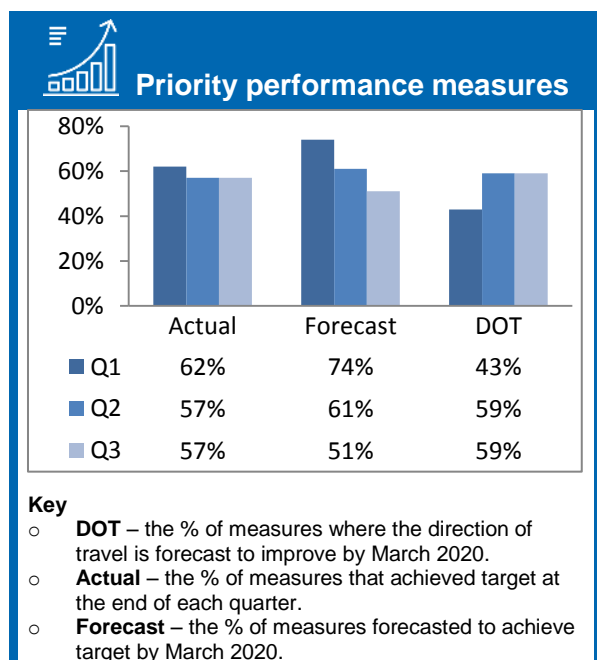



Quarter 3 - Performance Monitoring Summary Report

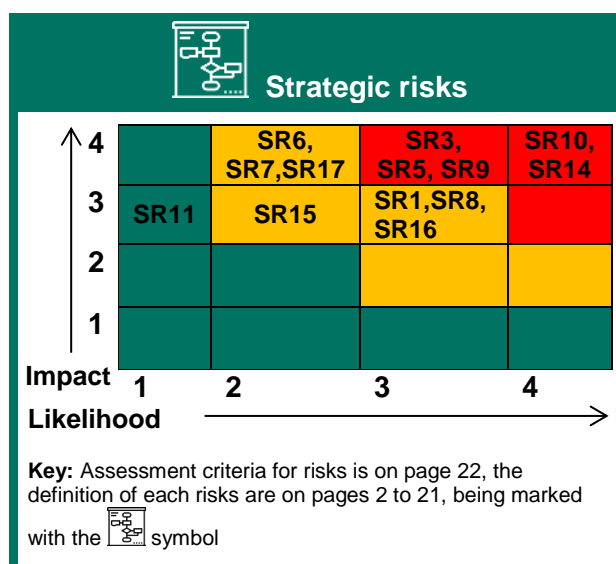
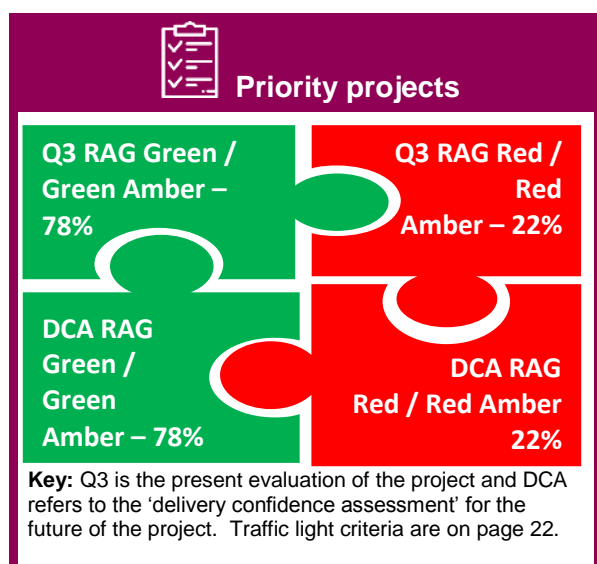
There are 70 actions and 55 priority performance measures in our 2019/20 Council Delivery Plan. We also monitor a further 18* priority projects (*there is some cross over with actions in the Delivery Plan on projects*) and all our strategic risks, reporting to Cabinet every quarter. Below is a summary of performance at the end of December 2019.



 **Council delivery plan actions**

Status	Q3 position
On track	76% (53 actions)
Some slippage	17% (12 actions)
Major slippage	7% (5 actions)

There are **70 actions** within the 2019/20 Council Delivery Plan. The table above presents a summary of **all actions**; but only those with notable progress (positive or negative) are reported on pages 2 to 21.



Presented on pages 2 to 21 is a summary of progress, as it was at the end of December 2019, by our three Council Plan themes...

Themes	A city with big ambitions	A city of health and happiness	A council focussed on the things that matter
	Pages 2 to 7	Pages 8 to 16	Pages 17 to 21

NB - Supporting information on key terms and evaluation criterion are set out on page 22. * One project has been completed (and will be removed after this quarter – Murray Park (Q2 – not in this report) and Cashless Council)

and a further four that were part of the original framework have ceased / been incorporated into other projects that are reported (PM50 - Property Improvements Capital Projects, PS1 - SEND High Needs Block, PR2 – Total FM and IT9 – HR Attendance Management).

A city with big ambitions

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

Themes

A city with big ambitions



13 Performance Measures
8 Projects
3 Strategic Risks
23 Council Delivery Plan Actions



% performance measures meeting target at Q3 *	33%
% performance measures forecast to meet 2019/20 target *	22%
% performance measures forecast to improve *	50%
% of Council Delivery Plan actions on track	78%
% projects on target at December 2019*	75%
% of Strategic Risks rated as 'Significant'	0%

* This only refers to where there are both targets and updates (it should be noted updates for annual measures will be phased throughout the year, depending on when data is available).


A city with big ambitions







Culture Economy Regeneration Skills Transport









The differences that you'll see:






- Better educational outcomes, including for our vulnerable young people and those with special educational needs and disabilities ♦.
- A refreshed City Centre Masterplan and delivery of key regeneration projects.
- Improved transport links, maximising opportunities through HS2, the National Infrastructure Commission and Transforming Cities Fund.
- Refreshed strategic partnership, including an updated Derby Plan.
- Delivery of our Derby Economic Growth Strategy, to increase business growth and create more jobs ♦.
- Completion of the Museum of Making project at Derby Silk Mill.
- Progress the re-development of the Market Hall.
- The Assembly Rooms re-opened.




Key highlights - what is going well?

Item description	Type*	Q3 position	Additional information
L&I PM01 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - EHCP		Blue	In Derby, 21% of all pupils with special educational needs (SEN) reached the expected standard (22% nationally), compared to 71% of pupils with no identified SEN (74% nationally). Derby is ranked 96th out of 151 LAs for the percentage of SEN pupils who






Item description	Type*	Q3 position	Additional information
L&I PM09 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - SEN support		Amber	achieved the expected standard in reading, writing and mathematics, which is up 14 places, evidencing the improvements we are making. 12% of pupils with an EHCP achieved the expected standard, which is an increase of 4% from 2018 and 23% of SEN support pupils (2% improvement from 2018). Our school improvement input is via Opportunity Area (OA) work, through programmes in maths, reading, writing and SEND.
L&I PM10 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - English as an additional language (EAL)		Amber	Derby is ranked 127th out of 151 LAs for the percentage of EAL pupils who achieved the expected standard in reading, writing and mathematics, which is up 4 places. Derby's EAL/non-EAL attainment gap has narrowed by 2% since 2018 (compared to national gap narrowing by 1% and the comparator authorities' gap narrowing by 1%). Our school improvement input is via our OA work, through programmes in maths, reading, writing and SEND.
L&I PM11 - Percentage of KS2 pupils achieving expected standard or higher level in reading, writing and maths - Disadvantaged pupils		Amber	Derby is ranked 108th out of 151 LAs for the percentage of disadvantaged pupils who achieved the expected standard in reading, writing and mathematics, which is up 12 places. Derby's disadvantaged pupils/all other pupils attainment gap has narrowed since 2018 by 1%. Our comparator authorities' gap has remained the same and the national gap has widened by 1%. Our school improvement input is via our OA work, through programmes in maths, reading, writing and SEND.
PIC Obj02 1920 - Refresh the strategic partnership arrangements in Derby, including the Derby Plan and vision for the city		Amber	Positive progress has been made over the last 3 months, with proposals for the new Leadership Board and Vision Commission being developed for consultation with Cabinet and Group Leaders. It is expected this will go to Cabinet for approval in March 2020. It is however not anticipated that a new City/Derby Plan will be published until 2020/21 and as such the objective has been judged as 'some slippage' (down from 'on track' at the end of September 2019).
Regen PM18 - Investment generated in Derby as a result of Council interventions		No target	Investment in quarter three is the result of one DEGF project coming to an end and the private sector match funding being checked and verified as part of this process. To date there has been £446,155 investment generated, with £25,500 between the start of October 2019 and end of December 2019.
Regen PM18b - External public funding secured		No target	The Council has just been advised that a funding bid to the European Social Fund to create the Derby Employment Hub project has been successful. A contract will be signed in Q4, so this will trigger a further rise in the secured public funding by the year end. At the end of December 2019, £1,490,000 had been generated to date, which is the same position reported at the end of September 2019. <i>Linked objectives –</i>








Item description	Type*	Q3 position	Additional information
			<i>'CD&G Obj01 1920 – Monitor and report on progress of the implementation of the Derby Economic Growth Strategy Delivery Plan' and 'CD&G Obj05 1920 – Maximise external funding and income generation to support the city's development and growth' are both reported as 'on track'.</i>
RPP DA12 1920 - Develop the Transforming Cities Fund programme with Nottingham City Council and deliver Tranche 1		Green	<p>The TCF Programme for T1 is now in the process of being delivered. Our T2 joint bid with Nottingham was submitted on 28 November 2019. It is made up of 4 packages:</p> <ul style="list-style-type: none"> a) City Centre Connectivity b) Derby–Nottingham–EMA Connectivity c) Nottingham Urban Growth Corridors d) Derby Urban Growth Corridors. <p>Each package has a number of projects. The DfT asked that, at project level, we put forward a low, medium and high cost option. We expect that Government will pick and mix to fund different projects at different levels. The outcome of the bid will be reported in quarter 4.</p>
SP DA03 1920 - Explore ways in, which climate change can be mitigated		Green	Our Climate Change Co-ordinator started with us on the 6th January 2020. Main work priorities for this role will be developing the governance framework to respond to this agenda, both inside the Council and across the rest of the city, with our partners. This work is in its early stages but will result in a strategy & associated plans.
SP DA07 1920 - Develop and maintain Derby's international trade and investment relationships		Green	We hosted business delegations from China (x3) and Japan (x1) in the last quarter. One of these has already led to a confirmed foreign direct investment (from China) and several others are likely to generate inward investments in 2020.
RE5 – Becketwell		Green	Detailed consent for Phase 1 is being targeted for the summer and the full business case submission to the LEP is now being planned for the Autumn.
FD2 – Our City Our River: Package1 & committed works in Package 2&3 (Munio)		Green	The GBV Construction contract for the package 1 will complete soon, outputs achieved and reported to the EA by March 2020. Flood gates on Exeter Bridge have been installed and tested.
RPP DA03 1920 - Continue to deliver the Our City, Our River programme, upgrading Derby's flood defences and unlocking derelict sites for redevelopment		Green	Elements of Package 2 and 3 works have commenced, funded through Munio (ERDF) the main construction works are also to be complete early 2020.
PTE Obj06 1920 - Deliver the A52 Improvement Project to the final agreed programme and budget, as approved by Cabinet		Green	Delivery continued throughout December, key deliverables included the completion of the construction of new kerblines around Derwent Parade roundabout and the head of Wyvern Way, as well as construction of new roundabout in preparation for final surfacing works to be carried out in 2020. Significant progress was made on the bridge during December,
HT11 / HT16 - A52 Strategic Transport Scheme		Amber / Green	



Item description	Type*	Q3 position	Additional information
			with the main structural elements being delivered to site and connected together in preparation for a period of welding works, finishes and lighting installation in the lead up to the bridge lift, currently planned for late April/early May. Final concrete pour for the north abutment completed. Work continuing on the southern abutment. <i>It should be noted that Strategic R13 / C&P R11 - Delivery of A52, previously on the Strategic Risk Register has been de-escalated based on the progress which continues to be made. This will be managed at Directorate level.</i>
RE10 – Castleward <i>Based on the progress over the last quarter the status has improved from ‘amber / red’ to ‘amber / green’.</i>		Amber / Green	In September 2019, Cabinet approved the funding package to deliver a new primary school, which includes an additional contribution from HIF grant. In November, Cabinet subsequently approved proposals to implement CPO to deliver the Castleward Urban Village, with additional financial contributions to the Regeneration Capital Programme; funded through HIF, un-ring fenced HRA Right to Buy receipts, capital receipt and Compendium Living contribution. It should be noted that Castleward now comprises of 2 projects: a) delivery of the primary school and b) delivery of the land acquisition and development agreement provision (including Compulsory Purchase Order (CPO)). CPO is progressing in tandem with the school and final making of the CPO Order and the serving of notices is planned for mid-late January.
RPP DA02 1920 Progress the transformation of the Market Hall		Green	Detailed design has continued on the roof improvements and the identification of early works (that do not require Listed Building Consent) has been completed and the works instructed. The Future High Street Fund (FHSF) bid includes the Market Hall transformation as one of the key interventions. A draft business case for FHSF will be submitted by mid-January and final business case submitted April 2020.
PR4/ PM52 - The Market Hall transformation		Amber / Green	
GL DA05 1920 Ensure effective oversight of project activity through the Programme Management Office and stronger project management documentation and processes		Green	The SRO health-check process is now in place and progress is being made towards the A52 recommendations. Two Project Manager Network events were held in December 2019 – <i>links to Strategic Risk 6 / CC R1 – Managing major capital projects below.</i>
Strategic Risk 6 / CC R1 – Managing major capital projects		Risk score - 8	The risk score has been reduced from 12 to 8 since the end of September 2019. The risk has been judged by the risk owner as ‘less likely’, as a result of the training delivered over the last twelve months. The PMO Board also reviews projects on a monthly basis, holding projects to account and will agree to stop a project if it's deemed undeliverable, following the gateway

Item description	Type*	Q3 position	Additional information
			process.
LCT Obj06 1920 - Complete the Culture Strategy for Derby, in partnership with the University of Derby and cultural organisations		Green	Representing positive progress over the last quarter, the Culture Strategy was approved by Culture, Leisure and Tourism Board on 22 November 2019. It is now scheduled to go to Cabinet on 12 February for adoption by the Council. Options are being explored for design, publishing and launch of the strategy.
L&C PM04 - Attendance at Derby Live produced, presented and supported events and performances		Green	At the end of December 2019, there have been 348,289 attendances, which is below the target set. Current figures have been impacted by the closure of the Guildhall. The end of year target (368,000) is forecasted to be achieved, as a result of successful activity in the first 6 months of 2019/20. It should be noted that Derby LIVE has continued to deliver a city wide high quality indoor and outdoor events programme. Outdoor events have included the Folk Festival and the Christmas Lights Switch On. The Peter Pan pantomime has also been successfully delivered at Derby Arena, and the Babbling Vagabonds Christmas show at Markeaton Park. <i>Objective LCT Obj07 1920, which is reported as 'on track' at the end of December 2019. It should also be noted that the forecast classification for this measure has changed from 'blue' to 'green'.</i>
Strategic R11 / CC R4 – Risk of a no-deal Brexit at a local level		Risk score - 3	The risk score has been reduced from 9 to 3 over the last quarter, influenced by the closing of Operation Yellowhammer. The Brexit Working Group continues to meet monthly and the focus of their work is now on any local implications for Derby.

Key highlights - what are our priorities for improvement?

Item description	Type*	Q3 position	Additional information
L&I PM07 Progress 8 score - English as an additional language		No target	The provisional position of 0.22 compared to the outcome of 0.26 for 2018, which reflects deterioration in performance.
L&I PM05 Progress 8 score - EHCP		No target	The provisional position of -1.40 compared to the outcome of -1.21 for 2018, with a minus position indicating insufficient progress.
L&I PM06 Progress 8 score - SEN support		No target	The provisional position of -0.60 compared to the outcome of -0.48 for 2018, with a minus position indicating insufficient progress.
L&I PM08 Progress 8 score - Disadvantaged pupils		No target	The provisional position of -0.68 is a slight improvement on the outcome of -0.69 for 2018 however a minus position indicates insufficient progress.
IC Obj02 1920 - Improve SEND Service performance and meet statutory deadlines in line with SEND Code of		Red	Our local area Written Statement of Action (WSoA) was finalised and approved in the last quarter, and will form the basis for all our improvement activity over the next 18 months, in readiness for a re-

Item description	Type*	Q3 position	Additional information
Practice			inspection. There are SROs against each of the five priority areas in the WSoA, to be held to account at the new Local Area SEND Board. The experiences of children, young people and their parents / carers are central to our plans for improvement to support an improvement in confidence and satisfaction. Over the last quarter, there has been positive feedback received from 'Parent Carers Together' about the change in culture and approach, which bodes well for improving parental confidence in the SEND system.
DD7 – Local Area SEND Reforms <i>Based on the progress made with the local area governance the WSoA the project has been reclassified from 'amber / red' to 'amber / green'</i>		Amber / Green	<i>This objective has been down-graded from 'some slippage' at the end of September 2019, to 'major slippage'.</i>
SR17 - Failure of Local Authority to implement the SEND reform (in collaboration with key partners)		Risk score - 8	
SEND 06 (L&I PM26a) - Percentage of new Education Health Care Plans issued in 20 weeks		Red	At the end of December 2019, 18.9% of plans were issued within the target timescale. Supporting improvements in the timeliness and quality of EHCPs is a key theme within our local area Written Statement of Action. Over the last quarter a Lean Review has been completed and IT systems are being reviewed to make sure that they support effective processes, however high demand continues to be risk reflected in our current performance. A new SEND Team Manager is due to start in January 2020.
C PM23 - Number of students at specialist out of area educational settings (INMSS and SP16i)		Red	At the end of quarter 3, there were 98 pupils placed out of area, which is a reduction of 2 from the end of September 2019. Monthly reporting is in place to better evidence our reasons for placement decisions. <i>It should be noted that the linked objective has been assessed as 'on track' - IC Obj09 1920 - Ensure local sufficiency and quality of commissioned provision (SEND), as they have continued to increase the number of commissioned providers on the Dynamic Purchase System.</i>
RPP DA05 1920 - Progress plans to establish the viability of and delivery arrangements for a City Centre Make and Trade Zone with an associated retail diversification fund		Amber	There will be a change in lead for this work, with it scheduled to commence in Quarter 4. This objective was reported as 'amber' at the end of September 2019, with the latest position representing no change.
SP DA08 1920 - Work with the Derby Partnership and other stakeholders to find ways to reduce the gender pay gap for Derby residents		Amber	Analysis has been undertaken to understand the city's gender pay gap. Director level discussions are taking place as to how best to progress this project with partners. <i>It should however be noted that this objectives has been amended from 'on track' to 'some slippage'.</i>
RPP DA01 1920 - Progress the re-opening of the Assembly Rooms		Red	The Assembly Rooms project has been halted due to forecasted increases in costs and doubts about securing value for money. Updates on this, have been reported to Cabinet separately.

Item description	Type*	Q3 position	Additional information
RE6 – New Assembly Rooms <i>It should be noted that the overall project rating and the delivery confidence assessment have both been reduced from 'amber/red' at the end of Q2 to the current position of 'red'.</i>		Red	
RE8 - High Quality Office Space (Bold Lane)		Amber / Red	April 2019 Cabinet agreed that negotiations with the preferred developer should cease with immediate effect. Over the last quarter, other priorities have meant that the review planned for Bold Lane will now take place in 2020/21 – this is a positive example of our work to strengthen our project arrangements and prioritise our activity. The focus is now on Cathedral Green.

A city of health and happiness

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

Themes

A city of health and happiness



35 Performance Measures
7 Projects
2 Strategic Risks
30 Delivery plan actions



% performance measures meeting target at Q3 *	71%
% performance measures forecast to meet 2019/20 target *	68%
% performance measures forecast to improve *	52%
% of Council Delivery Plan actions on track	77%
% projects on target at December 2019*	71%
% of Strategic Risks rated as 'Significant'	100%

* This only refers to where there are both targets and updates (it should be noted updates for annual measures will be phased throughout the year, depending on when data is available)


A city of health and happiness





Children and adults
 Health and wellbeing
 Housing
 Leisure
 Neighbourhoods








The differences that you'll see:











- Continued work with our partners to promote independence and keep vulnerable children and young people and adults in the city safe ♦.
- More fostering households in the city, supporting our looked after children to achieve the best outcomes possible.
- More affordable housing, including new housing developments ♦.
- A new swimming pool complex at Moorways.
- Our Move More Derby Strategy supporting everyone to be more active, improving the health and wellbeing of the city ♦.
- Improved air quality through delivery of an overarching strategy.
- Work with partners to reduce Derby's carbon footprint.
- Strengthened neighbourhoods, with better networks and connections ♦.








Key highlights - what is going well?


Item description	Type*	Q3 position	Additional information
ASC 02B - Percentage of older people who were still at home 91 days after discharge from hospital into re-ablement/rehabilitation services		Green	Performance is slightly above target at the end of Quarter 3, a process review during the final quarter of the year may however have a negative impact on performance. The targets will be reviewed in line with this for 2020/21.

Item description	Type*	Q3 position	Additional information
ASC Local 2A2(ii) - Adults aged 65 and over whose long term care needs are met through residential or nursing care per 100,000 population		Green	<p>There have been 152 older adults entering care between April and December 2019, which is below previous years. The service has worked well with panels ensuring residential care continues to be seen as an option of last resort. There are some issues with delays in contract recording due to funding and financial arrangements, which are slightly longer than in previous years. We have also identified increases in the numbers of customers entering Nursing Care rather than Residential Care. It should be noted that, we have placement obligations due to the sale of our internal care home as part of the MTFP and strategies, which will cause a slight increase in placements during Quarter 4. The changes we have made in recent years do however continue to provide alternative options to care, to help keep admissions as low as possible including:</p> <ul style="list-style-type: none"> - Extra Care facilities - Discharge to Assess pathways and reablement care reducing and delaying admissions to Residential Care - Using Direct Payments for self-directed support in supported living • On-going demand management through Talking Points, Local Area Co-Ordination, Ordinary Lives and Shared Lives. <p><i>Although forecasted to achieve target, the position has been amended from 'blue' to 'green'.</i></p>
IC PM06 Number of households assisted through the Healthy Housing Hub with repairs, improvements, adaptations and advice		Blue	<p>There has been high demand for the service and at the end of December 2019, there had been 632 households assisted. This is marginally below the annual target of 650. We are therefore anticipating that this will be exceeded with a year end forecast of 800 households (<i>this is now forecasted as 'blue' rather than 'green'</i>). <i>Linked objective is judged to be 'on track', an improvement from 'some slippage' in Q2 - CD&G Obj04 1920 – Support residents to remain safe and independent in their own homes through repairs, adaptations, aids and advice.</i></p>
IC PM07 - Number of Disabled Facilities Grant adaptations completed		Blue	<p>At the end of December 2019, there had been 161 cases completed, with it forecasted that this will increase to 230 by the end of March 2020. This would exceed the target of 210. It should be noted that the DFG budget has been fully committed since November 2019. (<i>This is now forecasted as 'blue' rather than 'green'</i>). <i>Linked objective is judged to be 'on track', an improvement from 'some slippage' in Q2 - CD&G Obj04 1920 – Support residents to remain safe and independent in their own homes through repairs, adaptations, aids and advice.</i></p>
ASC DA02 - Maximise the potential of working with the NHS and other partners to produce efficiencies and		Green	<p>Priorities within the Derby Place Alliance have been agreed and the Strategy for Place is now published. The winter plan to support Royal Derby hospital is in place. A joint commissioning opportunities programme</p>




Item description	Type*	Q3 position	Additional information
better service outcomes (ASC)			with the Clinical Commissioning Group and County Council is being scoped. There is also a care homes support and GP home visiting service in place.
ASC DA04 1920 - Reducing homelessness and enabling access to affordable housing		Green	We have created 128 affordable private rented properties for homeless households. This has contributed to 316 successful homeless preventions and a further 899 cases resolved under relief duty.
DH H&A PM02 - Number of homeless approaches - those where an HRA application is activated on RARS		No target	There was a reduction in the number of homeless approaches this quarter (1,910 from April to December). This is possibly due to the week-long Christmas break where only an emergency homelessness service was provided by Housing Options. Traditionally, there is also a lower likelihood of families or friends asking someone to leave at this time of year which may have reduced the number of approaches.
DH H&A PM06a - Number of new households placed in bed and breakfast (B&B) in a month - singles		No target	This is the lowest figure of new single placements for this year (1 placement). Last month there were a number of individuals who, because of past behaviour, were unable to access Milestone House emergency accommodation and therefore needed B&B emergency housing. This has not reoccurred this month, nor have we seen the unusually high number of elderly or disabled applicants. The opening of the Night Shelter for the severe weather provision in Derby has provided extra bed spaces and increased available rooms at Milestone House for vulnerable adults.
DH H&A PM06b - Number of new households placed in bed and breakfast in a month - families		No target	The number of new families placed in B&B has decreased this month (14 families). Traditionally, the courts do not enforce any possession orders near to Christmas and families and relatives are willing to accommodate people for the festive season thus negating the need for B&B.
DH H&A PM16 - Estimated number of people sleeping rough on a single night - monthly count		No target	This number is lower than previous months (14 rough sleepers). There is extra provision in the winter season with the Churches night shelters opening on 1st December, supported by Housing Options Homelessness Advisers who visit the churches each week to engage the customers who are accessing them.
YA&H PM08 - Number of new affordable homes provided (gross)		Blue	There have been 141 homes provided, due to a high number of completions on the larger Section 106 sites. The position is forecasted to increase to 180 by the end of March, against an original target of 95. <i>It should be noted that this measured was 'red' at the end of Q2.</i>
EHCS PM22 - Total number of agency workers in Children's Social Care		Blue	At the end of December 2019, there were 10 agency workers, which represent a large reduction from our historical positions. This has been achieved, and is being maintained, by robust recruitment processes and monthly review of all agency staff by the Head of Service. <i>The linked objective has been judged as 'on track' - CYP DA03 Increase the number of permanent children's social workers in Derby City, reducing reliance</i>





Item description	Type*	Q3 position	Additional information
			on agency workers, including through our 'Grow Your Own' scheme
LCT PM05 1920 - Proportion of adults who are physically inactive		No target	<p>As at the end of November 2019:</p> <ul style="list-style-type: none"> 22.8% of adults were physically inactive, which represents a reduction from the position of 24.9% at the end of 2018. 33.7% of children and young people were less physically active, which is comparable to the 33.9% reported at the end of 2018. <p><i>The linked objective has been assessed as 'on track' - LCT Obj04 1920 - Deliver the next steps to progress the Move More Derby Strategy, embedding a whole-systems approach to physical activity and sport</i></p>
LCT PM06 1920 - Proportion of children and young people who are less physically active		No target	
DD5 - Leisure & Culture Options Appraisal		Amber / Green	A report is due on the review of options in January 2020.
LCT Obj11 1920 - Complete the next steps of the Options Appraisal for Leisure, Culture and Tourism		Amber	
LCT Obj01 1920 - Progress plans to build a new Swimming Pool Complex at Moorways		Green	Approval was received at Cabinet in February 2019 to progress the concept and detailed designs for the preferred enhanced leisure water (ELW) option and approval of a new planning application. Significant progress has been made in period against the limited number of pre planning conditions and our contractors intend to close these out in early January 2020. The overall project remains on track for completion in 2021.
DD6 - Swimming Pool/Moorways		Amber / Green	
PH PM14 - Successful completions as a proportion of all those in drug treatment (opiates)		Green	The successful completion rate at Q3 is 7.4%, exceeding target. Representation rates are however increasing therefore there is increased emphasis on appropriate discharge and recovery support.
PH PM16 - Smoking quit rate (% stopping at 4 weeks)		Green	Stoptober proved to be successful, with the service being booked up a month in advance for smoking cessation. For Q4 additional appointments have been added and bookable telephone appointments have also been created to manage demand.
PH PM17 - Total number of first attendances in Sexual Health clinics (in area)		No target	To date there have been nearly 10,300 first attendances, with 2,962 in the last quarter. It should be noted that figures this quarter are a 13% decrease compared to the same time period last year, which may be attributable to the increasing numbers of patients selecting to use online services that has seen a month on month increases. Despite this attendances in clinic remain on track to meet the annual target.
PH PM18 – Percentage of children and young people that have had a 6 – 8 week Public Health Nursing review		No target	At the end of December 2019, 96.3% of children and young people had received their review. Performance in this area can be subject to change as a result of staffing capacity. It is forecasted that the annual target of 91% will be achieved.




Item description	Type*	Q3 position	Additional information
PH PM19 - Total number of universal health assessments (0-5 years)		No target	There have been over 18,000 assessments to date and it is forecasted that the annual target of 20,000 will be achieved.
PPS PM02 - Number of reported anti-social behaviour (ASB) incidents in the city centre (rolling 12 months)		No target	There have been 1,459 incidents in the last 12 months, with ASB continuing to decline. Nuisance complaints and neighbour dispute type cases are down significantly due to a wider use of Community Protection Warning and Community Protection Notices, which are being rigorously enforced whilst keeping possible prosecutions to a minimum. Fines are working well and 'nudging' positive behaviour. In the city centre there is still an issue with a core group of problematic individuals and work remains on-going to address this.
PPSP Obj10 1920 - Develop a refreshed City Centre Safer & Cleaner Plan		Green	The refreshed City Centre Safer and Cleaner Plan are being developed in consultation with key partners. Funding for a City Centre Manager post has been approved and should be in post by the end of this financial year. This objective has been reclassified from 'amber' to 'green' as a result of progress over the last 3 months.
PPSP Obj03 1920 - Work towards a cleaner vehicle fleet in order to support air quality improvements		Green	The Derby Cleaner Fleet Policy was approved at Cabinet December 2019, subject to minor amendments. The approval of this policy will enable work to now take place on procuring cleaner vehicles in order to reduce overall levels of tailpipe carbon and pollutant emissions from our vehicles.
PPSP Obj09 1920 - Extend the operation of neighbourhood working and the presence of Public Protection Officers (PPOs) to all areas of the city		Green	This objective has been reclassified from 'amber' to 'green' as a result of progress over the last 6 months. Recruitment and classroom based training has been completed and the new cohort of PPOs are now undertaking active duties, which will be refined over the coming months.
PPSP Obj01 1920 - Deliver the free garden waste collection service in line with its business case assumptions		Green	The project was implemented in 2 phases – 1 April and 1 Aug 2019. The first phase was completed on time and collections began w/c 1 April. The second phase commenced early for some properties and all bins requested before 30 June were delivered by end of July for implementation by 1 Aug 2019. As of 11 December the project had 56,226 properties registers out of the 80,000 target. New properties continue to sign up to the scheme. It should be noted that we cannot fully control sign-up, which will impact on the waste diverted from residual waste to the garden waste stream. This is being monitored closely with sign-ups reviewed every week and finances every month. There are regular communications meetings to review our communications and engagement activity to ensure all efforts are in place to increase the number of households signing up. It should however be noted that a service pressure has been identified as part of the current MTFP. A further review of the residual waste and organic waste volumes will take place in mid-February, which will provide an
GW1 - Garden Waste Recycling Scheme		Green	







Item description	Type*	Q3 position	Additional information
			updated position of the financial requirements.
CNS DA07 1920 - Work with local communities and businesses to increase floral displays in the city		Green	This quarter saw the launch of the Neighbourhood Team's District Centre Improvement programme on 17 October. The launch event held at Cavendish in Normanton involved around 20 student volunteers from Derby College; six local businesses; local resident volunteers and a range of Council services. A number of planters were installed and filled by joint effort of pupils and staff. Since the launch event, a further 14 events have taken place across the city.



Key highlights - what are our priorities for improvement?

Item description	Type*	Q3 position	Additional information
ASC DA01 - Review and restate the priorities of the Local Area Coordination (LAC) team with a view to securing greater interagency investment, establishing LAC as a public service offer in to all residents in the city		Amber	There are on-going discussions to extend the LAC availability to all wards, recognising that the budget situation makes this extremely challenging. There are conversations taking place with partners to explore opportunities for further financial contributions to the model. There may be an opportunity, with the DFE continuing to fund additional LACs into 2020/21 financial year. This will be explored with the Department for Education (DFE) in January 2020.
ASC 02Cb (NI 131) - Delayed transfers of care from hospitals per 100,000 population, social care only		Red	Data is released by NHS Digital a month in arrears. The status as at 9th January 2020 reflects the November 2019 position. Performance is narrowly missing Q3 target and it is currently forecast to miss the year-end target (<i>at the end of Q2 the measure had been forecasted to be 'green' by the end of March 2020</i>). The increase in delays is largely due to increase numbers reported from mental health institutions and work is required to understand and suppress delay instances over the next quarter.
ASC Local 2A(i) - Adults aged 18 to 64 whose long term care needs are met through residential or nursing care per 100,000 population		Red	To date, there have been 28 younger adults entering care, with the position against the target impacted by the position between October and December 2019 – <i>at the end of Q2 this measure had been forecasted as 'blue', it is now not forecasted to meet the target for Q4</i>). There are issues with delays in contract recording, due to funding and financial arrangements, which cause imbalanced increase at the end of each year, rather than a steady rise quarter to quarter. To address the current position: <ul style="list-style-type: none"> - Demand management initiatives have been introduced to extend opportunities for community support and early identification of issues. - Developed a Younger Adults Accommodation

Item description	Type*	Q3 position	Additional information
			<p>Strategy, which has yielded many supported living opportunities promoting independence.</p> <ul style="list-style-type: none"> - Our Direct Payment offer continues to grow, to allow people to self-direct support in supported living arrangements. <p>Despite all the positive action taken above there have been a number of factors impacting negatively on performance including increased number of care leavers with complex needs.</p>
IC PM05 - Number of cases completed by Handyperson Service		Green	The year to date position has been reported at 804, with the end of year forecast anticipated to be below the target by 200 cases (<i>it is now forecasted as 'red' rather than 'amber' as was reported in Q2</i>). This is due to the service operating with a vacant post.
DH H&A PM09 - Number of new households placed in temporary accommodation other than bed & breakfast in a month		No target	This month saw the greatest number of new placements for this year (22 households). 20 households moved on to alternative housing and an emphasis was placed on ensuring as many of these properties as possible were ready for re-letting within a week. There were also several other properties that had been vacant in the previous month but not ready until December. The Temporary Accommodation team, along with the Derby Homes Void Team, were very efficient in facilitating sign out and sign up of tenancies.
SS PM07 - Children in Care per 10,000 population aged under 18 (EISS PM05)		Green	<p>At the end of December 2019, there were 95.8 children in care, per 10,000, which represents a slight increase from the position report at the end of September.</p> <p>Actions to effectively manage this include:</p> <ul style="list-style-type: none"> - The Exit Team is working on cases they can exit via placement with parent or special guardianship orders (SGO) / child arrangement orders. - There is a Permanence panel in place to look at SGO options for our young people. - Our Early Help Team is developing edge of care panels, to limit the escalation of issues and intervene at the earlier opportunity. - Network and risk meetings are being developed to look at cases most at risk of breakdown. <p><i>The related objective (CYP DA02 1920 Safely reduce the number of looked after children, including those placed out of area using expensive Independent Fostering Agencies) has been classified as 'amber'.</i></p>
<p>PS2 - Strategic Demand Management (high demand, sufficiency challenges and budget implications)</p> <p><i>Based on the progress over the last quarter the status has improved from 'amber / red' to 'amber / green'.</i></p>		Amber / Green	Project design has been progressed - workstreams have been identified and leads assigned. A Change Manager and Project Manager have been appointed and governance documents have been reviewed and revised. The plan for quarter four is to convert the larger workstreams into projects in their own right and classify CYP Demand Management as a Programme, with several sub-projects: Home to School Travel; Services Interventions and Prevention (includes the workstreams Strengthening Families and Placements for looked after

Item description	Type*	Q3 position	Additional information
			children); Children's Payment Process.
SR10 - Managing demands in statutory social care services		Risk score-16	This risk remains significant, with a maximum risk score of 16. Over the last month the risk has been reviewed and actions updated to reflect the challenges on sufficiency.
SS PM23b - Percentage of children placed with independent fostering agencies (IFA)		Red	At the end of December 2019, 73.3% of children and young people in foster care were placed in an IFA, which is a slight increase of 1.9% from September (resulting in a change in classification from 'amber' to 'red'). The highest position reported to date this year was 74.5% in June 2019. There is a national sufficiency challenge regarding placements for looked after children, which has been impacted by the rise in the total number of children and young people in care over the last 3 years. The establishment of our Corporate Fostering Recruitment Board, involving key strategic leads from across the council has driven improvements in our marketing and sales approach, which is now embedded in our recruitment and assessment approaches. The service has been able to respond to the increased number of applications and assessments being presented to panel. There is on-going work to address retention, although our rate of deregistration are slightly below the national average. A consultation survey is being undertaken during January 2020 to gain further feedback from approved foster carers to assist in our on-going work. <i>The related objective (CYP DA02 1920 Safely reduce the number of looked after children, including those placed out of area using expensive Independent Fostering Agencies) has been classified as 'amber'.</i>
SS PM34 - Total number of active approved fostering households		Red	During December 2019, Agency Decision Maker decisions were taken regarding 1 approval and 1 de-registration. The number of mainstream households has therefore stayed at 99 in the last quarter. To date, two of the nine 2019/20 approvals have resulted from enquiries this year. Based on insight on those 'in' the assessment process, panels planned and known de-registrations it is forecasted that there will be 107 mainstream households at the end of March 2020 (11 approvals and 4 de-registrations). The Corporate Fostering Recruitment Board is using a monthly Fostering Dashboard to carefully monitor progress and agree any actions that will help to increase the recruitment of new carers and/or assist in the retention of existing carers within 2019-20. It does however need to be recognised that a significant proportion of the approvals resulting from enquiries received in 2019-20 will occur in following years. As at the end of December 2019, there were 21 enquiries from 2019/20 that were still active in the recruitment process, and not accounted for in the forecast, as they could potentially result in panel appearances in 2020/21 or later. <i>The related objective (CYP DA01 1920 - Review</i>

Item description	Type*	Q3 position	Additional information
			<i>how we reach potential foster carers and implement a payment for skills scheme to achieve an increase of 30 foster carer households) has been classified as 'amber' it was 'green' at the end of Q2.</i>
PH Obj07 1920 - Complete the refresh of the Health and Wellbeing Strategy for Derby		Amber	The progress of this objective has slipped from 'green' at the end of September to 'amber' at the end of December. A date is being arranged for the joint Strategy development workshop between the Health and Wellbeing Board and Place Alliance, which has been challenging because local health and care system are in transition with the development of Integrated Care System and Integrated Care Partnerships. We are aiming to ensure that the Strategy aligns and fits appropriately within this changing context, which may impact on the timeliness of its delivery.
PH PM15 - Total numbers in effective alcohol treatment		No target	At the end of quarter 3, there were 402 individuals in treatment, which is less than the forecast. To address this, we are continuing to manage and work with the provider to increase numbers in treatment.
PPS PM01 - Number of recorded crimes in the city centre (rolling 12 months)		No target	Crime for the period (last 12 months) has risen significantly in comparative terms and will continue to do so in the future, due to changes in recording practices. Now all incidents are recorded, even if there is no injured party or complaint, as long as it was witnessed. For this period we are seeing rises in violence and public disorder related events. Also there is a rise in robberies some of which may be Organised Crime Gangs / USG related. Operations and resources have been refocused accordingly.
Strategic R14 / C&P-R1 - Sinfon Waste Plant - Adverse outcome to estimated fair value determination		Risk score-16	This risk was re-defined over the last period, replacing Strategic R12 / C&P-R7 – Sinfon Waste Plant. There are two controls in place / on-going – full advisor team appointment and survey work to be completed.
PPSP Obj02 1920 - Mitigate the financial, legal and reputational risks to the Council from increasing costs of waste disposal and maximise the benefits from the new Waste Processing Centre in Derby		Red	The waste contract was terminated in August 2019. The termination of the contract means that the waste treatment facility has temporarily ceased to accept waste. Work is taking place to empty and clean the facility and work will also continue to determine the condition of the facility. This will allow the councils to ascertain what measures will need to be in place for the facility to become fully operational. Contingency measures have been put in place by us to ensure that residual waste, recycling centres and transfer stations will continue to operate. <i>On objective PPSP Obj02 1920, it should be noted that the service is currently out to tender for the Dry Recyclable and Organic Waste contracts. We are looking at various options to increase</i>
VP8 - Waste Disposal New Treatment Plant		Red	

Item description	Type*	Q3 position	Additional information
			<i>the appeal of the contracts and ensure that Derby gets the best value for money.</i>
DD29 – Roadside NO2 Local Air Quality Plan		Red	We have continued to work with Central Government to obtain clarity on the project scope and implementation fund grants, as this scheme is over and above business as usual.
PTE Obj05 1920 – Implement air quality measures set out in the May 2019 Ministerial Direction, on Stafford Street and surrounding routes to deliver compliance with statutory nitrogen dioxide levels in the shortest possible time		Red	

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

Themes

A council focussed on the things that matter



7 Performance Measures
3 Projects
8 Strategic Risks
17 Delivery plan actions



% performance measures meeting target at Q3 *	33%
% performance measures forecast to meet 2019/20 target *	43%
% performance measures forecast to improve *	100%
% of Council Delivery Plan actions on track	71%
% projects on target at December 2019	67%
% of Strategic Risks rated as 'Significant'	38%

* This only refers to where there are both targets and updates (it should be noted updates for annual measures will be phased throughout the year, depending on when data is available)



A council focussed on the things that matter









Delivering for Derby
Engaged
Modern and efficient
Value for money






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- A city with global, national, regional and local influence.
- More opportunities to have your say, with the views of Derby people at the heart of the open and transparent decisions that we make.
- Services that have been reviewed, from a customer perspective, with our frontline colleagues, to ensure we provide best value for money.
- Colleagues who feel recognised and valued.
- Colleagues who are supported to develop and learn.
- The delivery of our Digital by Default and Digital Workforce programmes.
- Strengthened oversight of our major projects.
- A balanced budget and sustainable Medium Term Financial Plan.



Key highlights - what is going well?







Item description	Type*	Q3 position	Additional information
FPA PM40 - Percentage of in year savings achieved		Green	100% of savings are forecasted to be achieved. There are a limited number of unachievable savings, which have been mitigated through alternative / additional savings and/or income generation.
Strategic R16 / CR17 - Annual Budget - Delivery of the in-year budget		Risk score - 9	This is a new risk for quarter 3 that replaces SR4 - MTFP, to be more specific, focusing on our 'in-year risk'. There are three controls, all of which have been






Item description	Type*	Q3 position	Additional information
			judged by the risk owner to be in place.
Strategic R15 / CR16 - Medium Term Financial Planning (MTFP) - Changes in Government Funding frameworks		Risk score - 6	This is a new risk for quarter 3 and replaces SR4 – MTFP, to be more specific, focusing on the 'longer term position'. There are four controls, all of which have been judged by the risk owner to be in place.
PIC PM05 - Gallop engagement score for council colleagues		Green	Final year position of 69.8% against a target of 70%. Work has been on-going since the Soapbox Survey to take action in the areas identified for improvement. A further survey is planned for autumn 2020.
HR PM08 - Completion rate of Great Performance Conversations (GPCs)		Blue	At the end of December 2019, 98.5% of mid-year GPCs were completed (<i>exceeding target and improving the classification from 'green' to blue</i>). To maintain this, communications will commence shortly for our year-end reviews in March 2020. <i>The linked objective has been judged as 'on track' - GL DA12 1920 Launch the new appraisal framework and ensure great take-up</i>
GL DA13 1920 Use a variety of ways to recognise and celebrate success and the commitment of colleagues		Green	Long Service Awards continue to be successful and are on track. The 'Here for Derby' Awards were hosted during the last quarter to celebrate success of our individual colleagues and teams.
EARS PM53 - Percentage of sickness incidents where a return to work (RTW) interview has been completed within three working days		Amber	At the end of December 2019, 81.8% of RTW interviews were completed within target timescales, which represents a steady improvement from the result of 69.1% recorded at the end of March 2019. To support continued improvement of this measure, it is routinely considered at CLT and DLT meetings.
GL DA10 1920 - Implement an improved leadership development offer		Green	This objective has been reclassified from 'amber' in Q2 to 'green'. There are 74 colleagues accessing a management qualification through the apprenticeship levy, supported by 50 mentors. Further investigations into opportunities for non-qualification management development are on-going.
DD11 – Cashless Council		Project Completed	<ul style="list-style-type: none"> - 3,853 invoices reduced in one year - Launch of PrePaid Cards to Appointee-ship/Direct Payments client-base - rollout now with business as usual - Marketing for Care Homes to encourage customers onto Direct Debit - Reduction in the number of periodic invoices produced (now annual) - £3k+ saved on postage of invoices - Further development needed for Oracle Invoices - now moved to business as usual. <p><u><i>This project will not be reported in Quarter 4 report.</i></u></p>
DCM Obj02 1920 Agree the scope of a Digital by Default programme and plan its implementation		Green	<p>Progress continues to be made. The following were completed during the last quarter:</p> <ul style="list-style-type: none"> - The first phase of the Enhanced Citizens Account functionality (Sense of Place)

Item description	Type*	Q3 position	Additional information
DBD1 - Digital by Default Programme		Green	<p>- Handy Persons Form</p> <p>Work is continuing on:</p> <ul style="list-style-type: none"> - Next phase of Enhanced Citizens Account functionality - Single front door in conjunction with Adults Services - Councillor Casework solution and the upgrade of the CMIS System (<i>Objective LPD Obj02 1920</i>) - Development of the new corporate website <p>We continue to work with colleagues in “Change Derby” to identify the areas where the biggest impact can be made by applying the Digital by Default principles.</p>
Strategic R7 / CR6 – Management of Contract Performance and Delivery (ineffective contract management)		Risk score - 8	This risk was re-defined during quarter 3 to remove the procurement aspects, as these have been addressed and any residual risks are managed through our business as usual work. There are five controls and a further four actions (1 new, 2 completed in the last quarter and some slippage in 2). The focus over the next quarter is on enforcement of the procurement e-learning and identifying the costs of contract management training roll-out.
Strategic R8 / CR8 – Data and records management		Risk score - 9	This risk remains assessed as ‘9’, with all controls in place and no further actions. This risk will be reviewed during quarter 4, for possible de-escalation.
SP DA06 1920 - Explore options for extending the boundaries of the city to better reflect its local housing market		Green	Discussions were held with Corporate Leadership Team in December 2019 and Cabinet in January 2020. A workshop is being held during Q4 to develop a strategy and roadmap for this work.
PR2 – Total Facilities Management		N/A	<i>Following review this work was considered business as usual and has subsequently been removed from the project dashboard.</i>

Key highlights - what are our priorities for improvement?

Item description	Type*	Q3 position	Additional information
CM PM01a - Payment of invoices within 30 (+2) days of invoice date		Amber	<p>71% of invoices have been paid in target timescales, with a year end forecast of 73% (<i>this measure was classified as ‘green’ at the end of September 2019</i>).</p> <p>There are still delays in services sending invoices through to the Accounts Payable team to be paid. Once received by the team, processing performance is 97% within 30 days. To support improved performance when invoices are not being forwarded in the timely manner this is being escalated. In addition to this, there is active challenge of the invoices ‘in dispute’.</p>
IT9 – HR Attendance Management		N/A	<i>Project to be reviewed and changed to Wellbeing Group, in line with on-going work for the development</i>

Item description	Type*	Q3 position	Additional information
			<i>of the Strategy.</i>
CP 08f - Average working days per employee (full time equivalents) per year lost through sickness absence - Excluding Schools		Red	<p>The December period actual shows a small decrease from the November period actual of 1.12 days. A yearly comparison between quarter 3 2018/19 and quarter 3 2019/20 does however show that absence levels have remained comparable, with a year to date result of 8.91 days and year-end forecast of 11.88 days. The top three reasons for absence remain:</p> <ul style="list-style-type: none"> - Stress / Anxiety - Surgery - Depression / Psychological <p>Actions within the Attendance Management Action Plan will continue to be delivered and detailed intelligence supplied to Corporate Leadership Team Performance Board. <i>It should be noted that the traffic light classifications for this measure have changed from 'amber' Q2 to 'red' (both quarterly status and forecast).</i></p>
Strategic R9 / CR8 – Health and wellbeing		Risk score - 12	This risk remains significant and unchanged from the position reported at the end of September 2019. 1 new control has been added over the last quarter (now 4 in total), with 1 additional action on-going. This risk will be reviewed as part of the review of Strategic R1 / CR 1.
Strategic R1 / CR 1 – Staffing capacity, skills and knowledge		Risk score - 9	The overall risk rating has been reduced from 12 to 9, following the quarter 3 review. There are 4 controls in place and 3 actions on-going (some slippage has been reported on one action). It should be noted that this risk will be reviewed during quarter 4, with a review of related risks at department level to inform re-defining the risk as necessary.
LPD Obj01 1920 - Achieve improved turnaround times for local land charge searches		Amber	At the end of December 2019, the average time taken was 29 days, which still represents an improvement from the 2018/19 position of 35 days. Over the last quarter our turnaround time was impacted by the amount of time the team spent preparing for the Parliamentary election. To support on-going improvements a change management programme is being developed to improve data and to help streamline the search processes. It should be noted that, where a solicitor advises the team of a completion date we return the completed search by the required date. We have also increased the availability of Personal Search appointments in Q3.
L&D PM07b - Average time taken (days) to issue a Local Land Charges search		Red	
LPD Obj02 1920 Upgrade the current committee information system to improve the accessibility of Council reports		Amber	Delivery of new CMIS functionality has slipped due to unforeseen technical delays relating to migration to a hosted solution - Test Site likely to be live for testing in December 2019 and will be followed by delivery of Live Site in Q4. Roll out of CMIS application, agenda builder and workflow management tools have been factored into the 2020/21 Business Planning process as part of a wider initiative to modernise the delivery of the Council's democratic processes.

Item description	Type*	Q3 position	Additional information
ITC2 - Implementation of Windows 10 and Office 365 (Digital Workforce) - <i>based on the progress over the last quarter the status has improved from 'amber / red' to 'amber / green'.</i>		Amber / Green	Progress on this objective has been reclassified from 'green' at the end of September, to the current position of 'amber'. 5,000 mail accounts now migrated to O365. Now preparing to decommission the old Environment. DCC Citrix testing entering User Acceptance Phase (UAT).
DCM Obj01 1920 Agree the scope of a Digital Workforce programme and plan its implementation – <i>it should be noted this objective was judged as 'green' at the end of Q2</i>		Amber	Windows 10 build now in first phase testing. Current snag list contains 57 items for remediation. Additional expert resource contracted to help with issues. Currently aiming for Mid Feb for rollout to commence in Social Services. Alternative VPN solution now tested and complete. SIP trunk migration currently stalled pending fix for FAX services. Equipment Surveys complete for 2/3 of users. Still require returns from approximately 1000 users.
Strategic R3 / CR3 – Cyber security		Risk score -12	The risk rating for this strategic risk has been increased to significant, as result of the impact rising to 4. It was noted by the risk owner that ' <i>Evolving threats continue to be responded to by continuous development of defence capabilities</i> '. There are 6 controls in place, however some slippage has been reported in the additional 1 action on for Multi-Factor Authentication (MFA), which has been escalated to Corporate Leadership Team.
PROP Obj03 1920 Extend the property rationalisation programme to make the most of property we own and dispose of any we no longer need		Red	Resource issues have been identified and form part of the Service Redesign for the Estates & Property Review Team moving forward. A refreshed plan for property rationalisation and dealing with vacant and surplus properties has been prepared as part of business planning across the department.
Strategic R5 / CR5 – Statutory compliance and property health and safety		Risk score - 12	There has been no change in the risk rating since the end of quarter 2. There are two established controls and a further four actions in progress. The risk owner reports that ' <i>Risk likelihood is anticipated to be reduced within the new quarter, as and when the further actions are completed</i> '. There is some slippage in one action (Buildings Manual to be reviewed as part of the Corporate Landlord Business Plan activities), whilst all others are assessed as on track.

Supporting notes

All assessments for the 'Q3 position' reflect the **present** position, not future forecasts. A summary of the criteria for each assessment is provided below:

Performance measures and Council Delivery Plan actions

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

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

Strategic Risks

Risk Assessment Guidance

Impact	Very High (4)	4 (G)	8 (A)	12 (R)	16 (R)	<div>12-16 Significant Risk (Red)</div> <div>6-9 Medium Risk (Amber)</div> <div>1-4 Low Risk (Green)</div>
	High (3)	3 (G)	6 (A)	9 (A)	12 (R)	
	Medium (2)	2 (G)	4 (G)	6 (A)	8 (A)	
	Low (1)	1 (G)	2 (G)	3 (G)	4 (G)	
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)	
Likelihood						

Risk Likelihood Key				
	Remote	Possible	Probable	Highly probable
Certainty	Extremely unlikely	Fairly likely	More likely than not	Almost certain

Risk Impact Key				
	Low	Medium	High	Very High
Compliance & Regulation	Minor breach of internal regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Financial	Below £500,000	Between £500,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
Operational Delivery	Low level processes would need to be revised but the issue could be resolved	Significant work required by a team to repair operational systems	Significant work required by all levels to resolve the matter	Fundamental organisational changes would be needed
Reputation	Complaints from individuals / small number of stakeholders Low local media coverage	Broader based general dissatisfaction with the organisation Adverse local / national media coverage	Significant adverse national media coverage	Persistent adverse national media coverage
Health & Safety	Minor Injury to employee or someone in DCC's care	Serious Injury to employee or someone in DCC's care	Fatality to employee or someone in DCC's care	Multiple fatalities to employees or individuals in DCC's care
Strategic	Limited impact on achieving organisational strategy	Would impact on the organisational objectives	Would require a significant shift from current strategy and objectives	Would require a fundamental change in strategy and objectives