategy was published in October 2020. The roll out of the strategy has happened through the governance structure, SENCO and governor networks, headteacher leadership meetings, parent carer forum, all schools and settings and Further Education colleges, Derby University, as well as community and voluntary sector. Series of collaborative multiagency workshops on each of the five priorities have been held to implement from strategy to practice. These findings will now be integrated with the High Needs Transformation Programme to a 24-month plan.
SR17 - Sufficient progress being made against the Written Statement of Action before inspection		Risk score of 8 Opportunity score of 12	There was a deep dive event with key stakeholders hosted in July 2021, with an Extraordinary Local Area SEND Board meeting later that month, which undertook mock re-visit activity to understand the current position and identify any key areas for development.
Percentage of new Education Health Care Plans issued in 20 weeks		42.3%	Monthly progress continues to be made, with more plans being issued within 20 weeks than through the whole of 2020. A new assessment team monitors this closely and new working practices are now well embedded, which will support on-going and sustained improvement.
Satisfaction of parents with new Education Health Care Plans (EHCP)		40%	This measure shows the percentage of positive responses to the EHCP views survey, which are completed once a plan is issued. It should be noted that 40% of responses received were neutral.
The percentage of CYP with an up to date EHCP Annual Review		Not available for reporting	Overall data is not yet available to support this measure. A recovery plan has been developed to support the process of maintaining EHCPs and to include more robust controls around data management. This revised process is supported by the migration of EHCP case management into Liquid Logic and through a digital review process for professional contributions. An examination of the caseload, and extrapolation of known performance data suggests that around 750 plans require amendment following review. 92% of annual phase transfer reviews were completed within the statutory timescale in 2021 – this is the highest figure recorded by the service. This approach to caseload management will be replicated across all annual reviews from September 2021.
Quality education, health and care plans		Average of 73.33% of plans assessed	Average compliance score of 73.33% has been achieved through internal quality assurance of a 10% sample of plans written in the past quarter. Further work is underway to expand the quality assurance to take in multi-agency moderation of plan quality and this will be reflected in quarter two reporting. Issues identified focus on the 'strength of the child voice' and the 'specificity of provision'.

Item description	Type*	Q1 position	Supporting information
Special Education Needs and Disabilities (SEND) High Needs Block project		<p>N/A</p> <p>Assessment against Phase 2 to be presented at the end of Quarter 2</p>	<p>The High Needs Transformation Programme is designed to strengthen the Graduated Response to SEND in schools and settings and to build parental confidence in the capacity schools and settings to meet their child's needs. Five workstreams have been established over the past four months in Phase One:</p> <ol style="list-style-type: none"> 1. Avoidable demand analysis 2. Trial of Valuing SEND Tool 3. Establishment of Derby SENco Advice Line 4. Primed Performance 5. Developing a 24-month plan <p>The next phase of the programme is scheduled to run from September 2021 to August 2022, with milestones and reviews built into the process.</p>

* Type – for the type of metrics and guidance please refer to pages 30 and 31.

Our Council

Focused on the things that matter


Enabled residents



Intelligence led decisions



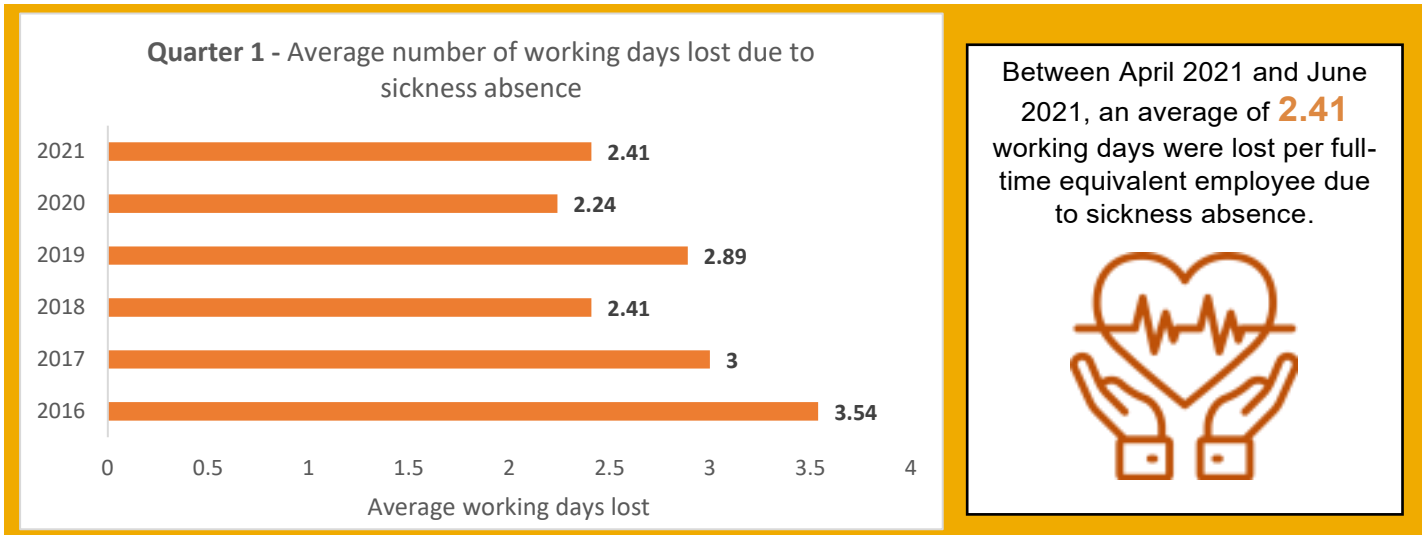
Empowered colleagues



Working WITH the city – delivering for Derby



113,332 residents and business are registered with a MyAccount, with **over 1,400** users registering a new MyAccount every month.



Over the last 3 months, we have **asked for the views of our residents** on many different issues, including: The Active Travel Fund (safe haven zones), the Empty Properties Strategy, the Transforming Cities Fund decisions, the Tenancy Strategy, Gambling Statement of Principles and a consultation around the new Domestic Violence Bill.















An increase in capacity for the **Welfare Reform Team** has resulted in **over 1,000 successful interventions** during the first three months of the year. This is already over half the total number of successful interventions recorded in the 12 months for 2020/21.









The latest published Medium Term Financial Plan presents a balanced position for the current year 2021/22, with a funding gap of £13.667m to 2023/24.










The quarter one **financial position is very challenging**, with **demand for our statutory services increasing significantly beyond pre-pandemic levels**, and the scale of the economic recovery of the City is still uncertain. Urgent remedial action is required to mitigate pressures.
















Supporting information

Item description	Type*	Q1 position	Supporting information
 Enabled residents <i>recognising that we need to develop solutions around the strengths and needs within our communities, listening and acting upon what they tell us, seeking to make the best use of technology to deliver services differently, focusing on developing our long-term aspirations for the city.</i>			
Consult with our residents and local business to inform future priorities		On track	Consultations have been completed to inform decisions within the Transforming Cities Fund (including Victoria and Albert Street), decisions falling within the Active Travel Fund (safe haven zones), the Empty Properties Strategy, Tenancy Strategy, Gambling Statement of Principles and consultation around the new Domestic Violence Bill.
Simplify processes for Welfare Reform services, including drafting a business case for a Partnership Hub approach		On track	The development of a Single View of Customer data set for vulnerable households is progressing, with a first release date scheduled for early October 2021.
Number of successful interventions on the customer's behalf delivered by the Welfare Reform Team		1,010	An increase in capacity for the Welfare Reform Team has resulted in over 1,000 successful interventions during the first three months of the year. This is over half the total number of successful interventions recorded in the 12 months for 2020/21.
Create a Single Front Door Strategy for Derby		On track	An initial mapping exercise and baseline workshop has taken place to review current 'front doors'. A further workshop will be held in September 2021 to identify next steps.
Deliver digital services that are easy to use that people prefer to use, while not excluding those that do not		On track	The Digital Innovation Centre is continuing to deliver Digital Services according to the Council's adopted Digital standards. We are doing this as a service led prioritised service programme. In the last quarter, we have delivered seven services.
Percentage of customers registering an online user		87%	Whilst the percentage remains the same as last quarter, the actual number of users registered has increased from 109,130 (quarter four 2020/21) to 113,332 (quarter one 2021/22), which means that over 1,400 users are registering a new MyAccount every month.
Number of My Account registered users		113,332	This is an increase of 4,202 since the end of March 2021 of customers who now interacting with us digitally.
Online services measure		Not available for Q1 reporting	<i>This is a new measure, where a definition is being developed. A position will be reported in quarter 2.</i>
Delivering our priority projects - Digital by default		Green	In the last quarter we have delivered seven services including: <ul style="list-style-type: none"> - Ascend Database Development - Licensing Forms - SharePoint Colleague Account - HWRC (Tip Permit) changes for 12 visits per annum. - Learning and Skills Portal (Future fit AI) - Business Support Grant – Restart Scheme - Test and Trace (Parent/Guardian) Self Isolation Payments - DEFG Form - Additional restrictions grant

Item description	Type*	Q1 position	Supporting information
 Intelligence led decisions <i>Using data and information to deliver the 'right services' that offer value for money, investing in tools to help us monitor the right things and using quality information when making decisions, focusing on outcomes.</i>			
Agreed Data Strategy		On track	Following a review of our data systems, infrastructure and culture the Intelligence Led Council project has been initiated. We are currently working on the Outline Business Case, which is on track to go to the Programme Management Office Board in September 2021.
Refreshed Performance Management Framework, with a move to outcome-based accountability and place-based performance frameworks in all service areas		On track	<p>The Performance Management Strategy was approved by Corporate Leadership Team at the start of 2021. It has been published on iDerby and communicated with colleagues.</p> <p>Work will be on-going to implement the strategy throughout the year, with a focus on outcome planning where workshops are to be planned.</p> <p>A review of monitoring frameworks has commenced, to move towards more outcome focused performance measures.</p>
Greater value for money through improved commissioning and contract management (Smarter Working)		On track	<p>Reviews of contracts in two service areas have been completed (home to school transport and translation services).</p> <p>The contract and waiver registers have been analysed to inform further review opportunities.</p>
SR7 - Contract management arrangements that are not in line with our agreed standards		Risk score of 12	<p>Quarterly reporting to Directorate Leadership Teams continues. The risk on Procurement eLearning is now reflected within the Department Risk Register. A free contract management course has however been identified and an implementation plan needs to be devised.</p> <p>The risk will be recommended for consideration by the Corporate Risk Management Group in September 2021, to seek further assurances on controls.</p> <p>Contract Management has been identified as a programme within the new Working Smarter portfolio.</p>
Delivery of our Medium-Term Financial Plan		Some slippage	The MTFP is a cyclical process and is refreshed on an on-going basis. The latest published MTFP is a balanced position for the current year 2021/22 with a funding gap of £13.667m to 2023/24.
SR15 - Changes in Government Funding frameworks, alongside increasing local budget pressures impacting on the Medium-Term Financial Plan (MTFP)		Risk score of 16	<p>The quarter one position is very challenging, with demand for our statutory services increasing significantly beyond pre-pandemic levels, and the scale of the economic recovery of the City is still uncertain. Urgent remedial action is required to mitigate pressures that are over and above those already provided for within the current budget plan. A strategic response to post pandemic recovery and future financial sustainability is underway and will be reported in early autumn.</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 of 16	<p>The quarter one forecasted financial out-turn position is reported to September Cabinet alongside this report.</p> <p>Emerging in-year financial pressures mean that despite controls in place the delivery of the 2021/22 budget is an area of significant risk (increasing from a risk score of 12 at the end of March 2021).</p>

Item description	Type*	Q1 position	Supporting information
Targeted thematic reviews completed, in line with service priorities, to help manage demand and improve efficiency		On track	A review of placements has been completed, and details are being aligned with current running projects (including Cluster Homes, Fostering and Residential Placements). A review of the Procurement procedure 'As-Is' has been completed, and a workshop is scheduled for the 'To-Be' process and design.
Invest to save business cases progressed		On track	The Digital Enforcement project is now at procurement stage, which is on target for launch in October 2021. A Commercial Manager has been recruited and started in post. Roles have been recruited to for the Peoples Services Process and System Development. The Property Rationalisation Support project is due to go out to advert during quarter two.
Carbon footprint review exercise identifying how much the Council emits, and from what services/activities		On track	A scope 1 and 2 review of the Council's carbon footprint has already been undertaken by APSE Energy. The next stage of this work is to consider the best way to capture the Council's scope 3 emissions, which are a lot more difficult to identify and accurately quantify.
Adopted carbon reduction action plan		On track	The Council's Climate Change Action Plan is currently at a draft stage, with the next stages of development to engage performance and communications colleagues.
Publish a commercial approach to set out our approach to innovation and enterprise		On track	A Commercial Manager has been appointed and took up post in July 2021. The post will be developing the commercial approach throughout 2021/22.
Income generated from property measure		Not available for Q1 reporting	<i>This is a new measure, where a definition is being developed. A position will be reported in quarter 2.</i>
SR 3 - Vulnerability of the Council's IT estate to cyber attacks		Risk score of 12	We have a rolling improvement programme and continue to identify further options for improving defence capabilities. All controls established remain in place for this area of risk. The current records management policy was approved in 2019 and is in the process of being reviewed. This policy sets out the Council's approach to records management. Furthermore, an updated document retention schedule has been compiled to reflect individual departmental needs.
SR 8 - Inconsistent records management systems and processes		Risk score of 9	The GDPR (General Data Protection Regulation) and Cyber Security e-Learning was refreshed in early June. Colleagues have now been given to the end of September 2021 to complete this. The content has been updated to target consistent and emerging risks.
SR5 - Condition of Council properties (risk of properties not being compliant)		Risk score of 8	The proposed capital maintenance programme for 2021/22 was approved by Cabinet on 21 February as part of the MTFP and is in the process of being delivered. The condition surveys identified in the 2021/22 programme are currently being commissioned. Any Priority 1 (high-risk) repairs identified are being addressed and/or risk mitigation has been put in place to keep buildings safe. Revised Fire and Electricity Policies (two separate policies) have been approved.

Item description	Type*	Q1 position	Supporting information
 Empowered colleagues <i>Supporting our workforce to be the best that they can, embracing new ways of work and learning from the pandemic. We recognise the importance of our leaders and valuing the contributions of all our colleagues to build a resilient, diverse, inclusive council for the future.</i>			
Delivering our priority projects - Digital Workforce		Green	<p>We have rolled out to more than 3,400 live users and only 30 devices remain outstanding (10 chip and pin and 20 Community Managed Libraries), additional activities have included:</p> <ul style="list-style-type: none"> Email migration DCC Citrix Skype and transferred to business-as-usual activity Software packages. <p>Work is now progressing to identify and retrieve all old devices post COVID-19.</p>
Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		2.4 days	<p>The quarter one 2021/22 period actual result shows a decrease against the previous quarter four 2020/21 result of 2.54 days lost, but it is above the 2020 comparable period. Without the COVID-19 related absences the average would however be 2.19 days. The top three absence reasons across non-school colleagues were:</p> <ul style="list-style-type: none"> Stress/Anxiety - 21.37% (not including Depression/Psychological illness related absences) Musculoskeletal - 13.37% Covid-19 related illnesses - 9.25%. <p>Managers continue to be accountable for managing attendance effectively in their teams and supporting colleagues at what remains a challenging time.</p>
Average working days per employee (full time equivalents) per year lost through sickness absence - as a result of stress / anxiety		0.5 days	<p>Stress/Anxiety was the highest absence reason for quarter one, making up 21.37% of all absences.</p> <p>The role of Mental Health First Aiders in the Council has been reviewed to reposition it to 'Mental Health Champions'. This review has provided an opportunity to consider how best the role can be repositioned to address expected future demands in the coming months.</p>
Colleague Wellbeing Strategy launched		Completed	<p>Quarter one has also seen a focus on recruiting additional Mental Health Champions across the Council. Team well-being action plans are also reviewed regularly.</p>
Promote the health and wellbeing of our colleagues		On track	
SR21 - Levels of emotional health and wellbeing amongst council colleagues		Opportunity risk score of 6	<p>Agency workers continue to be used as required to support essential services during the pandemic. Proposals for long term Covid-19 response roles being considered.</p>
SR 22 - Capacity within some teams to deliver core services, and in some instances meet statutory duties		Risk score of 6	
A coordinated approach to the reallocation of colleagues to support our organisational response to COVID-19		Completed	
Host culture workshops to shape our long-term organisational recovery		Completed	<p>Leadership purpose, accountabilities and expectations to be launched and embedded by the end of March 2022, using the insight gathered through the culture workshops hosted at the start in 2020/21.</p>

Item description	Type*	Q1 position	Supporting information
Implement our internal communications plan, with regular activity including briefings for all managers and colleagues		On track	The team is working to a full communications and marketing plan to ensure extensive messaging and coverage. This work is on track and includes regular updates across internal communications, social media, conferences, partner channels, events and more.
Seek feedback and use the findings to inform how we support our colleagues		N/A	<i>Update to be provided at the end of quarter 2.</i>
Support our colleagues to work effectively remotely, and agree long-term plans for how we will deliver services post-COVID-19		On track	<p>Work has been on-going to support our colleagues to work effectively from home. To date the following equipment has been distributed, based on colleagues completing assessments of their workstations:</p> <ul style="list-style-type: none"> • 141 screens • 27 laptop stands • 96 keyboards • 71 mice • 105 USB hubs • 269 adjustable chairs.

* Type – for the type of metrics and guidance please refer to pages 30 and 31.

Supporting notes

All assessments for the 'Q1 position' reflect the **present** position (as at the end of June 2021), not future forecasts. A summary of the criteria for each assessment is provided below:

Performance measures and Council Recovery Plan action status

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

Projects, marked with the symbol

GUIDANCE on RAG and DCA (Delivery Confidence Assessment)	
RAG rating criteria for Programmes/Projects (PRESENT State)	
Key Criteria	<ul style="list-style-type: none"> Project or Programme is running to time against key milestones and plans The forecast cost is still unchanged from that originally budgeted or the agreed revised budget The scope as agreed by the project /programme board can be achieved within tolerance The business benefits are on track to be realised in line with planned realisation criteria and agreed tolerance levels The RAG rating reflects the assessment that the key risks to the project or programme are managed and mitigated, and the business benefits tracked monitored and managed to ensure that the expected business benefits are realised
Green	All key criteria (Time, Cost, Scope and Benefits) are on track to be achieved. Risks are being managed and do not require escalation.
Amber / Green	One of the key criteria may not be delivered within tolerance; Risks are being managed and do not require escalation
Amber / Red	Two or Three of the key criteria may not be delivered within tolerance. Risks are being managed and do not require escalation
Red	All four key criteria cannot be delivered without further significant intervention (Consider whether the project should continue). Risks are being managed and do not require escalation
Pre Start / Completed	Project / Programme closed / historically not reported on the dashboard/Pre START Stage
DCA rating criteria for Programmes/Projects (Future State)	
Key Criteria	The Delivery Confidence Assessment (DCA) is a statement of the likelihood of the programme/project delivering successfully and achieving the required outcome (FUTURE state) and will sit alongside the RAG status that reflects progress against Time, Cost, Scope and Benefits (PRESENT state).
Green	Successful delivery of the project/programme appears highly likely given all we know and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Amber / Green	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun
Amber / Red	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible
Red	Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget, required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable
Pre Start / Completed	Project / Programme closed / historically not reported on the dashboard/Pre START Stage

Strategic Risks, marked with the symbol



Risk – Threats					
Impact	Very high – 4	4	8	12	16
	High - 3	3	6	9	12
	Medium - 2	2	4	6	8
	Low – 1	1	2	3	4
		1	2	3	4
		Remote	Possible	Probable	Highly probable
Likelihood					

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

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

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

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

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