

## Appendix 1 - 2021/22 Quarter 3 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 2021, as part of the Recovery Plan 2021/22. In addition to this, the report presents an update on our priority projects and strategic risks.

At the end of December 2021, 86% 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 3)	Our place	Our people	Our organisation	Total
Completed	1	2	5	8
On track	12	15	13	40
Some slippage	2	1	3	6
Major slippage	0	2	0	2

### Key Achievements

At the end of December, 59% of performance measures with a quarterly target had met/exceeded them, whilst 64% of measures with an annual target were forecasted to achieve or exceed them.

Below is a summary of 'completed' and 'improved RAG assessments' over the last reporting period:

Improved RAG assessment since quarter 2	Completed milestones
<ul style="list-style-type: none"> <li>Delivering our priority projects               <ul style="list-style-type: none"> <li>- Becketwell Arena</li> <li>- Smart Park and ride hubs</li> <li>- Moorway's Sports Village</li> <li>- CYP Accommodation Strategy</li> </ul> </li> <li>Delivery of our Medium-Term Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>An established Climate Change Partnership Group and internal Officer Group</li> <li>Embed and further develop neighbourhood working in the City Centre and explore opportunities for a City Centre Community Safety Hub</li> <li>Publish a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments</li> </ul>

### Priorities for Development

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

Major slippage	Some slippage
<ul style="list-style-type: none"> <li>An up-to-date joint strategic needs assessment (JSNA)</li> <li>Updated City Health and Wellbeing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre</li> <li>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*</li> <li>Support improvements in health and wellbeing, through a focus on health improvement and wider determinants</li> <li>Adopted carbon reduction action plan*</li> <li>Simplify processes for Welfare Reform services, including drafting a business case for a Partnership Hub approach</li> <li>Create a Single Front Door Strategy for Derby*</li> </ul>

It should be noted that the assessment of progress in three areas has declined from quarter two, with these milestones marked with an '\*' in the table above.

In addition to this, the 'RAG progress assessment' has declined for a further two priority projects, when compared to the position reported at the end of quarter two:

- Delivering our priority projects
  - o NAMRC (Nuclear Advanced Manufacturing Research Centre)
  - o South Derby Growth Zone

Presented on pages 2 to 29, is a more detailed overview of outcomes at the end of quarter three, 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

Between April 2021 and December 2021, our interventions have **created 193.5 jobs**.

**78 businesses** have also been **supported** so far this year, through access to finance, advice and indirect support.



### Construction work is well underway on Phase One of the £200m Becketwell regeneration scheme.

It is anticipated that more than 2,000 jobs will be created by the regeneration of the area. It is also hoped the substantial levels of investment proposed at Becketwell will provide confidence for further new investment in surrounding areas of the city centre.

Developers, St James Securities, also won their **first award** for the scheme in October 2021.



Over **315,400** attendances have been recorded at **Derby Live produced, presented and supported events and performances**, with more than **365,000** visitors to our **Leisure Centres and Derby Arena**.



The partnership behind Derby Market Place won the **Excellence in Collaboration** award in the Derbyshire Business Awards, organised by East Midlands Chamber. In its first year the venue attracted more than 28,600 additional visitors to the city, with full capacity at weekends and 75% of attendance pre-booked.






**Derby Market Place benefitted at least 30 hospitality businesses, as well as the cultural sector and local makers** when it expanded its offer to include outdoor entertainment sessions and markets.






So far this year, **35 grants have been awarded for energy efficiency measures** to be implemented, and despite the on-going restrictions of Covid-19, **91 energy audits have been undertaken for small and medium-sized enterprises**, which exceeds the 2020/21 full-year outturn of 79 audits.







The total percentage of young people in **Years 12 and 13** who are not in **education, training or employment (NEET) or whose activity is Not Known** has **improved from 17.3%**, at the end of quarter 2, to **6%** at the end of quarter 3 - this is also an improvement on the 2020 comparable result.







## Supporting information






Item description	Type*	Q3 position	Supporting information
 <p><b>Confidence</b> Using our knowledge, experience and skills to create strong businesses, strategic partnerships and a vibrant city centre</p>			
<p>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</p>		<p><b>On track</b></p>	<p>Over the last quarter, activity has focused on three priority areas of intervention:</p> <ol style="list-style-type: none"> <li>1. <u>Inward investment incentives and grants for vacant building repurposing</u> – as reported at the end of September 2021, 23 projects have been supported with a total value of £1.37million.</li> <li>2. <u>Business resilience</u> - £200,000 of Additional Restrictions Grant (ARG) funding has been delivered by the East Midlands Chamber with business advisors working with small and medium-sized enterprises (SMEs) to support them with digital, e-commerce and management support. Small grants have also been available to support them in the costs of implementing these measures.</li> <li>3. <u>Vibrancy</u> – activities have continued to support city centre businesses through improved experiences and increased footfall. A positive experience when visiting the city centre is essential to improve Derby's reputation and help the city to recover, and to build on pre-COVID-19 footfall levels.</li> </ol>
<p>Number of businesses supported by DCC through access to finance, advice and indirect support</p>		<p><b>78 businesses supported</b> (Quarterly status = <i>Blue</i>)</p>	<p>At the end of December 2021, a total of 78 businesses had been supported through our interventions, which has increased from the position of 49 reported at the end of quarter 2 (September 2021).</p> <p>A breakdown of the programmes that have supported businesses is below:</p> <ul style="list-style-type: none"> <li>o Connect Derby – 44 businesses</li> <li>o Our Ascend project – 11 businesses</li> <li>o The D2 Business Starter Programme – 13 business</li> <li>o D2 and the Derby Enterprise Growth Fund (DEGF) – 10 businesses.</li> </ul>
<p>Jobs created through DCC initiatives</p>		<p><b>193.5 jobs created</b> (Quarterly status = <i>Blue</i>)</p>	<p>At the end of December 2021, nearly 194 jobs had been created through our interventions, which is a rise of 69.5 from the position reported at the end of quarter 2; when it forecasted that 200 would be achieved by the end of the year.</p> <p>78 jobs were delivered through the Ascend project, with 115.5 jobs created through the D2 Business Starter Programme and the Derby Enterprise Growth Fund.</p>
<p>Investment generated in Derby as a result of Council interventions</p>		<p><b>£111.34 million generated</b> (NB - no quarterly target set)</p>	<p>It should be noted that no additional investment has been generated during quarter 3 and the position reported remains unchanged from that reported at the end of quarter 2 (September 2021).</p>


Item description	Type*	Q3 position	Supporting information
External public funding secured		<b>£36 million</b> (NB - no quarterly target set)	<p>The position remains unchanged from that reported at the end of quarter 2. The annual forecast of £56 million included an assumption that our £20 million Levelling Up Fund bid for the Becketwell Performance Venue would be successful. Unfortunately, this bid was not successful, and we have received feedback from the Department for Business, Energy &amp; Industrial Strategy (BEIS).</p> <p>We are however awaiting funding announcements for the Our City, Our River programme before the year-end. We are also bidding to the D2N2 Local Enterprise Partnership's (LEPs) Low Carbon Growth Fund. with decisions on this expected before the end March.</p> <p>The year-end forecast is however below the year-end target set and assessed as 'amber'.</p>
Delivery of a comprehensive suite of economic interventions, funded by the Council's Additional Restrictions Grant (ARG) allocation		<b>On track</b>	<p>Work has been on-going between October and December, coordinated through the Economic Taskforce, focusing on three priority areas:</p> <ul style="list-style-type: none"> <li>• Inward investment/repurpose buildings</li> <li>• City centre vibrancy fund</li> <li>• Small and medium-sized enterprises (SME) resilience program.</li> </ul> <p>The following two schemes have been delivered</p> <ul style="list-style-type: none"> <li>• Survival grants - £5.2 million</li> <li>• Culture &amp; Arts resilience grants - £0.39 million.</li> </ul>
Delivering our priority projects - Market Hall		<b>Amber / Red</b>	<p>Roof replacement and reglazing work, along with brick and stonework repairs are progressing on programme, and on budget.</p> <p>The overall 'financial assessment' remains 'red' as the current funding secured through the Future High Streets Fund is not sufficient to deliver the required transformation works. A review of the RIBA 2(+) designs and costings is underway, and a report will be submitted to February Cabinet regarding funding for this project.</p>
Delivering our priority projects – Project Assemble		<b>Amber / Red</b>	<p>Demolition enabling works options report has been completed and was considered by the Project Board in January 2022.</p> <p>Development feasibility work has been commissioned, and engagement with relevant city centre landholders is taking place to establish existing plans, alongside creating opportunities for private investment.</p>
<p>Delivering our priority projects – Becketwell Arena</p> <p><i>It should be noted that the wider Becketwell project is also assessed as 'green / amber'.</i></p>		<b>Green / Amber</b>	<p>The relocation of Padley House has been agreed with a temporary site identified on Liversage Street; lease-hold negotiations are underway. Work is also progressing on the grant agreement, as approved by Cabinet.</p> <p>A budget has been approved for urgent remediation works in relation to asbestos removal.</p> <p>The sale of Debenhams site was completed October 2021.</p> <p>Independent monitoring surveyor has been appointed for the public square.</p>





Item description	Type*	Q3 position	Supporting information
			Build to rent scheme is being delivered on programme, as planned.  <i>The assessment classification for this project has improved from 'Amber / Red' at the end of September 2021.</i>
A published City Centre Masterplan, which sets out a clear longer-term vision for the re-invention of the city centre		<b>Some slippage</b>	The priority to date has been on stakeholder and member engagement. Progress is being made towards producing a draft document for further key stakeholder consultation in the early part of 2022, which will be followed by the launch of a draft 'Ambition' document.
Complete a review of Tourism and Place, to develop our place management and marketing roles		<b>On track</b>	The review has been completed and a Cabinet Report is being drafted to seek approval for the recommendations.
An updated Destination Management Plan produced to help support the number of visitors and tourists to the city		<b>On track</b>	The future direction of the Destination Management Plan will be dependent on the outcome of the review of Tourism and Place.
Attendance at Derby Live produced, presented and supported events and performances		<b>315,488</b> (NB - no quarterly target set)	During the third quarter of 2021/22, there were 59,695 attendances and this measure is subsequently forecast to achieve the annual target.  Even though attendance figures have been impacted by COVID-19, particularly schools show, public sales remain positive and outdoor activities have taken place.  During quarter 3, the Family Festivities attracted large numbers of people to Markeaton Park in December 2021.
Number of visitors at Leisure Centres and Derby Arena		<b>365,110</b> (Quarterly target status: <b>Blue</b> )	At the end of quarter 3 there has been over 365,000 visitors to our Leisure Centres and Derby Arena, which is a rise of just over 173,000 from the end of September 2021.  Whilst COVID-19 will continue to impact over the final quarter of 2021/22 regular reviews of our programmes will support in the achievement of our year-end target.
Deliver initiatives to support people into employment		<b>On track</b>	<b>Recruitment:</b> <ul style="list-style-type: none"> <li>Supported 50 employers</li> <li>Advertised 2,290 vacancies via our Derby Jobs Weekly newsletter, which has 655 subscribers to date</li> <li>Promoted 12 employers with vacancies via our BBC Radio Derby slot</li> <li>Developed 14 'Training into Employment' programmes for entry-level jobs (10 completed, 47 people gained a skill, 55% secured employment)</li> <li>Launched our Derby Jobs Live monthly events for 2022.</li> </ul> <b>Apprenticeships:</b> <ul style="list-style-type: none"> <li>Received 6 applications, for 10 apprentices, to the value of £144,995.</li> </ul> <b>Other Activity:</b> <ul style="list-style-type: none"> <li>Partnered with the Department for Work and Pensions (DWP) on various initiatives including jobs fairs, Restart and Kickstart.</li> </ul>






Item description	Type*	Q3 position	Supporting information
			<ul style="list-style-type: none"> <li>Supported the YES Partnership by bringing 8 employers and 4 providers to their STEAM event.</li> <li>Reviewed how Social Value can support our objectives.</li> </ul>
SR 19 - Business resilience and loss of jobs considering COVID-19		<b>Risk score of 6</b>	<p>Government Additional Restrictions Grant funding is now fully committed to 23 businesses, with payments due to be completed by end of March 2022. Most payments are made in arrears or after conditions have been met.</p> <p>No redundancies reported in Derby during quarter 3.</p> <p>A Recruitment and Skills Brokerage Service is in place to support employers to recruit, and individuals to upskill and transition into new jobs. 32 employers have engaged with the service and 45 individuals have moved into new employment.</p> <p>11 Businesses are on the Ascend Programme with 78 jobs created since July 2021.</p> <p>At present the risk score remains unchanged from the position reported at the end of quarter 1 2021/22.</p>
Re-define our Adult Learning Service offer to continue to deliver courses remotely, ensuring our offer is informed by the needs of local businesses, and aligned with any identified skill gaps		<b>On track</b>	<p>Over the last quarter, a triage referral service from the Employment Hub into the Employability and Skills Team has been established. The team have negotiated sector-based work programmes and recruitment pipelines directly into guaranteed interviews with local employers and Derby City Council vacant posts.</p>
Derby Adult online learning courses offered		<b>55 courses</b> <i>(NB - no quarterly target set)</i>	<p>Our Adult Learning Service is also investing in new software and data management to improve learner on-boarding, enrolment and the initial assessment process. This will also aid in developing skills programmes that better meet the needs of local business.</p>
Derby Adult online learning course take up <i>(overall attendance compared with the maximum number expected)</i>		<b>54%</b> <i>(NB - no quarterly target set)</i>	<p>Additional initiatives the service is currently engaged in delivering includes:</p> <ul style="list-style-type: none"> <li>taking a lead partner role for the regional Department for Education Continuing Professional Development bid, which will invest in upskilling tutors to better embed the needs of businesses into their training</li> <li>delivering £300,000 Levelling Up funded ESOL (English to Speakers of Other Languages) integration support, which includes sub-contracting £150,000 to local creative community organisations</li> <li>delivering £1.6 million via community training that embeds employability, improves mental health, reduces isolation and increases resilience</li> <li>delivering £1.2 million skills training.</li> </ul> <p>The service is also on the short list for FUTURES National Careers Service employment support contract.</p> <p>From a delivery perspective, whilst there has been a rise in the number of learners and courses these have been impacted by COVID-19; as courses have had to be cancelled due to non-attendance.</p>






Item description	Type*	Q3 position	Supporting information
			The service will be planning to add new courses to replace these in Term 2 (January 2022 to April 2022) and in Term 3 (April to July 2022), to impact positively on attendance and achieve our year-end target.
Percentage of young people years 12 and 13 who are not in education, training or employment (NEET) or whose activity is Not Known.		<b>6%</b> (NB - no quarterly target set)	At the end of September 2021, performance had been impacted by seasonal issues. It was forecasted that the result would decline as destinations were being confirmed, which is now evident in the December 2021 outturn of 6%.  It should be noted that this represents an improved position from the comparable period in 2020, when 7.5% was reported.  The end of year forecast is 7% for this measure.
SR 6 - Variable approaches across the Council in the management and delivery of major capital projects to agreed objectives and budget		<b>Risk score of 12</b>	Difficulty in recruiting appropriately skilled and experienced project managers remains a threat. A review continues to ensure the authority can attract suitably qualified and experienced individuals.  The Programme Management Office is now well established with a clear forward plan for projects that meet the gateway review criteria. The gateway criteria was reviewed and published in over the last quarter, with training sessions for all project personnel delivered between August and the end of October.  <i>The risk score remains unchanged from the position reported in quarter 2.</i>
Delivering our priority projects – NAMRC (Nuclear Advanced Manufacturing Research Centre)		<b>Amber</b>	The D2N2 funding agreement is now in place with additional funding support from us confirmed.  Transactional documentation has been advanced, and the agreements with the developer and building occupier have been signed and sealed.  There has been some slippage from the initial programme, however the project still expected to meet its objectives.  <i>It should be noted that the quarter 2 assessment of progress for this project has changed from 'Amber / Green' to the current position of 'Amber'.</i>
Delivering our priority projects – Smart Parc		<b>Green</b>	Construction of the first unit (100,000 sq. ft) has started, with completion anticipated in April 2022.  The second unit (400,000 sq. ft) is due for completion in April 2023.  We have agreed in principle to invest £5.32 million, subject to PMO gateway approval regarding project assurances. There has also been approval and payment of £6.4 million 'Getting Building Fund' grant expenditure.  A monitoring surveyor has been appointed to oversee the grant claim and monitoring process.
Delivering our priority projects - Castleward		<b>Amber / Green</b>	The newly built Castleward primary school opened to pupils on 3 September 2021.  All 54 units of Phase 2 housing have been sold, and the development appraisal for 82 homes on Phase 3a has been agreed.









Item description	Type*	Q3 position	Supporting information
			<p>An Equalities Impact Assessment for the Castleward programme has been updated, with no significant implications identified.</p> <p>Proposals for the relocation of key businesses are in place and they will vacate Castleward by end January 2023. Terms for a new lease in is progressing with the developer.</p>
Delivering our priority projects - South Derby Growth Zone		<b>Amber / Green</b>	<p>We were successful at first stage of Levelling Up Fund (LUF). The bid has been led by Derbyshire County Council, who would manage the project.</p> <p>Further work is required to secure the funding, including the completion of the Transport Business Case where work remains on-going.</p> <p><i>It should be noted that the reporting classification has changed from 'Green' at the end of quarter 2, to 'Amber / Green' at the end of quarter 3.</i></p>





Item description	Type*	Q3 position	Supporting information
 <p><b>Diversification</b>  <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></p>			
Work with key partners including Marketing Derby, the D2N2 LEP, the Midlands Engine and Midlands Connect to secure inward investment		<b>On track</b>	<p>Monthly workshops with Marketing Derby are in place to develop a new partnership agreement, alongside an Inward Investment Strategy.</p> <p>To date, inward investments and outcomes of this have included:</p> <ul style="list-style-type: none"> <li>• Attracting NEOS International to Raynesway, bringing approximately £1 million of inward investment and 150 jobs over the next two years.</li> <li>• Securing Bam Boom Cloud (100 jobs), EVAD (32 jobs), Alertive (16 jobs), McLaughlins (16 jobs), Guy Taylor Associates (5 new jobs) all into new city centre offices.</li> </ul> <p>In addition to this, work remains on-going on further investments that could generate over 200 jobs and over £4 million for the city.</p>
Work with the University of Derby and other partners to deliver the Ascend programme, in support of potentially high value-added start-ups and existing businesses in Derby		<b>On track</b>	<p>Derby formally launched the Ascend project in July 2021. To date, 11 businesses are on the program (generating 78 jobs), and many private sector partners continue to contribute their time and resources to help shape and deliver the offer.</p> <p>The Ascend project has also created an opportunity for the Council to collaborate on a mutually beneficial project with the University of Derby, with the relationship now stronger as a result; and a Memorandum of Understanding is currently being drafted.</p>
Vibrant City events programme co-produced with partners to support the recovery of our cultural offer with events		<b>On track</b>	<p>Additional Restrictions Grant (ARG) project paperwork is being completed to release the funding to the successful businesses. Each project is making progress on varying stages, based on the complexity of the projects.</p>



Item description	Type*	Q3 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		<b>Some slippage</b>	Initial plans have been devised as part of 'Project Assemble' that provide an initial framework for the transformation of our city around (and including) the Market Place, in a way that enhances the city's existing cultural assets (Quad, Guildhall, Royal Oak House, the war memorial etc.). This work was undertaken as part of the Cultural Heart Mini Master Plan.  'Some slippage' is however now being reported due to a delay in the preparation of a written, standalone document that sets out a formal delivery plan for each of the city's cultural assets alongside how the proposals will be integrated with one another.  <i>This milestone has previously been reported as 'on track'</i>
Coverage of fibre (percentage with access); across residences, business, and public infrastructure		<b>On track</b>	Over 21,700 homes in the city can now access gigabit internet speeds, with 21.5% of the CityFibre roll-out target achieved to date.
Facilitating the expansion of next generation mobile networks to facilitate inclusion and future smart technology		<b>On track</b>	Work is continuing to remove the barriers of small cell 5G entry to the city; but this is dependent on national factors.  A proof of concept for deployment of small cell through de-accrued street lighting assets is being brought forward.  The upgrade and installation of new 5G tall-mast facilities and existing infrastructure upgrades continue through normal planning process.

Item description	Type*	Q3 position	Supporting information
 <b>Decarbonisation</b> <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  <i>The classification of this milestone has improved from 'on track'.</i>		<b>Completed</b>	Both the city-wide Commission and Council Working Group continue to develop plans and activity that contributes to our decarbonization ambitions.  In this quarter, this has included a community-led climate change event in the city centre and reflecting on the November COP26 Conference in Glasgow.
An adopted Net Carbon Zero Strategy with a dedicated action plan		<b>On track</b>	This work continues to move forward, and the Action Hubs will complete their review of the current strategy by the end of March 2022. Findings will be reported back to the Commission in early 2022 to shape our future plans.
Grants awarded for energy efficiency measures		<b>35</b> (Quarterly target status: <b>Blue</b> )	15 grants were awarded during quarter 3, totalling £92,309.73.  The team continues to work to increase business engagement and the volume of grant applications received.
Energy audits undertaken for small and medium-sized enterprises		<b>91</b> (Quarterly target status: <b>Blue</b> )	The Team has continued to utilise several channels to increase business engagement and the total number of grant applications; however, with the onset of Omicron and a new risk assessment, the number of site visits have reduced, which has impacted the number of audits completed.

Item description	Type*	Q3 position	Supporting information
			Despite this, 23 audits were completed during this quarter, increasing the total from 68 to 91 to date, which exceeds the total 2020/21 outturn of 79 audits.
Percentage of household waste recycled, composted or reused (reported a quarter in arrears)		<b>39.6%</b> (Quarterly target status: <b>Green</b> )	<p>Please note that this data is subject to change through validation activities.</p> <p>The position has increased from 37% reported at the end of September 2021, to the current provisional outturn of 39.6%.</p> <p>Despite this rise, achieving the end of year target remains challenging as the pandemic is a risk to service delivery and has impacted waste disposal patterns and levels in some areas of the city. This measure is not forecasted to achieve the year-end target of 38%.</p>
SR14 - Adverse outcome to estimated fair value (EFV) determination of Long-Term Waste Management Contract		<b>Risk score of 16</b>	The team of advisers remain in place and continue to provide guidance and advice on all aspects of the EFV requirements and processes, working in line with COVID-19 guidance
Delivery of our Transforming Cities projects - To provide a Demand Responsive Transport service in the southern part of the city, linking to Infinity Park and key city locations and interchanges		<b>Green</b>	<p>Market testing is in progress with reports providing insight into potential market capabilities and operating models to be received in January 2022.</p> <p><i>It should be noted that whilst this project is currently assessed as 'green' its delivery is dependent on linked projects.</i></p>
Delivery of our Transforming Cities projects - Inter-urban bus lane and traffic light priority (Derby)		<b>Green</b>	The civil works are underway at Pentagon Island and are progressing well. The signals contract has been awarded and further works will be carried out in 2022.
Delivery of our Transforming Cities projects - Strategic cycle link (Derby)		<b>Red</b>	This is a complex route across multiple authority boundaries. Talks are on-going with Derbyshire County Council to discuss route and delivery options, which remain under investigation.
Delivery of our Transforming Cities projects - City Centre - Mickleover cycle route		<b>Green</b>	<p>Public consultation is on-going, and issues raised by stakeholders are under consideration.</p> <p>Meetings have taken place with specialist teams to investigate several water course crossings and the proposed improvement and widening of these. A flood risk assessment report has been received for part of the route.</p>
Delivery of our Transforming Cities projects - Pentagon Island - Spondon (Nottingham Road) cycleway		<b>Amber / Green</b>	<p>Public consultation is on-going, and a meeting was held with Chaddesden, and Derwent Ward elected Members.</p> <p>Early contractor engagement has taken place with a view to work commencing in Spring 2022.</p>
Delivery of our Transforming Cities projects - City Centre - Raynesway (A52) cycleway		<b>Green</b>	<p>The cycleway route is being delivered in phases, with sections of the route expected to open between 2021 and early 2022.</p> <p>Meadow Lane to Raynesway street lighting has been completed and construction of the cycleway is on-going. Phase 2 of the Meadow Lane to Raynesway detailed design has been completed and issued to contractor for pricing</p> <p>Tree works on Highfield Lane to Meadow Lane have been assessed and works will take place during the final quarter of 2021/22.</p>

Item description	Type*	Q3 position	Supporting information
Delivery of our Transforming Cities projects - Public Realm work within the key areas of the city centre		Amber / Green	<p>Victoria and Albert Street - RIBA 2 design submission has been received and price testing of estimates has now commenced. Engagement is also taking place with the delivery contractor. The traffic regulation order temporarily in place in this area has now been sealed with enforcement on-going.</p> <p>The Spot – consultation is on-going until mid-January 2022. Stakeholder meetings have been held and feedback provided to the designers. Surveys and site investigation have commenced, with reports expected in early 2022.</p>
Delivery of our Transforming Cities projects - Smart park and ride hubs		Amber	<p>A purchase for a site has been agreed in principle and legal work will now be progressed.</p> <p><i>It should be noted that the RAG assessment for this measure has improved from 'Amber / Red' to 'Amber'.</i></p>
Roadside NO2 Local Air Quality Plan		Green	<p>Work is progressing well with the major junction works completed. Minor changes to signing and lining works will be carried out.</p> <ul style="list-style-type: none"> <li>Ashbourne Road surfacing works are provisionally planned to start March 2022.</li> <li>Automatic Number Plate Recognition contract tender documents issued.</li> <li>CCTV works complete and cameras operational.</li> <li>Uttoxeter Old Road bridge resurfacing – works to be instructed following modelling and subsequent approval from National Highways.</li> </ul> <p>Confirmation has been received from the Joint Air Quality Unit that progress on the implementation of our 'Roadside NO2 Local Air Quality Plan' is sufficient and there are no funding risks.</p>
Delivery of our projects – Our City, Our River (OCOR)		Green	<p>Invitation to tender for Derby Riverside Multidisciplinary support has been issued.</p> <p>Darley Abbey property level resilience works are well underway, and Package One Sports Mitigation, Interpretation and Public Artwork package and completion of Environmental Enhancements, are both progressing as is the Derby Riverside Regeneration element.</p> <p>Derby Derwent flood model update and review has been prepared for Environment Agency Flood Team scrutiny and validation.</p> <p>Munio Mill Fleam site preparation works to commence in early quarter 4.</p> <p>Additional Environment Agency funding of £17.7 million to support completion of OCOR Package Two – delivery of alleviation measures to Derby Riverside, will be considered at February Cabinet.</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

#### Summary Statistics

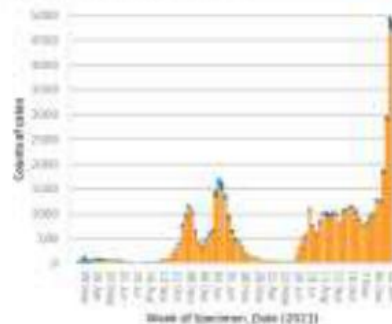
COVID-19 cases | Cumulative data from 06/03/2020 - 08/01/2022:

- 58,770 cases
- 4,310 Pillar 1 cases
- 54,460 Pillar 2 cases

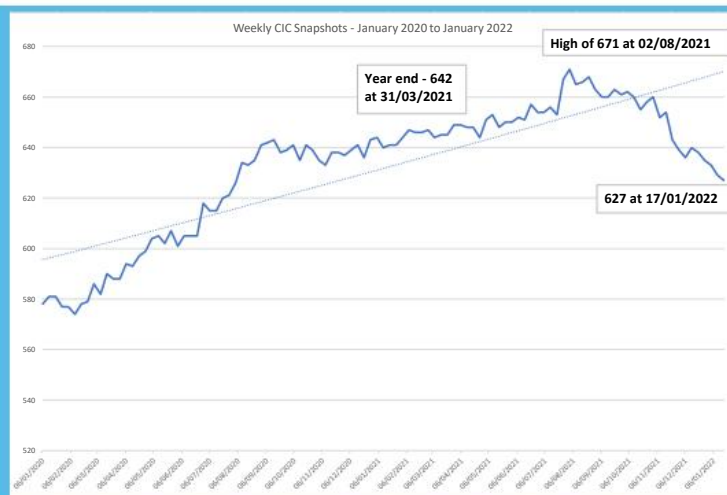
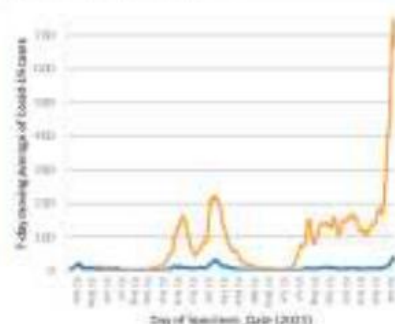
COVID-19 cases | Weekly data from 02/01/2022 - 08/01/2022:

- 4,922 cases
- 256 Pillar 1 cases
- 4,666 Pillar 2 cases

Cases per week (Sunday to Saturday)



Moving average of cases per day



The **total number of children in care is reducing**. During quarter 3, our Staying Together Team supported 20 families at risk of break down. In addition to this, our Child Permanency Team are working to exit children and young people safely and appropriately from care.

The **total number of children in care placed in an Independent Fostering Agency Placement also continues to decline** through the creative use of our own carers.

There are **significant capacity gaps in community-based care at home services**, which may drive higher than expected use of residential care.

### We continue to work with the city to make a difference...

- Our Anchor Network is now well established and has developed a Charter to secure commitment.
- The Community Protection Team was successfully moved into Riverside Chambers, alongside the Police and other departments.
- A multi-partner Sustainable Food Group has been established with the aim that every citizen of Derby should have access to a choice of affordable, good quality, healthy food.









In November 2021, Ofsted and the Care Quality Commission (CQC) published their findings from our inspection **re-visit of Derby's local area services for children and young people with special educational needs and disabilities (SEND)**. The re-visit found that **all five areas flagged for improvement have significantly developed**:





- a change in culture resulting in stronger working relationships
- parents and carers are now more involved in making decisions
- a clear strategy for improving provision and outcomes
- professionals working in education, health and social care are committed, ambitious and willing to improve
- more EHC plans are now completed within the 20-week timescale.












## Supporting information


Item description	Type*	Q3 position	Supporting information
 <b>Healthy citizens</b> <i>Working together across organisational boundaries to keep the COVID-19 infection rate low and addressing long-standing inequalities and poverty</i>			
Implementation of our COVID-19 readiness plans and our Local Outbreak Plan (LOP)		<b>On track</b>	Our approved Local Outbreak Plan remains in place, which was reviewed and updated following publication of the updated Contain Framework.
SR 23 - Outbreak of COVID-19 in Derby		<b>Risk score of 12</b>	<p>Our outbreak response is conducted through our incident management team meetings, taking reporting from any task and finish outbreak meetings, and reporting through to the Local Resilient Forum, Joint Health Protection Board and COVID-19 Programme Board.</p> <p>Local contact tracing remains in place and is operating effectively, however the rapid rise in Omicron cases has put a strain on both national and local teams.</p> <p>There are on-going reviews of localised COVID-19 guidance in relation to the new variant and Clinical Commissioning Group (CCG) advice is taking place.</p> <p><i>The risk score remains unchanged from that reported in quarter 2 as the threat remains high.</i></p>
Regular internal and external communication on COVID-19		<b>On track</b>	Briefings and communication both internally and externally have continued, with targeted messages in line with the nation guidance and priorities (i.e., vaccinations and changing restrictions).
SR 24 – Meeting statutory duties in key service areas due to COVID-19- priorities  <i>The risk score has increased significantly from 'Amber- 6' in quarter 2 to 'Red - 12' in quarter 3. This is in response to winter pressures coupled with the new Omicron variant which has resulted in high levels of self-isolation among the workforce.</i>		<b>Risk score of 12</b>	<p>There remains an on-going risk related to high demand for statutory support and workforce capacity, which is reflected in several specific risks relating to demand, the number of individuals/households 'in need' following COVID-19, and the ability to recruit and retain relevant staff. Targeted controls and actions are in place for both these risks.</p> <p>This risk is under regular review through the COVID-19 Programme Board alongside targeted analysis by Service Directors.</p> <p>Meeting frequency has increased to provide dynamic risk and issue management, and weekly intelligence reports are being used to monitor service resilience.</p> <p>It should be noted that a number of risks within the People's Directorate Risk Register linked to our ability to meet need have increased over the last quarter relating to 'Insufficient capacity to meet statutory safeguarding responsibilities for Children and Young People', 'COVID-19 outbreaks in DCC service areas', and 'Care providers unable to recruit and retain sufficient staff', which continue to be managed locally.</p>
SR 18 - Increase in number of individuals/households 'in need' following COVID-19		<b>Risk score of 12</b>	<p>The capacity of our colleagues continues to be reviewed weekly by Directors. Additional staff are being recruited to our Children and Young People's services.</p> <p><i>The risk score remains unchanged from that reported in quarter 2 as demand remains high.</i></p>















Item description	Type*	Q3 position	Supporting information
An up-to-date joint strategic needs assessment (JSNA)		<b>Major slippage</b>	<p>Public Health analytical capacity continues to be extremely pressured, as is the wider system intelligence capacity due to the on-going support required for our COVID-19 response and surveillance.</p> <p>There have been minimal updates made to the JSNA. Colleagues are however in discussion with Derbyshire County Council and NHS colleagues on the future structure and delivery of the JSNA, to appropriately support Integrated Care System and health and well-being development.</p>
Updated City Health and Wellbeing Strategy		<b>Major slippage</b>	<p>The development and delivery of the Health and Wellbeing Strategy has been significantly delayed due to notable health and care system changes alongside significant and continued COVID-19 demands.</p> <p>A review of the Health and Wellbeing Board is currently underway, including the Joint Health and Well-being Board (with County Council) arrangements and relationships to develop our Integrated Care Partnership.</p> <p>Governance developments will influence the timing of an updated Health and Wellbeing Strategy.</p>
Development of a city-wide action plan to tackle poverty in the city (including child poverty), which will include measures to evaluate the impact that we make		<b>On track</b>	<p>The Derby Poverty Commission has continued to meet alongside its four focus groups looking at 'Person', 'Home', 'Digital', and 'post-Pandemic'.</p> <p>The focus groups are looking towards action points with priorities to date including:</p> <ul style="list-style-type: none"> <li>• looking at school uniforms and the summer offer</li> <li>• the creation of a dignity charter</li> <li>• developing a directory of the support in the city</li> <li>• supporting funding for the Parents &amp; Carers forum</li> <li>• supporting schools to receive additional IT equipment through the E4E Team.</li> </ul> <p>A Senior Project Coordinator has started in post and this individual has:</p> <ul style="list-style-type: none"> <li>• begun developing our network nationally across the Poverty Truth Network</li> <li>• created an action plan for both the Poverty Commission and the Poverty Truth Commission</li> <li>• started the process for recruiting community commissioners.</li> </ul> <p>The Senior Project Coordinator is now a representative of the Commission at the Derby Health Inequalities Partnership, and regular updates are provided to Stronger Communities Board and Partnership Board on priorities and achievements.</p>
Maximise the potential of joint working with the NHS and other partners to produce efficiencies and better service outcomes		<b>On track</b>	<p>Over the last quarter activities have been impacted by the Omicron COVID-19 variant. Funding has however been identified as available to our Home First service to progress the social care elements of the NHS's Urgent Community Response, which is awaiting approval.</p> <p>On-going collaborations already in place have continued, as colleagues across the local area focus on priority services.</p>

Item description	Type*	Q3 position	Supporting information
Older people who were still at home, 91 days after discharge from hospital into reablement/rehabilitation services		<b>81.8%</b> (Quarterly target status: <b>Green</b> )	The provisional performance represents the highest outturn reported since 2017/18. However, it should be noted that the year-end position, whilst forecasted to achieve target at present, may be impacted by winter pressures and COVID-19.
Adults 18 to 64 whose long-term needs are met though placements into residential or nursing care		<b>9 per 100,000 population</b> (NB – no quarterly target set)	Provisional outturns show that 14 placements were made between October and December 2021, which is below the comparable period in 2020 when there were 21 placements.  There are however several factors that could impact the end of year position: <ul style="list-style-type: none"> <li>• sufficiency of alternative accommodation options</li> <li>• rising demand</li> <li>• carer breakdown/demography</li> <li>• reporting delays.</li> </ul>
Adults 65 and over whose long-term needs are met though placements into residential or nursing care		<b>441.4 per 100,000 population</b> (Quarterly target status: <b>Green</b> )	A total of 187 placements have been made to date in 2021/22, which is below the comparable period last year (198 placements).  There are however several factors that could influence demand, including pressures within the wider NHS system and significant capacity gaps in community-based care at home services, which may drive higher than expected use of residential care. This is currently a significant risk for the city.  <i>It should be noted that the quarterly target status has changed from 'blue' to 'green'.</i>
Support improvements in health and wellbeing, through a focus on health improvement and wider determinants		<b>Some slippage</b>	Work continues with the strong community response to COVID-19, developing future community assets and resilience  We are working with Community Action Derby and the Community Development Team to develop the Derby Health Inequalities Partnership, alongside working closely with Joined Up Care Derbyshire to develop increased capacity for tobacco dependency services for hospital patients.  There are plans to refresh the Local Tobacco Control Strategy, following the imminent publication of the national Tobacco Control Plan.  Discussions are in progress with County colleagues on developing a joint strategy to reflect the proposed changes to the Health & Wellbeing Board.  Work with Drinkaware is however still paused, though we will continue to review services through the year and re-start when appropriate.  A multi-partner Sustainable Food Group has been established with the aim that every citizen of Derby should have access to a choice of affordable, good quality, healthy food.
Total numbers in effective alcohol treatment		<b>560</b> (N/A – no quarterly target)	There are 560 individuals receiving treatment, with numbers presenting stabilising. Increases may however be observed in quarter 4, reflecting historical seasonal trends.  Representation rates have increased, which is thought to be due to several factors including the “opening up” of society and people recognising that they need on-going support.









Item description	Type*	Q3 position	Supporting information
			<p>The complexity of the client group is also increasing, particularly in relation to physical health issues, which accounts for the service supporting clients for longer periods.</p> <p>Whilst there have been on-going impacts of COVID-19 on the delivery of activities, there are a range of co-terminus developments taking place in community alcohol treatment and in the hospital and this measure is forecasted to achieve the year-end target.</p>
<p>Smoking quit rate (% stopping at 4 weeks)</p>		<p><b>63%</b> (Quarterly status: <b>Green</b>)</p>	<p>Quarter 3 has shown positive levels in the number of quit dates set, in addition to those that have achieved a 4-week quit.</p> <p>Telephone support started because of the pandemic and has shown to be just as effective as face-to-face sessions.</p> <p>The service is working alongside local area partners to develop the tobacco dependence pathway, as part of the NHS long-term plan.</p> <p><i>It should be noted that the quarterly status has dipped from 'blue' to the current position of 'green' – reflecting a 5% decline in performance.</i></p>
<p>Proportion of adults who are physically inactive (from Active Lives survey)</p> <p><i>Active Lives data is from the May 20/21 period.</i></p>		<p><b>30.3%</b> Annual collection and target</p>	<p>Actions taken to support increased activity levels includes:</p> <ul style="list-style-type: none"> <li>• facility developments including the completion and opening of the Osmaston Park BMX track and Sinfyn Moor Circular path. Both developments have co-produced activation plans to increase and improve the use of these facilities over and above the 'organic' use, i.e., the Sinfyn Moor path has resulted in a significant increase in the number of people benefiting (physically &amp; mentally) from walking around the path.</li> <li>• Beat the Street legacy/sustain interventions continue to be delivered including the introduction of 'Walking Buddies'. A pilot co-produced with organisations in Derwent benefitted both the buddy and resident physically and mentally, also creating further engagement with other local services and offers.</li> </ul>
<p>Proportion of children and young people (CYP) who are less physically active (from Active Lives CYP survey)</p> <p><i>As reported at in quarter 1.</i></p>		<p><b>33.4%</b> Annual collection and target</p>	<p>Updated data is anticipated to be available by the end of March 2022.</p> <p>Local work has taken place in Derby to support CYP to be more active as part of the successful Derby winter promise work, jointly funded by the Holiday's Activities Fund.</p> <p>Beat the Street legacy/sustain work also continues to be delivered, including supporting residents in Mackworth &amp; Mickleover to unlock facilities supporting activity and review opportunities and bringing some community facilities up to a better standard.</p>
<p>The rate of returned online sexual health tests for the DISH digital offer</p> <p><i>This measure was assessed as 'amber' at the end of quarter 2.</i></p>		<p><b>58.1%</b> (Quarterly status: <b>Red</b>)</p>	<p>Outturns declined in December, which has affected the quarterly average, resulting in a dip from the quarter 2 result of 61.4%.</p> <p>At present, the reason for this is unknown but outturns may have been affected by the onset of the national Covid-19 booster and flu programme – targeted reviews will be completed to inform any interventions required.</p>

Item description	Type*	Q3 position	Supporting information
Delivering our priority projects – Moorways Sports Village		<b>Green</b>	<p>Works are on the programme are progressing, with handover to Derby City Council planned to take place during quarter 4.</p> <p>The capital element of the scheme is currently forecasted to be delivered within budget.</p> <p>Procurement of an operator has progressed, with an announcement expected during quarter 4.</p> <p><i>The quarter 3 position has improved from 'Amber / Green' in quarter 2 to 'Green'.</i></p>








Item description	Type*	Q3 position	Supporting information
 <b>Resilient neighbourhoods</b> <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		<b>On track</b>	<p>There have been no significant changes since the quarter 2 update.</p> <p>The Community Recovery Board continues to meet and maintain good engagement ahead of the proposed new thematic partnership arrangements being implemented. Alongside this, the Better Together programme continues to build momentum with greater exploration and explanation of the aims of the programme, developing understanding amongst colleagues and partners.</p>
Agreed measures and targets for our Better Together Approach		<b>On track</b>	<p>A draft framework has been agreed to support the Better Together approach, and subsequent partnership working within localities. There are indicative measures and targets, allowing for final stages of transitioning towards revised locality working.</p> <p>A Head of Service will be recruited/appointed before 31 March 2022, with the detailed project framework and milestones to be agreed once in post.</p> <p>Initial consultation activities have taken place with the team and 'workshops' are on-going to develop future delivery models.</p> <p>Work has started on 14 hyper local 'localities' projects aimed at testing the approach, aligning with Derby Homes customer priorities and Neighbourhood Team workstreams.</p>
Volunteering database in place		<b>On track</b>	<p>Work remains on-going, focusing on ensuring appropriate compliance with data protection requirements.</p>
Refreshed Neighbourhood Boards		<b>On track</b>	<p>A Cabinet report is being prepared on ward committee approval. Discussions continue through the cross-party group on the locality working developments, and the roles of the Neighbourhood Boards within it.</p>
Anchor Network and priorities in place, overseen by the Partnership Board, to build wealth in and develop local communities through procurement and spending power; workforce and training; and buildings and land		<b>On track</b>	<p>A group comprising of key Anchor Organisations across Derby/Derbyshire is well established with good engagement.</p> <p>An Anchor Charter has been developed as a way of securing commitment from individual organisations and provides a framework to make changes to benefit communities across the city and county; in January 2022 Cabinet will be formally asked to be a signatory to the Charter.</p>




Item description	Type*	Q3 position	Supporting information
			<p>The Network has agreed that the initial strategic focus will be workforce, employability, and social value in procurement. Anchor have agreed to identify entry level jobs and develop recruitment pipelines to source potential candidates from our communities.</p> <p>It has also been agreed that more could be done to promote health and well-being, improve service take-up, and share initiatives across organisations.</p> <p>Each anchor organisation is currently undertaking a stock-take of progress, which will inform the first Anchor Newsletter that should be issued towards the end of quarter 4.</p>
Facilitate a range of housing that meets the city's needs and provides suitable accommodation for the vulnerable		<b>On track</b>	We continue to work with developers and providers to ensure suitable property types are delivered. There is on-going work to provide additional homes through the Rough Sleeper Programme.
Net additional homes delivered (all tenures)		<i>Annual collection</i>	Data to be available at the end of March 2022.
Affordable homes delivered		<b>114 affordable homes provided</b> <i>(NB – no quarterly target set)</i>	<p>During quarter 3, 37 affordable homes have been delivered taking the year-to-date position to 114.</p> <p>Whilst activities to deliver affordable homes remain on-going, the pandemic remains an area of risk for delivery, due to national isolation rules and supply issues. Mitigations and controls are regularly reviewed to minimise impact.</p> <p>It is forecasted that 155 homes will be delivered by the end of March 2022, which will exceed the target of 139.</p>
Number of homeless approaches - those where an HRA application is activated on RARS		<b>1,907 homeless approaches</b> <i>(NB – no target set)</i>	The total number of homeless approaches since April 2021 is 1,907 with 592 new approaches taken in this quarter. This is a reduction of 11% on quarter 2, but this dip is in line with historical seasonal trends. This may be explained by the time of year, where limited legal action takes place coupled with family and friends supporting more.
Total number of homelessness cases resolved under 'prevention duty'		<b>822 resolutions</b> <i>(NB - no target set)</i>	The total number of cases resolved under the prevention duty, since April 2021, is 822 with 276 cases being prevented in this quarter. Despite limited options, with several private landlords leaving the sector, giving notice or demanding higher rents for their properties, the Homeless and Private Rented Access Teams have worked to maintain tenancies or secure new ones. There has also been success in finding alternative supported housing, particularly for single households.
<p>Embed and further develop neighbourhood working in the City Centre and explore opportunities for a City Centre Community Safety Hub</p> <p><i>The classification of this milestone has improved from 'on track' at the end of quarter 2, to being completed.</i></p>		<b>Completed</b>	<p>As of 4 January 2022, the Community Protection Team was successfully moved into Riverside Chambers, alongside the Police and other departments.</p> <p>The next quarterly meeting, between Community Protection and local businesses, was set for January 2022 to discuss local concerns, crime hotspots and CCTV.</p>













Item description	Type*	Q3 position	Supporting information
<p>Embed and further develop neighbourhood working to all areas of the city</p> <p><i>New milestone approved in quarter 2.</i></p>		<b>On track</b>	<p>Discussions between Public Health, Community Action Derby and Derby Homes have taken place in the Normanton, Arboretum and Abbey wards to determine what action can be taken to address the health inequalities that have been identified.</p> <p>A review/scoping day is planned to be held in Normanton (subject to Covid-19 restrictions) to look at current activity, gaps that exist and to identify what action can be taken to improve the situation.</p> <p>Through a data and intelligence-led approach, we have started to work with partners in the city to identify target areas to help us improve the locality offer. We have identified 14 areas of concern and are working with partners and residents in each of those areas to scope the issues in more detail identifying what contribution the agencies, community groups and local residents can take to create sustainable solutions.</p>
<p>Number of recorded crimes in the city centre (rolling 12-months)</p> <p><i>Position as at the end of November 2021</i></p>		<b>3,019</b> (NB - no target set, partnership measure)	<p>There are consistent and sustained increases in incidents of violence, public order, sexual offences and weapon offences since May 2021, which are being mitigated through established control measures. This has included a campaign in the night-time economy on searching and use of metal detecting wands, alongside awareness raising and changes to processes to better secure evidence in allegations of spiking.</p> <p>It should be noted that increased confidence in reporting in the context of national incidents could also be impacting local figures in certain areas of crime (sexual offences, harassment, stalking etc.), which should be considered positively.</p> <p>The introduction and enforcement of three additional Public Space Protection Orders will impact behaviours, which will be closely monitored to review displacement risks.</p> <p>Since May 2021 we have seen sustained falls in environmental complaints, whilst ASB incidents have remained static.</p> <p>It should be noted that community safety capacity remains an on-going concern, which is being reviewed regularly.</p>
<p>Number of recorded crimes across Derby (rolling 12-months)</p> <p><i>Position as at the end of November 2021</i></p>		<b>30,141</b> (NB - no target set, partnership measure)	
<p>Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months)</p> <p><i>Position as at the end of November 2021</i></p>		<b>1,020</b> (NB - no target set, partnership measure)	
<p>Number of reported anti-social behaviour (ASB) incidents across Derby (rolling 12 months)</p> <p><i>Position as at the end of November 2021</i></p>		<b>13,199</b> (NB - no target set, partnership measure)	
<p>Number of hate crimes reported</p>		<b>N/A</b>	
<p>Publish a refreshed Inclusion and Equality Plan for the city, including our Race Equality Commitments</p>		<b>Completed</b>	<p>The refreshed Equality, Diversity and Inclusion Plan 2021 - 2024 has been published.</p> <p>An update and review will be completed during 2022.</p>
<p>SR 26 - Meeting statutory duty to provide accommodation support for domestic abuse</p>		<b>Risk Score of 8</b>	<p>A Domestic Abuse Accommodation Strategy has been produced; however, commissioning of accommodation services has been delayed as the grant had not been confirmed. This has been mitigated through the extension of the current Refuge Grant Agreement to June 2022. Procurement of services are now due to commence in early quarter 4.</p> <p>The Domestic Abuse Partnership Board is overseeing the Council's delivery of statutory duties in this area and will meet in January 2022.</p>

Item description	Type*	Q3 position	Supporting information
			<i>The risk score remains unchanged from that reported in quarter 2.</i>

Item description	Type*	Q3 position	Supporting information
 <b>Thriving children and young people</b> <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		<b>On track</b>	During quarter 3, a further 20 children at risk of family breakdown have been directly supported by the Staying Together Team and subsequently prevented from entering care. This has contributed to our wider demand management strategy, across the journey of the child, reducing the total number coming in care.
Children in need (CIN) per 10,000 population		<b>137.4</b> (Quarterly target status: <b>Green</b> )	The rate of children in need per 10,000 has declined from the position of 142.2 per 10,000 reported at the end of September 2021. This measure is reviewed weekly to effectively respond to need.
Children who became the subject of a child protection plan (CPP) per 10,000 population aged under 18 (snapshot)		<b>77.1</b> (Quarterly target status: <b>Amber</b> )	At the end of December 2021, there were 460 children subject to a CPP, which was comparable with the position reported at the end of September 2021: reflecting the stability of current levels of demand in this area.  There has been a review undertaken by the Head of Service Safeguarding to understand the current number of children and young people with a plan with thresholds assessed to be appropriate.
Children looked after (LAC) per 10,000 population aged under 18		<b>106.5</b> (NB - no quarterly target set)	Since the end of April 2021, there has been a reduction in the total number of children in care.  This is reflective of the work that has been on-going to limit children from coming into care when this is considered to be safe. The impact of Family Justice reforms has been observed and on-going proactive work by our Exit from Care Team is supporting young people to safely and appropriate exit care.  The Child Permanency Team continue to exit children and young people through adoption and family rehabilitation.  Our Locality Teams are working to prevent entry to care unless risks are too high. Our Staying Together Team are also providing targeted interventions limiting the likelihood of escalation of risks and entry into care, where appropriate.
Percentage of children (POC) and young people's early help cases where progression tools show an improving direction of travel after support has been provided		<b>97%</b> (Quarterly status: <b>Green</b> )	Early Help Teams use a variety of tools to support a family at the start of an intervention and then continue via the Team around the Family model to use the benchmark to judge the direction of travel made.  This quarter continues to demonstrate the effectiveness of interventions and the positive distance travelled for families.
SR28 – Providing the right services at the right time for Derby's looked after children and young people with complex needs.		<b>Risk score of 16</b>	While the number of looked after children has stabilised it remains higher than in 2020.  The 'Staying Together' team continues to provide support packages to keep families together and prevent children entering care.

Item description	Type*	Q3 position	Supporting information
			<p>Audits are on-going to ensure practice remains robust and will be closely reviewed considering any further COVID-19 restrictions being enforced during quarter 4.</p> <p><i>The risk score remains unchanged from that reported in quarter 2 as demand remains high.</i></p>
<p>SR 27 – Diminished outcomes for Derby’s children and young people</p>		<p><b>Risk score of 9</b></p>	<p>Funding has been provided to all Derby schools and academies to provide digital devices to disadvantaged Key Stage 1 pupils.</p> <p>School support packages have been, and continue to be, provided to eligible children and families.</p> <p>The HAF (holiday, activity and food) programme winter offer will be delivered in partnership with Community Action Derby.</p> <p>Early Help services have been maintained throughout the pandemic and continue to support families and children and young people focusing on local assets.</p> <p>Online learning resources are available to schools, parents, and carers, with best practice examples shared through PACE updates.</p> <p><i>The risk score remains unchanged from that reported in quarter 2 and continues to be treated via the established controls and actions.</i></p>
<p>CYP Demand Management programme</p> <p><i>From quarter 2 onwards, the demand management programme is reported based on the progress of supporting projects.</i></p>		<p><b>Amber / Green</b></p>	<p>A review of the programme took place during quarter 3 to ensure the projects were aligned with the programme objectives. Work has continued within the individual projects and a more detailed update on the following projects will be provided during quarter 4:</p> <ul style="list-style-type: none"> <li>• Special Education Needs and Disabilities (SEND) High Needs Transformation</li> <li>• Family Justice Reform</li> <li>• Fostering</li> </ul> <p>Accommodation Strategy:</p> <ul style="list-style-type: none"> <li>• Review of internal residential provision is on-going.</li> <li>• Tender for supported house options for 16–17-year-olds will go out in early quarter 4.</li> <li>• Leases for in-house supported services accommodation for unaccompanied asylum seeking children have been signed by the Council and Derby Homes.</li> <li>• A new placement form has been rolled out to Children’s Services, which will provide more detailed insight.</li> </ul> <p><i>The RAG position has improved from ‘Red’ during quarter 2 to ‘Amber / Green’.</i></p>
<p>Percentage of children placed with independent fostering agencies (IFA)</p>		<p><b>66.5%</b> (NB - no quarterly target set)</p>	<p>The percentage of fostered children in an IFA placement has reduced from 76.2% at the end of June 2020 to 66.5% at the end of December 2021.</p> <p>This has been achieved using an agile approach to placing children within our in-house provision.</p> <p>From June 2021, the In-House Placements Officer has worked across fostering and commissioning to source placements, and support matching with our in-house carers.</p> <p>A new parent and child fostering scheme has been developed in-house, eliminating the sole use of IFA</p>

Item description	Type*	Q3 position	Supporting information
			<p>placements, with the first placement being made during quarter 3.</p> <p>Our focus continues on the recruitment and retention of our in-house carers. The Payment for Skills scheme has seen an increase in IFA carers moving to Derby City Council over the last year, with four carers approved and six booked into forthcoming panels.</p> <p>In quarter 4 we will commence exploration of contract care fostering for our most complex children, alongside a Supported Lodgings scheme for 16–21-year-olds, which should directly affect the number of IFA placements made.</p>
Total number of active approved fostering households		<p><b>107 households</b> (Quarterly status: <b>Green</b>)</p>	<p>At the of end December 2021, the number of Derby City Council active mainstream fostering households was 107, which has increased from 103 at the end of March 2021.</p> <p>To date in 2021/22, there have been twelve mainstream approvals and eight de-registrations.</p> <p>Inquiries during quarter 3 were reduced however, they included some enquiries from IFA carers wishing to transfer to a Local Authority.</p> <p>We have continued to address capacity by broadening carers approval ranges, where possible.</p> <p>The forecast for mainstream households by March 2022 remains at 110. To achieve this there was, enhanced marketing over Christmas and New Year to boost enquiries in quarter 4. A recruitment event is planned for February 2022, and we are working with D2N2 authorities to become Foster Friendly Councils, launching a D2N2 webpage for enquiries.</p>
Implement our Children at risk of Exploitation Strategy		<p><b>On track</b></p>	<p>The Place Based Risk initiative was launched in quarter 3, which formally brought together young people, the community and statutory agencies at a universal level providing the foundation for reducing exploitation in the city.</p>
Number of child exploitation requests that were identified at medium or high risk at the first strategy meeting		<p><b>91 children and young people</b> (NB - no target set)</p>	<p>174 children and young people are currently identified as at risk of exploitation:</p> <ul style="list-style-type: none"> <li>• 30 - High Risk</li> <li>• 61 - Medium risk</li> <li>• 83 - Low risk</li> </ul> <p>During the last quarter, there have been 23 new referrals; two were assessed as 'high' and nine considered as 'medium risk', whilst the remainder were 'low risk'.</p> <p>Work remains on-going within the authority, including strengthened scrutiny and management oversight aided by improved data quality.</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)		<p><b>On track</b></p>	<p>Covid-19 continues to be a challenge for Derby schools and academies. Nevertheless, we have managed completed statutory and commissioned work with schools and academies over Autumn 2021. All Ofsted inspections this term have resulted in 'good or better' judgement outcomes.</p>

Item description	Type*	Q3 position	Supporting information
Implement our Local Area SEND (Special Educational Needs and Disabilities) Strategy		<b>On track</b>	<p>The outcome of Derby Local Area SEND re-visit in October 2021 was that significant progress had been made across all the five areas of weakness: including one pertaining to a local area SEND Strategy.</p> <p>Two workshops have been held since the inspection and the first co-produced draft of Derby Local Area Single Inclusion Plan will be ready by the end of January 2022, for feedback and scrutiny.</p>
SR17 - Sufficient progress being made against the Written Statement of Action before inspection		N/A	<p>Following the Local Area SEND re-visit, this risk has been re-defined as '<i>Inability of Local Authority and Local Area to implement the SEND reform</i>'. Further work will take place during quarter 4 to define the controls and actions in place. A risk score and summary will be provided in the quarter 4 performance report.</p>
Percentage of new Education Health Care Plans issued in 20 weeks		<b>56.3%</b> (Quarterly status: <b>Amber</b> )	<p>Performance over the last quarter has been impacted by capacity within key services that contribute to plans, declining slightly from the position of 57.1% reported at the end of September 2021.</p> <p>Performance will be strengthened through the implementation of new monitoring arrangements through new processes that will enable the monitoring of compliance of the contributing services to the EHCP process.</p> <p>This measure is not forecasted to achieve the year-end target.</p>
Satisfaction of parents with new Education Health Care Plans (EHCP)		<b>45%</b> (Quarterly status: <b>Amber</b> )	<p>Whilst this remains a priority for improvement, there has been a 2% increase in satisfaction since the end of September 2021. It is however not forecasted that the target of 50% will be achieved by the end of March 2022.</p>
The percentage of CYP with an up-to-date EHCP Annual Review		<b>N/A</b> (NB - no target set until baselines are in place)	<p>Data is still not available in a reportable format. The rollout of a new system has begun, but annual review performance will remain unreportable until all cases are manually transferred to the new system. A new patch is required to do this, which is scheduled implementation from mid- January. Case Migration will then happen gradually as part of the review processes over a 12-month period.</p>
Quality education, health and care plans		<b>68%</b> (Quarterly status: <b>Amber</b> )	<p>Targeted monitoring has taken place over the last quarter to support professional development.</p> <p>The year-end target of 75% is forecasted to be achieved.</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



During the last quarter we have worked across the city, and with our colleagues to **draft refreshed priorities that are aligned to our resource plans and commitments.**



Demands on our services remain high, and the **total number of working days lost due to sickness absence has increased.**

### We have worked to strengthen our project management arrangements.

Key achievements over the last nine months, aided by targeted Change Derby support, have included:

- a review of project tools and templates, with all key documents being re-drafted incorporating 'best practice' and streamlining to reduce duplication
- the development, and piloting of, a new Project Management Platform for document storage and the management of programmes and projects
- updating programme and project roles and responsibilities, with refreshed guidelines on MiDerby to aid clarity and consistency
- a review of the gateway guidance, including the criteria for projects to be considered by the PMO Board to make sure that the Board has oversight of the 'right projects'
- a desk-top review of project capacity to support the development of the refreshed Project Manager Network and the Project Hub
- a strengthening assurance role for the PMO Board, with an improved focus on learning and sharing good practice.




















There has been an **increase in the following areas of risk** since the position reported at the end of September 2021:









- **Cyber threats to our systems.** This risk has increased following a global cyber vulnerability incident, which occurred during December 2021. The incident was successfully remediated however the risk remains high in relation to future global incidents.
- **Data and records management.** Continued pressure on services has delayed a number of information governance tasks, which require renewed prioritisation.
- **Inability to meet statutory duties in key service areas due to COVID-19.** Winter pressures and the COVID-19 Omicron variant have both contributed to an increased likelihood against this risk. Seven actions were implemented, and one new control established during quarter 3 to treat and mitigate this risk.












## Supporting information

Item description	Type*	Q3 position	Supporting information
 <b>Enabled residents</b> <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		<b>On track</b>	<p>We continue to ensure that our stakeholders views are informing our key decisions.</p> <p>We are currently seeking views on:</p> <ul style="list-style-type: none"> <li>the Medium-Term Financial Strategy</li> <li>a refreshed Council Plan</li> <li>the Licensing Street Trading Policy</li> <li>our SEND Capital Programme</li> <li>city wide cycling projects</li> <li>the Spot transformation under the Transforming Cities Fund project.</li> </ul>
Number of successful interventions on the customer's behalf delivered by the Welfare Reform Team		N/A	Data to be reported at the end of quarter 4.
Simplify processes for Welfare Reform services, including drafting a business case for a Partnership Hub approach		<b>Some slippage</b>	Single front door strategy - agreed to start (phase one) with all Welfare Transactions across the Council. Gap analysis of our partners started, and transactional data being collected across DCC and DH. Planned presentation at Front Door Workshop in March 2022 – business case to follow once agreed in workshop.
Create a Single Front Door Strategy for Derby		<b>Some slippage</b>	
Percentage of customers registering an online user		<b>87%</b> (Quarterly status: <b>Amber</b> )	<p>The number of registered users for MyAccount has stabilised, impacted by the new online processes that have gone live in the last quarter replacing previous processes (i.e., Household Support Fund has replaced the Summer Promise scheme).</p> <p>However, with the introduction of MyAccount marketing for the refuse and recycling bins may trigger an increase in take up by the end of March 2022.</p>
Number of My Account registered users		<b>124,140</b> (Quarterly status: <b>Amber</b> )	
Online services measure		<b>68%</b> (Quarterly status: <b>Amber</b> )	This measure shows a net reduction, as some of the Covid-19 grants processes have been taken down, as they are no longer on offer and new schemes have been introduced.
Deliver digital services that are easy to use that people prefer to use, while not excluding those that do not		<b>On track</b>	The Digital Innovation Centre is continuing to deliver Digital Services according to the Council's adopted Digital standards.
Delivering our priority projects - Digital by default		<b>Green</b>	<p>Key achievements over the last quarter have included launching our Project Management Platform and implementing changes within our revenues and benefits processes.</p> <p>The programme has prioritised activities that support the COVID-19 response and allows the Council to meet its legislative requirements; contributing towards the delivery of both the Medium-Term Financial Plan and Recovery Plan.</p>









Item description	Type*	Q3 position	Supporting information
 <b>Intelligence led decisions</b> <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		<b>On track</b>	<p>The Insight (previously 'intelligence') Led Council Project is 'on track' to deliver the crucial first 'proof of concept' phase.</p> <p>The high-level design is now in place and the specialist technical team began work in January 2022 to build the design and set the infrastructure in place for both the proof of concept and the wider project ambitions.</p>
Refreshed Performance Management Framework, with a move to outcome-based accountability and place-based performance frameworks in all service areas		<b>On track</b>	<p>A refreshed Council Plan was presented to Cabinet in December 2021 and is currently out for consultation.</p> <p>The Plan was developed alongside the Medium-Term Financial Plan, and is focused on the achievement of agreed outcomes, with initial outcome plans developed through workshops during quarter 3.</p> <p>Partnership sessions and service plan development will take place between January 2022 and March 2022, informing more developed cross-cutting outcome plans.</p> <p>Further work remains on-going on measurement to evidence impacts of outcomes.</p>
Greater value for money through improved commissioning and contract management (Smarter Working)		<b>On track</b>	<p>During the last quarter the focus has been on current contract renewals.</p> <p>Internal Audit colleagues are scheduled to review off-contract spend, forming the commencement of Phase 2 activities.</p>
SR7 - Contract management arrangements that are not in line with our agreed standards		<b>Risk score of 12</b>	<p>Contract reviews are on-going with a focus on achieving savings, with spend controlled through the Spending Review and Resourcing Panel. In the process of delivering savings new controls have been established:</p> <ul style="list-style-type: none"> <li>the launch of the council-wide contract savings project</li> <li>data analytics undertaken to identify off-contract spend</li> <li>the launch of the Approval for Expenditure Panel</li> <li>training modules and in house guidance under development</li> </ul> <p>Contract Procedure Rules will be reviewed during quarter 4 to make sure they are up to date and fit for purpose.</p> <p><i>The risk score remains unchanged from quarter 2.</i></p>
Delivery of our Medium-Term Financial Plan		<b>On track</b>	<p>The Medium-Term Financial Plan and associated consultation was submitted to December 2021 Cabinet and is on track to deliver a balanced budget for 2022/2023, with the use of reserves of £4.352 million. Consultation closes at the end of January 2022.</p>
SR15 - Changes in Government Funding frameworks, alongside increasing local budget pressures impacting on the Medium-Term Financial Plan (MTFP)		<b>Risk score of 16</b>	<p>Council reserves are monitored on an on-going basis and reported to Cabinet quarterly.</p> <p>The current projected use of reserves is higher than anticipated due to the emerging overspend in People's Services. The Reserves Strategy in the MTFP has been refreshed.</p> <p><i>The risk score remains unchanged from quarter 2.</i></p>

Item description	Type*	Q3 position	Supporting information
SR16 - Resources to meet our in-year planned expenditure; external impacts, which may impact on long-term financial resilience such as COVID-19		<b>Risk score of 16</b>	<p>Spending panels remain in place and have contributed towards savings. It is noted that the COVID-19 Omicron variant may impact on financial forecasting, which will be closely monitored.</p> <p>While the forecast overspend is lower than expected, following a reduction in period 8, it is not fully contained which may require the use of the budget risk reserve.</p> <p><i>The risk score remains unchanged from quarter 2.</i></p>
Targeted thematic reviews completed, in line with service priorities, to help manage demand and improve efficiency		<b>On track</b>	<p>Reviews have been completed on how teams are completing generic tasks (i.e., contract management and procurement have started).</p> <p>The team are now working on identifying proposals from the draft MTFP to set the workplan for 2022/23. Initially, a LEAN review of Children's Residential Homes will be completed.</p>
Invest to save business cases progressed		<b>On track</b>	<p>There have been no invest-to-save business cases considered in the last quarter, with activities focusing on the development of MTFP proposals.</p> <p>The Commercial Programme will consider proposals going forward.</p>
Carbon footprint review exercise identifying how much the Council emits, and from what services/activities		<b>On track</b>	<p>Scope 1 and 2 have been completed.</p> <p>Climate Change thematic groups are now focused on Council's action plan.</p> <p>The Process and Procedures Group has commenced work considering how the foot printing analysis can be shared and used within our services.</p>
Adopted carbon reduction action plan  <i>This milestone was assessed as 'on track' at the end of quarter 2.</i>		<b>Some slippage</b>	<p>Further work has been undertaken to refine the plan.</p> <p>Each of the thematic groups are now carrying out detailed work on each section, and we aim to take a draft plan to Cabinet in early 2022.</p>
Publish a commercial approach to set out our approach to innovation and enterprise		<b>On track</b>	<p>A governance format has been approved by the Working Smarter Board.</p> <p>Commercial initiatives have been identified, and two full business cases are to be presented to the Commercial Development Board for approval to proceed by the end of February.</p> <p>Two options appraisals are also being produced by the Commercial Manager on further commercial activity opportunities.</p> <p>Commercial themed training is currently being procured and will be implemented alongside Organisational Developments work on accountabilities.</p>
<i>Income generated from property</i>		N/A	<i>No data available.</i>
SR 3 - Vulnerability of the Council's IT estate to cyber attacks		<b>Risk score of 16</b>	<p>A global cyber vulnerability necessitating incident response procedure occurred during December. This was successfully remediated with incident learning reviewed and applied; however the risk remains high in respect of worldwide cyber activity.</p> <p><i>The risk score has increased from 'Red - 12' in quarter 2 to 'Red - 16' in quarter 3.</i></p>

Item description	Type*	Q3 position	Supporting information
SR 8 - Inconsistent records management systems and processes		<b>Risk score of 12</b>	A 2-year plan for implementing records management practice across areas of the Council's data estate, has been approved and is now being rolled out. However, because of competing pressures services have found it difficult to resource and carry out reviews in targeted areas.  <i>The risk score has increased from 'Amber - 9' in quarter 2 to 'Red - 12' in quarter 3.</i>
SR5 - Condition of Council properties (risk of properties not being compliant)		<b>N/A</b>	The risk has been de-escalated from the strategic to directorate level based on controls and mitigations in place. A multi-disciplinary team of property professionals continues to undertake compliance checks across the property portfolio, in line with statutory requirements.

Item description	Type*	Q3 position	Supporting information
 <b>Empowered colleagues</b> <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>			
<i>Delivering our priority projects - Digital Workforce</i>		<b>Project now closed</b>	<i>Project completed and closed.</i>
Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		<b>9.1</b> (Quarterly status: <b>Red</b> )	Overall, both the quarter 3 actual outturn and the cumulative year to date figures show that there has been a rise in working days lost due to sickness absence.  The top 3 absence reasons (non-schools) were: <ul style="list-style-type: none"> <li>• Stress/Anxiety - 19.02% (minus Depression/Psychological illness)</li> <li>• Covid-19 related illnesses - 13.82%</li> <li>• Musculoskeletal - 12.34%.</li> </ul> Managers are supporting colleagues at what remains a challenging time, and further support is provided to managers by Human Resources and Occupational Health colleagues.  Separate investigation will occur in services where absences have increased to better understand the causes.  It is forecasted that the year-end target will be exceeded with an anticipated outturn of 12 days.
Average working days per employee (full time equivalents) per year lost through sickness absence - as a result of stress / anxiety		<b>1.7</b> (NB – no quarterly target set)	Stress/Anxiety remains the highest absence reason of 2021/22  The role of Mental Health First Aiders in the Council has been reviewed to re-position it to that of Mental Health Champions.
Colleague Wellbeing Strategy launched		<b>Completed (Q1)</b>	Team well-being plans are reviewed regularly with individual well-being plans available for all colleagues who wish to have them, or where a need is identified.
Promote the health and wellbeing of our colleagues		<b>Completed (Q2)</b>	Signposting of well-being support and tools remain on-going, and the offer continues to be refreshed. Over the last quarter, a menopause group has been established.
SR21 - Levels of emotional health and wellbeing amongst council colleagues		<b>Opportunity Score of 6</b>	



Item description	Type*	Q3 position	Supporting information
SR 22 - Capacity within some teams to deliver core services, and in some instances meet statutory duties		<b>Risk score of 6</b>	Agency workers continue to be used, as required, to support essential services during the pandemic. Proposals for longer-term COVID-19 response roles are also being considered.
A coordinated approach to the reallocation of colleagues to support our organisational response to COVID-19		<b>Completed (Q1)</b>	Volunteers for re-allocation from existing Council services were requested during quarter 3 in response to COVID-19 pressures.
Host culture workshops to shape our long-term organisational recovery		<b>Completed (Q1)</b>	Leadership purpose, accountabilities and expectations are to be launched and embedded by the end of March 2022, using the insight gathered through the culture workshops hosted at the start in 2020/21.
Implement our internal communications plan, with regular activity including briefings for all managers and colleagues		<b>On track</b>	A review of our internal communication arrangements was started during quarter 3, which will shape our future activities.
Seek feedback and use the findings to inform how we support our colleagues		<b>On track</b>	Whilst the review is on-going internal communications continues, in line with our agreed plans.
Support our colleagues to work effectively remotely		<b>Completed (Q2)</b>	A programme of DSE (Display Screen Equipment) assessments and associated requests for equipment to enable home working has been launched and is now considered to be 'business as usual'.
Agree long-term plans for how we will deliver services post-COVID-19		<b>On track</b>	A review of senior management has been proposed within the MTFP, which will be progressed over the next 6-months, to support the delivery of the Council Plan 2022 – 2025.
SR29 – Industrial action regarding NJC/JNC pay claim  <i>New risk identified during quarter 3</i>		<b>Risk score of 12</b>	Business continuity plans are in place, and guidance has been released to relevant internal and external stakeholders in a timely manner. The risk will be reviewed in quarter 4 following ballot results.

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

## Supporting notes

All assessments for the 'QUARTER 3 position' reflect the **present** position (as at the end of December 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"> <li>Project or Programme is running to time against key milestones and plans</li> <li>The forecast cost is still unchanged from that originally budgeted or the agreed revised budget</li> <li>The scope as agreed by the project /programme board can be achieved within tolerance</li> <li>The business benefits are on track to be realised in line with planned realisation criteria and agreed tolerance levels</li> <li>The RAG rating reflects the assessment that the key risks to the project or programme are managed and mitigated, and the business benefits tracked monitored and managed to ensure that the expected business benefits are realised</li> </ul>
Green	All key criteria (Time, Cost, Scope and Benefits) are on track to be achieved. Risks are being managed and do not require escalation.
Amber / Green	One of the key criteria may not be delivered within tolerance; Risks are being managed and do not require escalation
Amber / Red	Two or Three of the key criteria may not be delivered within tolerance. Risks are being managed and do not require escalation
Red	All four key criteria cannot be delivered without further significant intervention (Consider whether the project should continue). Risks are being managed and do not require escalation
Pre Start / Completed	Project / Programme closed / historically not reported on the dashboard/Pre START Stage
DCA rating criteria for Programmes/Projects (Future State)	
Key Criteria	The Delivery Confidence Assessment (DCA) is a statement of the likelihood of the programme/project delivering successfully and achieving the required outcome (FUTURE state) and will sit alongside the RAG status that reflects progress against Time, Cost, Scope and Benefits (PRESENT state).
Green	Successful delivery of the project/programme appears highly likely given all we know and there are no major outstanding issues that at this stage appear to threaten delivery significantly
Amber / Green	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun
Amber / Red	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible
Red	Successful delivery of the project/programme appears to be unachievable. There are major issues on project/programme definition, schedule, budget, required quality or benefits delivery, which at this stage does not appear to be manageable or resolvable
Pre Start / Completed	Project / Programme closed / historically not reported on the dashboard/Pre START Stage

## Strategic Risks, marked with the symbol



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

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

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

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

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

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