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PUBLIC

To: Members of Cabinet

Wednesday, 20 July 2022

Dear Councillor

Please attend a meeting of the **Cabinet** to be held at **2.00 pm** on **Thursday, 28 July 2022**; at **Committee Room 1, County Hall, Matlock** the agenda for which is set out below.

Yours faithfully

A handwritten signature in black ink that reads 'Helen E. Barrington'.

Helen Barrington
Director of Legal Services

A G E N D A

PART I - NON-EXEMPT ITEMS

1. To receive apologies for absence
2. To receive declarations of interest (if any)
3. To consider Minority Group Leader questions (if any)

Minority Group Leaders in attendance at the meeting are able to

ask questions on agenda items. Any questions should be provided in writing no later than 12 noon on the day before the meeting.

4. To approve, as a correct record, the non-exempt minutes of the meeting held on 7 July 2022 (Pages 1 - 4)
5. Performance and Revenue Outturn 2021 22 (Pages 5 - 176)
6. Corporate Property Asset Management Strategy (Pages 177 - 212)
7. Corporate Property Procurement Strategy (Pages 213 - 246)
8. The Future of Wirksworth Infant School (Pages 247 - 260)
9. Children's Services Capital Programme (Pages 261 - 282)
10. Approval of Delegated Powers to Agree Variations to the Enhanced Partnership for Bus Services in Derbyshire (Pages 283 - 344)
11. Voluntary and Community Sector Review (Pages 345 - 418)
12. Director of Public Health Annual Report 2021/22 (Pages 419 - 466)
13. Forward Plan (Pages 467 - 486)
14. Exclusion of the Public

To move "That under Regulation 4 (2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them."

PART II - EXEMPT ITEMS

15. To approve, as a correct record, the exempt minutes of the meeting held 7 July 2022 (Pages 487 - 488)
16. Proposed spend of Supplemental Substance Misuse Treatment Grant (Pages 489 - 498)

PUBLIC

MINUTES of a meeting of **CABINET** held on Thursday, 7 July 2022 at Committee Room 1, County Hall, Matlock.

PRESENT

Councillor S Spencer (in the Chair)

Councillors A Dale, C Hart, N Hoy, T King, J Patten and K S Athwal.

Apologies for absence were submitted for Councillor B Lewis and C Renwick.

Officers present: Emma Alexander (Managing Director), Helen Barrington (Director - Legal and Democratic Services), Joe Battye (Director - Economy & Regeneration), Carol Cammiss (Executive Director - Children's Services), Alec Dubberley (Head of Democratic and Registration Services), Helen Jones (Executive Director - Adult Care), Joe O'Sullivan (Executive Director - Corporate Services and Transformation), Paul Stone (Interim Director of Finance) and Dean Wallace (Director - Public Health).

124/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

None received.

125/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

None received.

126/22 TO APPROVE, AS A CORRECT RECORD, THE NON-EXEMPT MINUTES OF THE MEETING HELD ON 16 JUNE 2022

RESOLVED:

To approve as a correct record, the minutes of the meeting held on 16 June 2022.

127/22 TRANSITIONS (EARLY HELP) DIRECTION OF TRAVEL

Councillor J Patten introduced a report, which had been circulated in advance of the meeting that sought Cabinet's support to extend the Transitions Service on a time-limited basis whilst a full delivery model was developed.

RESOLVED:

To support the extension of the Transitions Service on a time-limited

basis (for 22 months from 1 October 2022 to 31 July 2024), funded through the accumulated supporting families reserve; whilst a co-produced partnership Early intervention and Prevention Strategy is designed and developed, and further work is undertaken to ascertain what the future partnership delivery model will be.

128/22 PROPOSAL TO BECOME A MEMBER OF THE INCORPORATED EAST MIDLANDS FREEPORT

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that sought approval for Derbyshire County Council to formally become a member of the East Midlands Freeport.

Councillor Spencer advised that a further recommendation was now proposed that would give a delegation to allow minor drafting points in the documents to be corrected prior to formal submission.

RESOLVED to:

- 1) Agree the Articles of Association and Members' Agreement for the East Midlands Freeport Company;
- 2) Approve the Council becoming a member of the East Midlands Freeport Company on the basis of the approved Articles of Association and Members' Agreement and authorises the Director of Legal and Democratic Services to agree any documentation necessary to facilitate incorporation of the Company;
- 3) Agree to nominate the Leader of the Council as the East Midlands Freeport Company Director on behalf of Derbyshire County Council;
- 4) Note that the Leader of the Council, as a Director, will have the power under the Articles of Association to appoint an alternate to attend a Board meeting in their absence;
- 5) Authorise the Managing Director (or their authorised representative) to cast a vote as a Member of the Company, in relation to decisions reserved to members of the Company whether at a meeting or by written resolution, when necessary, having taken legal, technical and financial advice as appropriate; and
- 6) Authorise the Director of Legal and Democratic Services, in consultation with the Leader of the Council, to agree any minor amendments to the Members' Agreement and Articles of the

Association prior to submission to government.

129/22 EXCLUSION OF THE PUBLIC

RESOLVED:

That under Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 would be disclosed to them.

130/22 TO APPROVE, AS A CORRECT RECORD, THE EXEMPT MINUTES OF THE MEETING HELD ON 16 JUNE 2022

RESOLVED:

To approve as a correct record, the exempt minutes of the meeting held on 16 June 2022.

131/22 PROTOCOL 8 HOUSING 21, EXTRA CARE SERVICE CONTRACT AWARD

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, seeking approval to award a contract for the provision of Wellbeing, Advice and Support Extra Care Services at Lacemaker Court and Thomas Field to Housing 21, under Protocol 8 of the Council's Financial Regulations and Regulation 32(2)(b)(ii) of the Public Contracts Regulations 2015.

RESOLVED:

To approve the recommendation in the not for publication report.

132/22 PROTOCOL 8 TOGETHER HOUSING ASSOCIATION, EXTRA CARE SERVICE CONTRACT AWARD

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, that sought approval to award a contract for the provision of Wellbeing, Advice and Support Extra Care Services at Smithybrook View, Potters Place and Maple Mews to Together Housing Association, under protocol 8 of the Council's Financial Regulations and Regulation 32(2)(b)(ii) of the Public Contracts Regulations 2015.

RESOLVED:

To approve the recommendation in the not for publication report.

**133/22 URGENT DECISION TAKEN BY THE EXECUTIVE DIRECTOR -
PLACE TO PROCURE A CONTRACT FOR HIGHWAY DRAINAGE
CLEANSING CONTRACT**

Councillor K S Athwal introduced a report, which had been circulated in advance of the meeting, asking Cabinet to note the urgent decision taken by the Executive Director – Place to approve the direct award of the Cyclical Gully Cleansing Service Contract under Regulation 32(2)(c) of the Public Contract Regulations 2015.

RESOLVED:

To approve the recommendation in the not for publication report.

The meeting finished at 10.37 am



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

28 July 2022

Joint Report of the Managing Director and the Director of Finance & ICT

Performance Monitoring and Revenue Outturn 2021-22
(Strategic Leadership, Culture, Tourism and Climate Change
and Corporate Services and Budget)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a Key Decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned (this is currently defined as £500,000).

3. Purpose

3.1 To provide Cabinet with a report on Council Plan performance and to set out the Council's final revenue outturn position for 2021-22, identify significant variations from the final net budget and identify commitments already agreed against the underspend, together with proposals for the further use of underspends. To also identify the impact of the 2021-22 outturn on future years and any action proposed. The report also sets out the Council's Earmarked Reserves position.

4. Information and Analysis

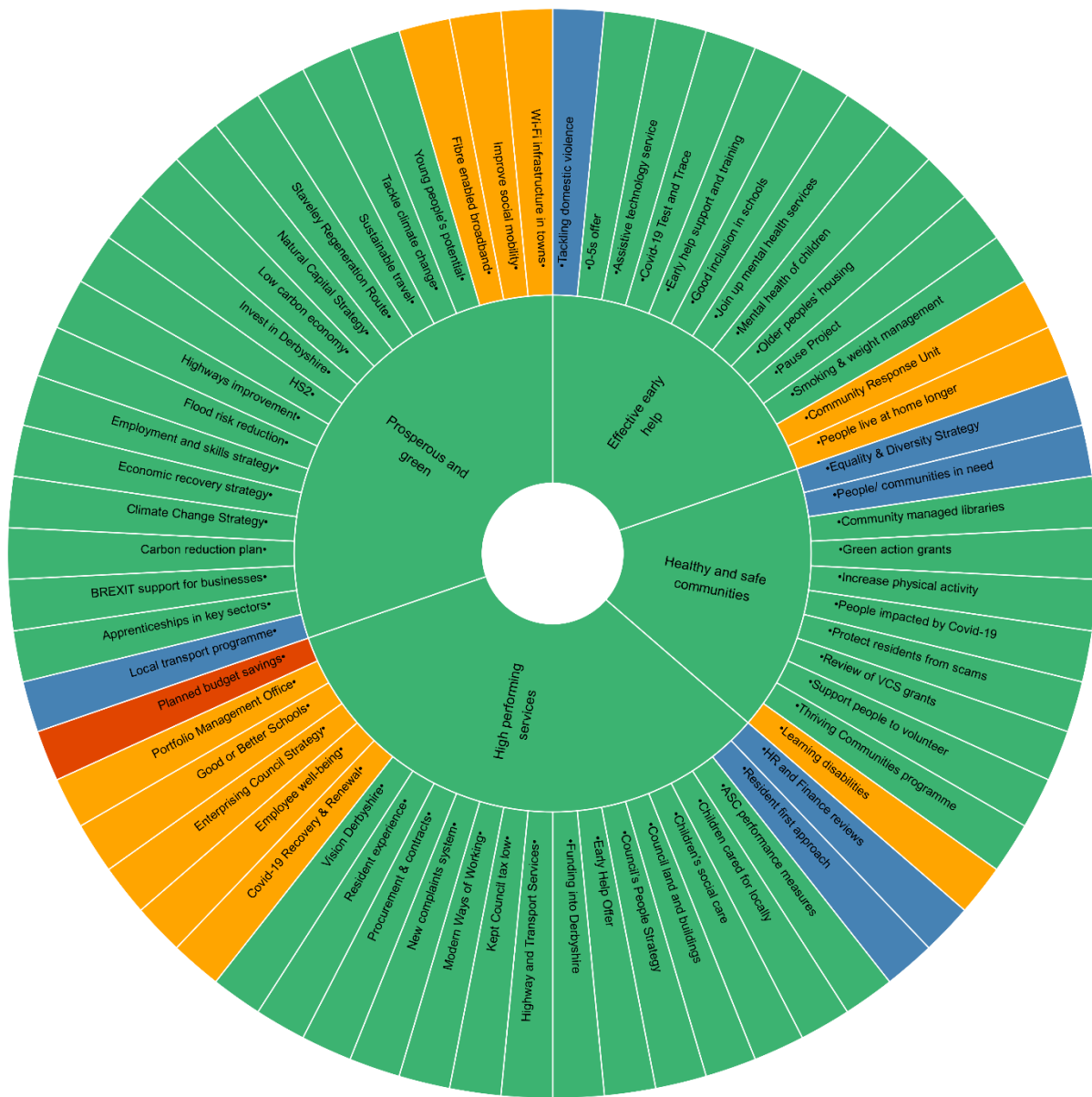
Integrated Reporting

- 4.1 This report presents both Council Plan performance and financial budget monitoring and outturn data.
- 4.2 The Performance Summary sets out the progress the Council is making on delivering the Council Plan 2021-25 with a focus on the achievement of Council Plan priorities.
- 4.3 The Revenue Outturn Position and Financial Summary provides an overview of the Council's overall budget position and outturn for the year ended 31 March 2022.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable outturn position by Cabinet Member Portfolio for 2021-22.

Performance Summary

- 4.5 The Council Plan for 2021-25, which outlines the Council's priorities, key deliverables and performance measures, was developed and approved by Council in March 2021.
- 4.6 The 2021-22 Performance Report, attached at Appendix 3, sets out the position in full up to the end of March 2022 for each deliverable and associated key measures set out in the Council Plan.
- 4.7 The Council is performing well in delivering the new Council Plan, with 82% of the 66 deliverables in the Plan showing "Good" or "Strong" progress. Only 17% have been rated as "Requiring Review" and a single deliverable has been rated as "Requiring Action". Progress in delivering the Plan is shown in the graphic below.

Deliverable Progress



4.8 The graphic below shows performance against target for each measure by priority. For the 37 key measures where data for 2021-22 against target is available, 12 have been rated as “Strong”, with a further seven rated as “Good”. Three have been rated as “Requiring Review” and 15 as “Requiring Action”.

Key Measures Against Target



Performance by Priority

4.9 The resilient, healthy and safe communities priority shows overall “Good” performance for highlighted deliverables, however measures are rated as “Review” overall.

4.10 Key areas of success are as follows:

- Providing over 50,000 separate grants and vouchers from a range of programmes and schemes for individuals and families in need, including over £2 million from the Derbyshire Discretionary Fund.
- Further developed the Thriving Communities programme including re-establishing Connected Teams in four existing Thriving Communities areas so that organisations and sectors work together to respond to local opportunities and challenges. Work has also taken place to set up new Connected Teams focused on Langley Mill, Staveley and Ashbourne and to apply the Thriving Communities approach to the challenges faced by the homeless community.
- Provided over £0.600m in grants from the Covid-19 Response Fund to businesses and communities to support their recovery from the pandemic.
- Worked with people with a learning disability, or who are autistic, to put in place 373 new outcome-focused plans during 2021-22.
- Successfully transferring Woodville Library to Community Management.
- Developed and launched the Council's new Equality, Diversity and Inclusion Strategy.

4.11 Areas for consideration are as follows:

- In 2021-22, 33 people with a learning disability moved from 24 hour care to a more independent setting, against a target of 60. The programme remains behind target due to the impact of Covid-19. However there are plans in place to move a further fifteen people, and a key priority for the forthcoming year will be embedding outcome-focused support plans for those in supported living accommodation, to release capacity for further moves.
- The results from the Your Council Your Voice Survey within the established Thriving Communities areas were below target. The response figures are too low to provide any meaningful analysis. However, the information is being used to help shape Thriving Communities activity and development. New measures have been developed from 2022-23 onwards to provide more meaningful performance information which will reflect activity.

4.12 The high performing, value for money and resident-focused services priority shows overall 'Good' performance for deliverables, however measures are rated as 'Review' overall.

4.13 Key areas of success are as follows:

- Increased the number of children's homes in Derbyshire rated as outstanding from two to five, with the remaining seven homes all rated as good, including two first-time inspections.
- Successfully implemented the Customer Relationship Management system, with 140 services made available online in the first phase.
- Achieved 52% satisfaction with Highways and Transport services in the National Highways and Transport annual survey, one of the highest performing County Councils, and in line with the national average of 52%.
- Exceeded quality and timeliness targets for the four key measures relating to consistent, high quality early help and safeguarding services for children, with social work assessments and child protection measures well above national benchmarks.

4.14 Areas for consideration are as follows:

- The 2021-22 outturn budget savings were £11.154m, against a target of £26.907m. Budget savings achieved are lower than planned due to the impact of Covid-19 on services and finances. However, these are being actively managed to ensure the Council remains within its agreed budgetary position.
- The number of approved fostering households has seen a downward trend during 2021-22. The number of foster carers being approved is not keeping pace with foster families leaving the service for a variety of reasons, including retirement and the impact of the Covid-19 pandemic on family life. There were 33 approvals during 2021-22, however, there were 62 de-registrations during the same period, resulting in a net loss of 29 fostering households across the year. The total number of approved fostering households at the end of 2021-22 is 283, below the target of 350. Specific actions to improve performance are being taken forward as part of the Achieving Great Futures programme, to improve recruitment and retention as well as the utilisation of foster care placements.
- The percentage of children in 'Good' or 'Outstanding' secondary schools at 31 March 2022 was 56.9%, compared to 55% at the end of the previous year, and 81.2% nationally. Whilst this shows an improvement from 31 March 2021, the rate of improvement has not kept up with the rate nationally, resulting in performance significantly below the national average. This deliverable will remain a priority for the forthcoming year and schools will continue to be supported, with a focus on improving the implementation of the curriculum. Whilst progress has been made during the year in supporting wellbeing, the figures for both measures of sickness absence are higher than for 2020-21. Sickness as a percentage of available hours has increased from 4.1% to 5.1% and the average absence for the year

has risen from 8.71 to 10.66 days, above the target of 9 days for the year. The Wellbeing Strategy and Action Plan implemented in 2021-22 will continue to be monitored and reviewed as part of Council Plan reporting during 2022-23. More detailed analysis of sickness is currently being undertaken and work is underway to identify areas of significant concern, so that appropriate support can be provided to help departments and teams manage absence levels. A total of £2.783m was raised from the sale of land and property, below the target for the year of £3.621m. The shortfall of £0.828m was because of delays to sales expected in the quarter ended 31 March 2022. These will now take place in 2022-23 and the resulting target for 2022-23 of £3.200m is expected to be met or slightly exceeded. The impact of Covid-19 on services and resources has delayed progress on the following three deliverables: establishing a new Portfolio Management Office, developing a medium and long-term organisational recovery and renewal strategy and identifying and implementing a programme of strategic transformation as part of Phase 2 of the Enterprising Council Strategy. Work to progress all of these has been built into the refreshed Council Plan for 2022-23.

4.15 The effective early help for individuals and communities priority shows overall 'Good' performance for both deliverables and measures.

4.16 Key areas of success are as follows:

- Published the Domestic Abuse Support in Accommodation Strategy in line with Government deadlines.
- Supported a record number of 1,757 people to stop smoking, with the quit rate of 67% above the national average.
- Continued to perform well in assisting people to lose weight, with the projected year end figure of 240 people achieving a 5% weight loss above the target of 228 for 2021-22.
- Provided 900 people with assistive technology throughout 2021-22 to support independent living.

4.17 Areas for consideration are as follows:

- In 2021-22, 2,911 people were supported to regain their independence, against a target of 3,588 people. The Better Lives programme is being redesigned and wider system work is under way to seek further mitigation. A review of homecare has been undertaken and a plan is in place to tackle workforce challenges.
- During 2021-22, 89% of women received an antenatal contact. This is slightly below the target of 93% and the previous year's performance of 93.5%. Priority is given to first time mothers and those families where there are known concerns, to ensure needs are

being met. Performance is being monitored and explored via contract management meetings.

4.18 The priority for a prosperous and green Derbyshire shows overall 'Good' performance for both deliverables and measures.

4.19 Key areas of success are as follows:

- Delivered the £40m Highways Capital Programme of improvements across a range of highway assets, including work to address 22,748 highway defects, with the number of highway jobs outstanding reducing by a third from the figure at 31 March 2021.
- Secured £1.990m in funding from the Community Renewal Fund to support the Covid-19 economic recovery.
- Developed and published the Climate Change Strategy and Action Plan.
- Provided over £0.405m from the Green Entrepreneur Fund in grants and scholarships.
- Reduced streetlight emissions in 2021-22 by 24% from the 2020-21 level.
- Supported achievement in Phonics, with children in Derbyshire schools achieving the expected level of 79.9%. This figure was 66.6% for disadvantaged pupils, with both measures being just above national averages.
- Supported 16-17 year olds to access education, employment and training, with the Derbyshire figure for 2021-22 at 96.1%, higher than previous years and above national and regional averages
- Supported 1,744 residents during 2021-22 through the Adult Careers Service, with 280 going into employment and 257 undertaking learning to help them progress them into employment.

4.20 Areas for consideration are as follows:

- The proactive work to reduce the backlog of highway defects by a third from March 2021 should improve the percentage of defects completed within target timescales going forwards but this has impacted the March 2022 figure of 75%, which is below the target of 90%. The amount of outstanding reactive jobs is being closely monitored so that resources can be managed appropriately, to keep the winter 'spike' in defects and workload as low as possible. During the year 95% of urgent defects were completed within the target timescales.
- Whilst the target for principal roads needing maintenance was not achieved, the targets for classified and unclassified roads needing maintenance were exceeded. The Council has continued to deploy additional resources to address highway defects and deliver the

capital programme during 2021-22, focusing on priority areas such as drainage improvements, carriageway and footway surfacing and surface dressing. However, this investment will not impact on the road maintenance measures, which will be reflected in the results of the next annual survey, which will take place in June 2022.

- Progress on the Government Gigabit Voucher scheme remains slow. Six new projects were registered in the last quarter but six existing projects were cancelled due to lack of progress by the supplier/community. Whilst the administrative issues at the Department for Culture, Media and Sport appear to have been resolved, Openreach suspended the progressing of new Gigabit Voucher projects in January and have not indicated when this will resume. Progress will continue to be monitored and reported during 2022-23.
- Key activity to improve social mobility is being identified, however, the development of a new approach was delayed, awaiting additional capacity being made available through the Vision Derbyshire programme team. Capacity is being identified and the County Deals process provides an opportunity to develop this area at a regional level. The approach will be progressed as part of the Vision Derbyshire programme and will be monitored and reported as part of the updated 2022-23 Council Plan.

4.21 The annual Your Council Your Voice survey included three measures to indicate overall resident perception.

4.22 Areas for consideration are as follows:

- 42.3% of residents were satisfied with the Council, against a target of 58% and the national benchmark figure of 56% for the same period from the LGA survey;
- 42.7% of residents felt informed about Council decisions, against a target of 52% (no comparable national benchmark figure);
- 29.3% of residents agree the Council gives value for money, against a target of 43% and the the national benchmark figure of 43% for the same period from the LGA survey.

An action plan to proactively address the issues raised from the survey has been developed. Specific actions include addressing the overall perception of the Council by ensuring performance, value for money and information on priorities is provided through a variety of channels, increasing engagement with decision making within targeted groups and further improving the quality of consultation and engagement activity.

4.23 With 82% of deliverables rated as “Strong” or “Good”, there is much to celebrate in the progress the Council has made in delivering the Council

Plan. Further detail regarding each of the deliverables in the Council Plan and the key measures is set out in Appendix 3.

Financial Context

4.24 The Council's Five Year Financial Plan (FYFP) is reviewed and updated at least annually. It was last updated during the annual budget setting process for 2022-23, earlier in 2022. A number of risks regarding the assumptions made in developing the FYFP were highlighted in the Revenue Budget Report, these being:

- **Achievement of Savings** – there is a reliance on the achievement of a programme of budget savings. Any delays in implementation result in departmental overspends under normal circumstances, which result in reserves being used to cover the shortfall. Various scenarios for reserves have been modelled and the pessimistic General Reserve forecast results in a balance which is just 1.4% of forecast FYFP spending in 2026-27. Other earmarked reserves available for budget management are also forecast to reduce. The General Reserve needs to be preserved across the medium term to maintain financial sustainability, preserve the ability to soft land budget cuts and provide funding for Covid-19 recovery.
- **Service Pressures** – there is a commitment to support budget growth where necessary, and in particular within children's social care. However, if current trends continue regarding placements and there is inadequate funding to support this, there will be further pressure on budgets in later years. However, there is analysis underway to consider how to mitigate demand pressures on the number of looked after children, which has the potential to help control some of these financial pressures, but they are unlikely to be effective in the short-term. Demographic growth continues to affect Adult Social Care costs. Predictions show that the Council will experience further annual growth, with significant additional annual costs estimated over the period of the FYFP.
- **Pay** – the FYFP assumes that the Council's bottom pay-point reaches £10.69 an hour by 2024-25, which is based on the Government's NLW target to reach two thirds of median earnings by 2024. However, this wage is not calculated according to what employees and their families need to live, instead taking into account what is affordable for organisations. Under current Living Wage Foundation 'Real Living Wage' forecasts this would mean a rise to £10.50 per hour by 2024. In line with this forecast it is the Council's ambition that the Council's bottom pay-point will be £10.50 an hour by 2024. However, this pay ambition is not

currently affordable within the constraints of the Council's funding. The Council would welcome Government support for local authorities in the 2022-23 Settlement, or if that is not possible, in future settlements, to address the serious issue of increasing pay award pressures in a period of rising inflation. Additional funding would assist the Council in its recruitment and retention of staff, which is becoming increasingly difficult at this key time for local authorities, when services are competing with rising demand and the impacts of the Covid-19 pandemic, as well as capacity issues across the sector.

- **Economic Climate** – the Covid-19 pandemic has resulted in a significant economic shock, from which the economy has partly bounced back, but it has taken some time to recover Gross Domestic Product to pre-pandemic levels. Rising inflation means there is the potential for reductions in the Council's income for discretionary services.
- **Spending Reviews** – the Government has issued single year spending reviews for the last three financial years. Despite the signals, 2022-23 will be the fourth continuous single-year settlement. At the Local Government Association (LGA) conference on 28 June 2022, the Secretary of State for Levelling Up, Housing and Communities announced that councils will receive two-year funding settlements from 2023-24. A multi-year settlement provides local authorities with some certainty, supporting medium-term financial and service planning, and financial sustainability. There is also a risk that the Government's investment in the Covid-19 pandemic may result in further austerity measures in future years, as savings are required to repay the debt incurred by Government.
- **Fair Funding and Business Rates Reviews** – the reviews have been delayed for a number of years and the planned implementation for April 2021 was again postponed. A transparent, fair funding system is required, which reflects need and ability to fund services locally. The FYFP is predicated on the basis that mainstream funding continues as it is now.
- **Public Health Grant** – the Council's allocation for 2022-23 is £43.803m, which is a 2.81% increase on the 2021-22 allocation. The ring-fence and grant conditions will remain in place for 2022-23, but at some point in the future it is expected that the funding for Public Health will form part of revised funding mechanisms for local authorities following funding reviews, levelling up communities and addressing health inequalities exposed by Covid-19.
- **Devolution** – the Levelling Up White Paper was published in February 2022. The paper sets out how Government will spread

opportunity more equally across the UK. Levelling up is a long-term endeavour. It is a programme of change that requires a fundamental shift in how central and local government, the private sector and civil society operate. The Government will embark on a process of sustained and systematic engagement and consultation with a wide range of stakeholders, including devolved administrations, on the White Paper. Further detail on a number of these policy commitments will be set out in future publications. In addition, legislation will be introduced to Parliament to underpin in statute the changes fundamental to levelling up, alongside wider planning measures.

- **Brexit** – whilst a deal has been agreed and implemented between the UK and the EU, there remains elements of uncertainty as to how the agreement will work in practice over the medium to long term.
- **Covid-19 Financial Pressures** – the more infectious Omicron BA.2 sub-variant of concern has become dominant worldwide and new wave cases have dramatically increased. Cases in the UK peaked in January 2022 and declined in early 2022, however since May 2022 have again started to rise, but hospitalisations have remained much lower than the levels in January 2021. No additional Covid-19 funding was announced in the Local Government Finance Settlement, although Government might review this, if further variants of concern arise. Covid-19 pressures for the Council remain, as do additional costs. Given the uncertainty around new variants and the potential for further restrictions, the Council would welcome confirmation from Government of the extension of Covid-19 outbreak funding and confirmation that previously issued Covid-19 funding will not be clawed back. This would give some certainty and allow the Council to plan accordingly.

4.25 By 2026-27, the Council needs to have reduced expenditure by at least a further £67m in real terms, of which measures amounting to £27m have been identified. This is in addition to £317m of budget reductions the Council has already made to services since 2010. The shortfall between target and identified savings has grown over the course of 2021-22 and now stands at £40m, around £5m higher than reported in 2020-21. A sum of £2m of additional savings have been identified as part of the budget preparation process for 2022-23. There have been £22m additional forecast pressures on the budget from 2022-23 to 2025-26. Despite this, the total forecast shortfall has reduced by £13m over these years due to an increase in forecast income from Council Tax receipts and an expectation that the higher levels of grant funding announced in the 2022-23 Local Government Financial Settlement will

continue for the foreseeable future. However, there is an expectation that budget pressures will continue into 2026-27, which is the final year of the FYFP, when a further £20m of savings are now forecast as being required.

- 4.26 There is a clear and significant challenge to identify savings to bridge the remaining savings gap and plan the best approach to achieving those savings over the next few years, if additional funding is not received over and above that forecast. Additional funding may come from further increasing Council Tax in 2023-24 onwards, over and above the 2% increases forecast, up to referendum limits, further Government grants over and above those predicted or from increased business rates growth. There is a planned use of General and Earmarked Reserves from 2023-24 to 2026-27 in order to achieve a balanced budget.
- 4.27 The Council set its net budget requirement for 2021-22 on 3 February 2021 and originally planned to spend £572.475m, with funding coming in the form of Government non-ring-fenced grants of £189.838m, Council Tax of £348.822m, business rates collected locally of £17.679m and the use of Earmarked Reserves of £16.136m. In 2021-22 the Council has spent £584.773m, against a final net budget of £611.624m. The increase in net budget is because additional general grant income of £38m, of which £16.810m relates to general Covid-19 grants, £7.127m to Business Rates Reconciliation Grant, £6.000m to Local Council Tax Support Scheme Grant, £2.534m to additional former Independent Living Fund Grant and £2.357m to Business Rates Relief Grant, and £3m less business rates income than expected, plus additional net transfers from Earmarked and General Reserves of £5m.

Revenue Outturn Summary

- 4.28 The Council's revenue outturn for 2021-22, compared to controllable budget, is summarised below. The outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £373.432m and Public Health grant of £42.607m, other ring-fenced grants and income from other third parties and their associated spend. The outturn is reported on the basis of the Council's portfolios operating in 2021-22.

	Budget £ Millions	Actuals £ Millions	Outturn £ Millions	Budget Performance
Adult Care	262.812	260.228	-2.584	✓
Children's Services and Safeguarding and Education	138.906	140.582	1.676	✗
Clean Growth and Regeneration	1.108	1.005	-0.103	✓
Corporate Services and Budget	54.276	58.096	3.820	✗
Health and Communities	10.553	9.010	-1.543	✓
Highways Assets and Transport	32.539	33.764	1.225	✗
Infrastructure & Environment	43.061	42.661	-0.400	✓
Strategic Leadership, Culture, Tourism and Climate Change	12.899	12.010	-0.889	✓
Total Portfolio Outturn	556.154	557.356	1.202	✗
Risk Management	24.449	0.000	-24.449	✓
Debt Charges	29.882	29.151	-0.731	✓
Interest and Dividend Income	-3.453	-5.417	-1.964	✓
Levies and Precepts	0.354	0.354	0.000	✓
Corporate Adjustments	4.238	3.329	-0.909	✓
Total	611.624	584.773	-26.851	✓

4.29 The Covid-19 pandemic has had a significant impact on the Council's finances in 2021-22. A summary of these impacts is provided at Appendix 19.

4.30 There was an overall Council underspend of £26.851m for 2021-22, after accounting for the use of £12.688m of non-ringfenced grant funding provided by the Department for Levelling Up, Housing and Communities (DLUHC) to support local authorities with the impacts of the Covid-19 pandemic. This includes funding from:

- £1.473m of compensation for lost sales, fees and charges income claimable under the Government scheme announced on 2 July 2020, which was extended to 30 June 2021; and
- £11.215m from Covid-19 emergency grants of £15.337m awarded in 2021-22 and £11.248m awarded and brought forward from 2020-21.

- 4.31 Of the £1.202m portfolio overspend, the significant variances were an overspend of £3.820m on the Corporate Services and Budget portfolio, a £2.584m underspend on the Adult Care portfolio, a £1.676m overspend on the Children's Services and Safeguarding and Education portfolio, a £1.543m underspend on the Health and Communities portfolio and a £1.225m overspend on the Highways Assets and Transport portfolio.
- 4.32 The £3.820m overspend on the Corporate Services and Budget portfolio is mainly because of Corporate Property savings which have not been achieved, running costs of buildings awaiting disposal or repurpose, and overspends in Industrial Development, as full occupancy cannot be achieved and some units are offered at rents below market rates for occupying charities, or including rent-free periods in exchange for tenants undertaking essential repairs and maintenance work. Approval is sought for contributions of £0.010m to an earmarked reserve to support the modernisation of the ICT traded services function and £0.200m to provide temporary agency resources for the Operations team. These amounts have already been accounted for in the Corporate Services and Budget portfolio's outturn position.
- 4.33 The £2.584m underspend on the Adult Care portfolio is mainly due to underspends on staff travel and increased Clinical Commissioning Group (CCG) funding within Social Care Activity, and underspends within the Healthy Homes, Advocacy and Carer Services. There is a £2.571m overspend on Purchased Services due to an increase in placements to the independent sector, which has significantly increased the level of voids within the Direct Care service, leading to double running costs; this has been mitigated by £2.855m of unallocated budget held as contingency.
- 4.34 The £1.676m overspend on the Children's Services and Safeguarding and Education portfolio has resulted from an increase in the number of journeys that are being provided and an increase in average cost per journey for Home to School Transport for children with special educational needs (SEN), the high cost of packages to support children with disabilities with complex needs to remain with their families or maintain their current placement, and high demand for placements for Children who are either in care, or who are unable to remain at home, due to increases in the number of children in care and a greater number in more expensive types of provision because of complexity of care need, or lack of availability of less costly alternatives. These pressures have been partially offset by around £5m of underspends or one-off funding, which may not be available on an ongoing basis.

- 4.35 The £1.543m underspend on the Health and Communities portfolio has resulted from costs which would ordinarily have been funded from the Prevention budget being met from alternative sources such as the Household Support Fund and Public Health Grant supporting Covid-19 responsibilities, an increase in registration income following the easing of Covid-19 restrictions around events such as weddings leading to an increase in the number of events held, and vacancy control within the Trading Standards service.
- 4.36 The £1.225m overspend on the Highways Assets and Transport portfolio is mainly due to unachieved savings targets not yet allocated to specific services, under-recovery of salaries and overheads recharged to capital schemes due to staff shortages, and lower than anticipated Highways related income. These overspends have been partially offset by a reduction in the cost of concessionary fares in respect of demand from Gold Card holders.
- 4.37 The overspends on the Children's Services and Safeguarding and Education, Corporate Services and Budget and Highways Assets and Transport portfolios have been funded from the Council's General Reserve in 2021-22.
- 4.38 There has been an underspend on corporate budgets in 2021-22. The underspend on the Risk Management budget relates to unutilised contingency amounts, additional general grant income and one-off funding returned from portfolios. There is a small underspend on the Debt Charges budget. The Council utilises a range of investments to maximise its interest and dividend income on balances. Interest income includes interest accrued on the loan advances to Buxton Crescent Limited. The underspend on Corporate Adjustments reflects the presentation of a deficit relating to the Property Direct Service Organisation within the Corporate Services and Budget portfolio and the phasing of project expenditure within the Corporate Services and Budget and Highways Assets and Transport portfolios.

4.39 The Council continues to look at ways to save money and generate income, whilst trying to protect and deliver services suitable for the residents of Derbyshire. Significant consultation and planning timeframes are required to achieve many of these savings. Delays in agreeing proposals could result in overspends by departments, which would then deplete the level of General Reserve held by the Council, decreasing its ability to meet short term, unforeseeable expenditure. In many cases the proposals will be subject to consultation and equality analysis processes. Progress against budget savings targets will be closely monitored, however there is a heightened risk of not achieving a balanced budget, as a result of both cost pressures and savings slippage as a result of the Covid-19 pandemic.

4.40 At 31 March 2022 there were £2.315m of portfolio ring-fenced commitments. These commitments were:

- £1.650m (Health and Communities), to establish an earmarked reserve to support the Council's new Grant Funding Prospectus and Framework 2022-23 reported to Cabinet on 13 January 2022.
- £0.240m (Highways Assets and Transport), which is the remainder of a £0.250m allocation of funding from Challenge Fund Reserves provided to commission and undertake feasibility studies relating to The Derwent Valley Cycle Route and Access to Shirebrook. This was reported to the Cabinet Member for Highways, Transport and Infrastructure on 11 March 2021. It is proposed to establish an earmarked reserve for this funding.
- £0.200m (Highways Assets and Transport), for Highways Commuted Sums – developer funding to be earmarked for future maintenance or improvement of the highway (Sections 38 and 278 of the Highways Act 1980).
- £0.150m (Strategic Leadership, Culture, Tourism and Climate Change), funding allocated to the Thriving Communities Project not yet utilised due to delays arising from the Covid-19 pandemic.
- £0.075m (Strategic Leadership, Culture, Tourism and Climate Change), the remainder of the Voluntary and Community Sector (VCS) grant budget growth allocation to be used to complete the project.

- 4.41 In addition to the ring-fenced commitments, it is proposed to allocate the portfolio underspends of £3.351m to the Adult Care, Clean Growth and Regeneration and Strategic Leadership, Culture, Tourism and Climate Change portfolios. To provide flexibility in meeting budget pressures and budget savings targets, these amounts will be carried forward in departmental earmarked reserves. Any decisions on the use of departmental earmarked reserves containing underspends will continue to be subject to appropriate approvals by the appropriate Cabinet Member.
- 4.42 In addition, the process of detailed review of earmarked reserves will continue and any available balance will be returned to the General Reserve, as appropriate. It is proposed to allocate £10.000m from the overall Council underspend to the Budget Management Earmarked Reserve. Furthermore, a sum of £14.000m held in the earmarked reserve as a contingency against further potential funding losses during the Covid-19 recovery period will be released to new Earmarked Reserves created: £10.000m for inflation risks and £4.000m for Cyber Security. The Council has also received funding from DLUHC following the reconciliation of business rates income; therefore, a sum of £5.251m will be established in a new Business Rates Risks reserve to manage the volatility of business rates income expected as the economy recovers from the Covid-19 pandemic. Further details are set out in paragraphs 4.43 and 4.45 below.
- 4.43 Just as the UK emerges from one crisis in the form of the Covid-19 pandemic, the invasion of Ukraine by Russia has created further economic disruption which has compounded the impact of already rising fuel and food costs, general inflation and fragile supply chains. These impacts will have a direct effect on certain Council services, residents and the wider economy with uncertainty when the situation will stabilise. In these times of great uncertainty, there will be significant risks and challenges in the short to medium term as the Council is not immune from these economic shocks, therefore it is sensible to establish an earmarked reserve to help mitigate some of these anticipated costs.
- 4.44 The Council's insurers have notified us that they are unable to renew the Council's current cyber policy which expired on 30 April 2022. The cyber security insurance market is extremely limited, and cover is becoming increasingly difficult to obtain. Whilst there are a few remaining providers, we are advised that proposal forms set out an extremely long list of conditions, and cover is unlikely if there is any indication of risk in an organisation's cyber security arrangements. Cyber risks are inherently high, but not something that councils can completely avoid, or in the current market transfer the risk. In the

absence of suitable insurance cover, it is prudent to establish an earmarked reserve to aid recovery in the event of a cyber-attack. Estimated costs of recovery can vary significantly, however, based on recent attacks to organisations a sum of £4m is considered prudent.

- 4.45 It is proposed to establish an earmarked reserve of £5.251m from the £7.127m of additional Business Rate Reconciliation Grant 2020-21, to mitigate future volatility which may arise in respect of business rates receipts. The remaining £1.876m of this funding has been used to support departments with additional pay award costs in 2021-22, see paragraphs 4.51 and 4.52 below.
- 4.46 The delivery of the Council's FYFP is heavily dependent on an adequate level of General Reserve. The need to maintain an adequate, risk assessed level of reserves has been a key part of the Council's success in both maintaining its financial standing and continuing to deliver high quality services.
- 4.47 The General Reserve balance has decreased by £17.160m from 31 March 2021, to £60.505m at 31 March 2022. There are commitments of £20.917m against this balance, set out in the table at paragraph 4.69 below, and the balance will be further reduced by the measures required to deliver the Council's FYFP noted in paragraph 4.46 above. In the Council's 2022-23 Revenue Budget Report, in a reasonable pessimistic forecast, the General Reserve was predicted to decrease to £9.522m by 31 March 2027. The adequacy of the Council's General Reserve balance is considered at paragraphs 4.70 and 4.71 below.

Portfolio Costs

- 4.48 There was a Council portfolio overspend of £1.202m in 2021-22, after the use of DLUHC Covid-19 grant funding for Covid-19 related costs incurred. The table at Appendix 19 shows the Covid-19 related costs across the portfolios as £11.498m. This is the additional cost and lost income of the Council's response for the year ending 31 March 2022, including the impact of slippage to the planned programme of savings which cannot yet be implemented as a result. This amount allows for any specific funding to offset the gross Covid-19 related costs which has already been forecast to be allocated to individual portfolios; these amounts are detailed in Appendix 19. Budget of £11.498m has been allocated to portfolios, from the emergency Covid-19 grant funding and the compensation for lost income from sales, fees and charges received from Government, to match these costs.

4.49 Portfolio costs are explained in more detail in Appendices 4 to 12.

Risk Management Budget

4.50 There was an underspend on the Risk Management Budget of £24.449m in 2021-22.

4.51 The Risk Management Budget of £24.449m includes:

- £9.091m of contingency funding set aside in the 2021-22 Revenue Budget. This comprises:
 - £8.391m general contingency; and
 - £0.700m for 2021-22 County Council election costs that have been confirmed as not required.
- £1.500m of one-off funding approved in the Council's 2021-22 Revenue Budget to pump prime the development of an Assistive Technology service. These funds were returned unused from the Adult Care portfolio as the portfolio was able to alternatively finance this initiative from its underspend in 2020-21.
- £20.571m of additional non-ringfenced grants that had not been announced when the 2021-22 Revenue Budget was approved by Council on 3 February 2021. This comprises:
 - £7.127m Business Rates Reconciliation 2020-21 grant
 - £6.000m Covid-19 Local Council Tax Support grant;
 - £2.534m former Independent Living Fund grant;
 - £2.357m Business Rates Relief grant;
 - £1.405m Extended Rights to Home to School Transport grant;
 - £0.520m Local Reform and Community Voices grant;
 - £0.354m Tax Income Guarantee grant (revised estimate);
 - £0.162m War Pension Disregard grant;
 - £0.094m Social Care in Prisons grant;
 - £0.013m Transparency Code grant; and
 - £0.005m Breathing Spaces grant.
- £0.585m of ongoing Transition Funding approved in the Council's 2020-21 Revenue Budget allocation for Demographic Growth, which had not been utilised by 31 March 2021, returned from the Adult Care portfolio.
- Less: £5.422m adjustment for Business Rates income. The amounts were finalised after the 2021-22 Revenue Budget was approved by Council on 3 February 2021.
- Less: £1.876m additional allocation of one-off funding for the 2021-22 pay award. See 4.52 below.

4.52 The 2021-22 pay award for Local Government Service Employees (effective from 1 April 2021) has now been agreed. Employees on pay

point 1 received an increase of 2.75%, those on pay point 2 and above an increase of 1.75%, and Chief Officers an increase of 1.50%, which results in a total cost to the Council of £4.189m. For 2021-22 budget purposes a sum of £2.313m was set aside for 'bottom loading' but there was no general increase, with the expectation that portfolios would pick up any additional costs. The agreed pay increase for 2021-22 therefore leaves the Council with a shortfall of £1.876m in 2021-22 and a £1.896m ongoing pressure in each subsequent year. The additional Business Rates Reconciliation 2020-21 Grant of £7.127m, within the £20.571m of additional non-ringfenced grants shown above, has been used in part to support departments with this additional cost for 2021-22. It is proposed to review the in-year position in 2022-23 alongside other demand and inflationary pressures, to ascertain whether additional budget can be allocated to departments to support the 2021-22 pay award on an ongoing basis.

Debt Charges

- 4.53 The Debt Charges budget was underspent by £0.731m in 2021-22.
- 4.54 Debt charges are based on interest payments, the Capital Financing Requirement (CFR), a Minimum Revenue Provision (MRP) of 2.5% (in keeping with the policy reported to Cabinet on 22 November 2016) and a £7.000m one-off reduction in the Council's Capital Adjustment Account Reserve. This reduction is made on the basis that the amounts set aside to repay debt over the last ten years are well in excess of what is required to ensure the Council can repay its debts.

Interest and Dividend Income

- 4.55 Interest and dividend income budgets underspent by £1.964m in 2021-22.
- 4.56 The interest base rate was raised from 0.10% to 0.25% on 16 December 2021, to 0.50% on 3 February 2022 and to 0.75% on 17 March 2022. However, the Council utilises a range of investments, including pooled funds, to maximise its interest and dividend income on balances.
- 4.57 A decrease of £0.445m in dividend income on the Council's investments in pooled funds has been supported by use of MHCLG Covid-19 grant funding. Pooled fund investments have been held for the whole of 2021-22.

4.58 The interest rate on the loan to Buxton Crescent Limited has been reduced in recognition of the fact that the revenues from the Buxton Crescent hotel are expected to be significantly lower than anticipated because of the impacts of Covid-19. The resulting decrease of £0.163m interest income accruing to this loan in 2021-22 has been funded using DLUHC Covid-19 grant funding.

Corporate Adjustments

4.59 There was an underspend of £0.909m on Corporate Adjustments in 2021-22.

4.60 The underspend reflects the presentation of a deficit relating to the Property Direct Service Organisation within the Corporate Services and Budget portfolio and the phasing of project expenditure within the Corporate Services and Budget and Highways Assets and Transport portfolios.

4.61 Interest income of £0.162m accruing to the loan to Buxton Crescent Ltd for the period 1 April 2021 to 18 July 2021 was written off in recognition of the fact that the revenues from Buxton Crescent hotel were significantly lower than anticipated because of the impacts of Covid-19. This has been funded using DLUHC Covid-19 grant funding.

4.62 Only £0.579m of the allocated £1.000m savings target was achieved by the Council paying its Local Government Pension Scheme employer contributions early. This is because of the decision not to pay in advance all the contributions due for the entire period 2020-21 to 2022-23, but rather to make separate early lump sum payments for each year over that period. This decision was made in light of the Covid-19 pandemic, to preserve the Council's liquidity of cash flow, amongst other considerations. A sum of £0.421m of DLUHC Covid-19 grant funding was allocated to reimburse the cost of this savings target which could no longer be achieved.

Budget Savings

4.63 A summary of the achievement of budget savings targets is provided at Appendix 17. The budget savings target for 2021-22 is £13.291m, with a further £12.768m target brought forward from previous years. The savings initiatives identified to meet this target fell short by £7.973m, therefore further proposals will need to be brought forward to ensure the Council continues to balance its budget. Of this total target of £26.059m, £11.154m was achieved by the end of the financial year. Therefore, there is a £14.905m shortfall in achievement of budget savings. The resulting base budget overspend is offset to some extent by one-off underspends, or is being met from one-off funding from earmarked reserves and additional grant funding received.

Debt Age Profile

4.64 The age profile of debts owed to the Council and the value of debts written off is disclosed in Appendix 18. This information is collected on a departmental rather than on a portfolio basis.

Earmarked Reserves

4.65 Earmarked reserves are held to meet known or predicted liabilities and the funds should be used for the item for which they have been set aside. Any funds no longer required are returned to the General Reserve. The Council reviews the level of earmarked reserves at least annually. The last review of earmarked reserves took place in December 2021 and was reported to Cabinet on 24 January 2022.

4.66 A summary of outstanding balances on the Council's earmarked reserves as at 31 March 2022 is set out in Appendix 16.

4.67 The Council has used funding it has received to support Covid-19 pandemic impacts for relevant expenditure over the last two financial years 2020-21 and 2021-22. Any funding which had not been utilised by 31 March 2022 has been contributed to earmarked reserves or, where appropriate, carried forward as a receipt in advance. These amounts may be used to fund any further relevant expenditure arising as a result of the pandemic in 2022-23.

4.68 A register of funding receivable to meet Covid-19 related costs in 2021-22 is disclosed in Appendix 19.

General Reserve

4.69 The General Reserve stands at £60.505m at 31 March 2022. The level of General Reserve, before the commitments below, is 9.8% of the Council's Net Budget Requirement for 2022-23. The commitments held against this balance are as follows:

General Reserve at 31 March 2022

	£m
Balance in Pre-Audit Accounts	60.505
Post-Covid Funding Risks Reserve Release	14.000
Less: Allocations to Portfolios* and Corporate Reserves	
Adult Care	(2.584)
Children's Services and Safeguarding and Education	0.000
Clean Growth and Regeneration	(0.103)
Corporate Services and Budget	0.000
Health and Communities	(1.650)
Highways Assets and Transport	0.000
Infrastructure and Environment	(0.440)
Strategic Leadership, Culture, Tourism and Climate Change	(0.889)
Inflation Risks Reserve	(10.000)
Cyber Security Reserve	(4.000)
Business Rates Risks Reserve	(5.251)
Budget Management Reserve	(10.000)
<hr/> Balance After Commitments	<hr/> 39.588
 Anticipated Balance Expected as part of FYFP in Revenue Budget Report 2022-23	 41.966

4.70 The majority of chief financial officers consider an acceptable level of generally available reserves to be one that reflects a risk-based approach to potential liabilities. A relatively crude measure is to expect the resulting figure to be between 3% to 5% of a council's net spending, representing a prudent level of risk-based reserves. As at 31 March 2022, after the commitments above, the figure for the Council stood at 6%, indicating a suitable balance. However, it is necessary to consider this indicator over the medium term to gain a better understanding of its adequacy.

4.71 In the Council's 2022-23 Revenue Budget Report, in a reasonable pessimistic forecast, the General Reserve was predicted to decrease to 1.4% (£9.522m) of the Council's Net Budget Requirement by 2026-27. It is recognised that the forecast General Reserve balance over the medium term is lower than would be preferred, therefore restorative measures will be utilised over the Five Year Financial Plan to build back up the balance of the General Reserve to a reasonable, risk assessed level.

Portfolio Summaries

4.72 A summary of the performance and outturn positions of each of the individual portfolios and the ringfenced Dedicated Schools and Public Health grants for 2021-22 is detailed in Appendices 4 to 13.

4.73 Whilst budgets are monitored by portfolio, the individual portfolios are not separate entities. All the portfolios operate in conjunction with the others and it is important to consider the Council's budgetary position as a whole in the context of its FYFP and its overall level of reserves.

Traded Services

4.74 A trading area is where the Council receives income in return for providing discretionary services to external organisations and/or individuals.

4.75 'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income. There was an overall deficit to general overheads of £0.103m for 2021-22 on fully traded areas across the Council as a whole.

4.76 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. There was an overall excess of £0.679m compared to the budgeted income target for 2021-22 on partially traded areas across the Council as a whole.

4.77 Appendix 15 summarises the financial performance of the separate trading areas.

5. Consultation

5.1 No consultation is required.

6. Alternative Options Considered

- 6.1 N/A – the Council is required to outline its revenue outturn position to ensure compliance with good financial management to support the development of short and medium-term financial planning. Not producing an outturn report would be contra to the Council’s Financial Regulations which requires the reporting of departmental outturn positions to be reported to Cabinet after the end of the Financial Year.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 Performance papers held electronically by Policy & Research. Finance papers held electronically by Financial Strategy, Finance & ICT.

9. Appendices

- 9.1 Appendix 1- Implications.
- 9.2 Appendix 2 – Key to Performance Ratings
- 9.3 Appendix 3 – Performance Report 2021-22 Council Overview
- 9.4 Appendix 4 – Adult Care - Portfolio Summary
- 9.5 Appendix 5 – Children’s Services and Safeguarding and Education - Portfolio Summary
- 9.6 Appendix 6 – Clean Growth and Regeneration - Portfolio Summary
- 9.7 Appendix 7 – Corporate Services and Budget - Portfolios Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Dedicated Schools Grant (DSG)

- 9.13 Appendix 13 – Public Health Grant
- 9.14 Appendix 14 – Summary of Underspends
- 9.15 Appendix 15 – Traded Services
- 9.16 Appendix 16 – Earmarked Reserves
- 9.17 Appendix 17 – Budget Savings Monitoring 2021-22
- 9.18 Appendix 18 – Aged Debt
- 9.19 Appendix 19 – Covid-19 Financial Impacts and Funding

10. Recommendations

That Cabinet:

- 10.1 Notes the Council Plan performance and the revenue outturn position for 2021-22;
- 10.2 Considers whether there are any further actions that should be undertaken to improve performance where it has not met the desired level;
- 10.3 Notes the position on General and Earmarked Reserves;
- 10.4 Approves the allocation of underspend amounts and commitments to Portfolios as set out in paragraph 4.41 above.
- 10.5 Approves the release of all the sum of £14.000m held in the earmarked reserve as a contingency against potential funding losses during the Covid-19 recovery period as set out in paragraphs 4.42 above.
- 10.6 Approves the allocation, from the release of earmarked reserves and from underspends, of £10.000m to the Budget Management Earmarked Reserve, £10.000m to a reserve for inflation risks, £5.251m to a reserve for business rates risks and £4.000m to a reserve for cyber security as set out in paragraphs 4.42 to 4.45 above.
- 10.7 Approves contributions from the Finance & ICT budget of £0.010m to an earmarked reserve to support the modernisation of the ICT Traded Services team and £0.200m to provide temporary agency resources for the Operations team as detailed in paragraph 4.32 above.

11. Reasons for Recommendations

- 11.1 The outturn report provides a summary of the overall finance performance and use of resources against the Council's approved budget for the financial year 2021-22. The outturn position supports the development of budgets in both the short and medium term.
- 11.2 Performance information is important as it enables the Council and the public to see how well the Council is delivering services and where it needs to make improvements.
- 11.3 Underspends can be carried forward with the approval of Cabinet as set out in the Council's Financial Regulations.
- 11.4 Releasing the sum of £14.000m, from the earmarked reserve held as a contingency against potential funding losses during the Covid-19 recovery period, enables the Council to refocus the balances it is holding based on the latest assessment of the most significant and immediate financial risks it is facing.
- 11.5 The balance of both the General and Earmarked Reserves supports good financial planning. The allocation of £10.000m to the Budget Management Earmarked Reserve will support the Council in setting a balanced budget in future years, through the use of one-off funding to support services; the creation of a £10.000m inflation risks reserve will support the Council in the short-term to meet the cost of temporary inflationary increases being experienced; the creation of a £5.251m business rates risk reserve will help mitigate future volatility the Council may experience in respect of business rates receipts; and the creation of a £4.000m cyber security reserve will aid the Council's recovery in the event of a cyber-attack, given that adequate and affordable insurance cover is no longer available.
- 11.6 Contributions from the Finance & ICT budget of £0.010m to an earmarked reserve to support the modernisation of the ICT traded services function and £0.200m to provide temporary agency resources for the Operations team will support the ICT service to meet operational demands via alternative means during a period where it is difficult to deliver services via staff in substantive posts.

12. Is it necessary to waive the call in period?

- 12.1 No

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Appendix 1

Implications

Financial

1.1 As outlined in the body of the report.

Legal

2.1 None.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 The Council Plan values commit to spending money wisely, making the best use of the resources that the Council has.






6.2 The Covid-19 pandemic has increased the financial uncertainty for all local authorities. The Council is committed to ensuring that it sets a balanced budget over the medium-term, therefore ensuring good financial management and use of reserve balances to meet the costs of any unforeseeable events arising from the pandemic.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None.

Appendix 2

Key to Performance Ratings

	Strong 	Good 	Review 	Action 	Unknown 
Council Plan Deliverables	On track or complete with outcomes exceeding expectations /requirements.	On track or complete with outcomes in line with expectations/ requirements.	Some risk to achieving timetable and/or outcomes.	Unlikely to achieve timetable and/or not delivering required outcome.	Data measuring the performance of these deliverables continues to be suspended due to Covid-19.
Council Plan Measures	More than 5% better than target.	Less than 5% better than target but not less than 2% worse than target.	Between 2% and 10% worse than target.	More than 10% worse than target.	No data received or no target set.
Service Lines Outturn		Outturn below budget.	Outturn less than or equal to 2% over budget.	Outturn more than 2% over budget.	
Portfolio Outturn		Outturn below budget.		Outturn over budget.	
Budget Savings		Forecast savings better than target.		Forecast savings worse than target.	

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Derbyshire County Council

Appendix 3



Council Plan 2021-25

Performance Report
April 2021 - March 2022

Council Plan 2021-25 Performance Report End of Year 2021-22

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Introduction





Welcome to the Council's 2021-22 performance report on the Council Plan 2021-25. The Council Plan sets out the direction of the Council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. Our key priorities are:

- Resilient, healthy and safe communities;
- High performing, value for money and resident focused services;
- Effective early help for individuals and communities;
- A prosperous and green Derbyshire.

For each priority we have identified a set of key deliverables and performance measures which we will focus on to meet our priorities.

Reporting Performance

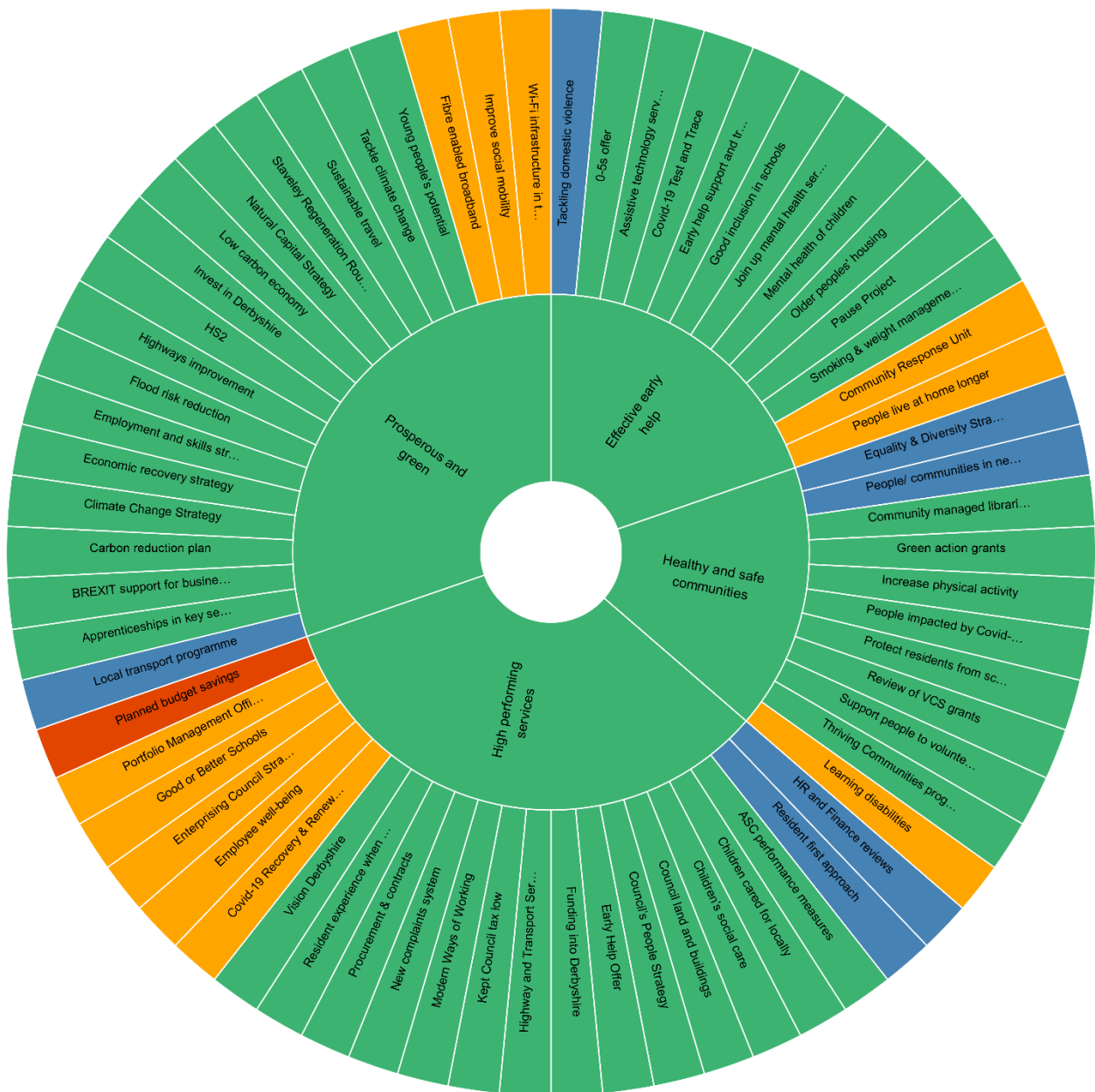
Progress on our Council Plan deliverables and key measures is set out on the following pages. To give a clear indication of performance, the following categories are used:

Category	Deliverables	Measures	Council Response
 Strong	On track or complete with outcomes exceeding expectations	More than 5% better than target (2% better than target if the target is greater than 95%)	Continue to monitor. Celebrate and learn from success
 Good	On track or complete with outcomes in line with expectations	Between 5% better or 2% worse than target	Continue to monitor. Celebrate and learn from success
 Review	Some risk to achieving timetable and/or outcomes	More than 2% worse than target	Keep under review to ensure performance is brought back/remains on track
 Action	Unlikely to achieve timetable and/or to deliver required outcome	More than 10% worse than target	Additional action will be/is being taken to bring performance back on track

We would welcome your feedback on the report as part of our commitment to continually improve what we do and how we serve the people of Derbyshire. Please tell us what you think at: haveyoursay@Derbyshire.gov.uk

Deliverable Overview

Good progress has been made in delivering the Council Plan during 2021-22. Of the 66 deliverables in the Plan, 72% have been rated as 'Good', with a further 9% rated as 'Strong'. Only 17% have been rated as 'Requiring Review' and 2% as 'Requiring Action'. A graphical representation of the Council's performance for 2021-22 against its priorities (inner wheel) and deliverables (outer wheel) is below. The colours in each segment show the progress the Council has made during 2021-22. The performance for each priority and deliverable is expanded within the report.



Key Measure Overview

A set of key measures have also been developed to enable the Council to further monitor the progress it is making by reporting performance against targets. The colours in each segment of the wheel below show the Council's success in achieving its performance targets. Of the 37 key measures with data at this point in the year, 12 have been rated as 'Strong', with a further 7 rated as 'Good'. Only 3 have been rated as 'Requiring Review' and 15 as 'Requiring Action'. Measures which are grey currently have no data available for 2021-22. The key measures are detailed in the following tables.



Performance – Trend over Time

Deliverables

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
★ Strong	3	2	4	6
✔ Good	52	54	50	48
⦿ Review	6	8	10	11
🚩 Action	1	2	2	1

Measures

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
★ Strong	4	9	12	12
✔ Good	5	5	6	7
⦿ Review	2	3	3	3
🚩 Action	3	7	9	15

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
Improving	N/A	3	3	5
No Change	N/A	52	58	56
Declining	N/A	7	3	3
Completed	0	2	3	16

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
Improving	N/A	2	2	4
No Change	N/A	12	23	28
Declining	N/A	5	5	4

Completed Deliverables

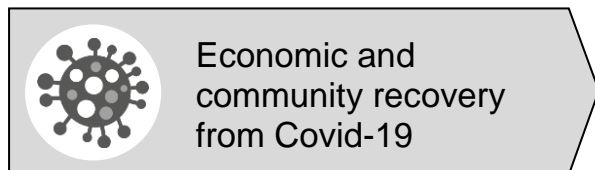
The following deliverables have been completed:

- Put in place a new Equality and Diversity Strategy, setting out priority actions the Council will take to reduce discrimination and tackle inequalities;
- Provided green grants to community projects to support investment in sustainable and green community activity;
- Worked with partners and supported individuals, communities and businesses who have been impacted by the pandemic;
- Carried out reviews of Human Resources and Finance functions to further improve these services and make savings;
- Developed and approved the Council's People Strategy and associated people priorities, encompassing the Council's people vision, employee values and behaviours;
- Demonstrated value for money through excellent procurement and contract management;
- Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing;

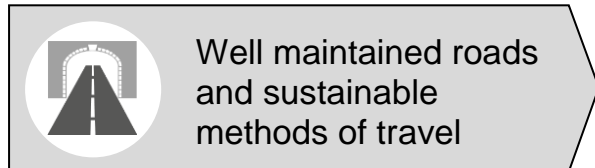
- Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus;
- Provided training to all schools and education providers to support the emotional wellbeing and mental health of children following the coronavirus pandemic;
- Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire;
- Developed a needs assessment and strategy to improve arrangements for tackling domestic violence and supporting victims;
- Undertaken an evaluation of the early help support and training offered to partner agencies, and developed measures to monitor the effectiveness of early interventions for children and families;
- Worked with partners, including young people and their parents and carers, to produce a set of clear expectations about what good inclusion looks like in mainstream schools across Derbyshire and to define the specialist provision that should be accessible in each locality;
- Delivered a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns;
- Implemented year 1 of the Covid-19 Employment and Skills Recovery Action Plan including delivery and expansion of a careers hub and development and implementation of a youth hub;
- Provided support and advice to local businesses as the UK leaves the European Union, helping them to maximise new opportunities and ensure compliance with relevant legislation.

Headline Initiatives

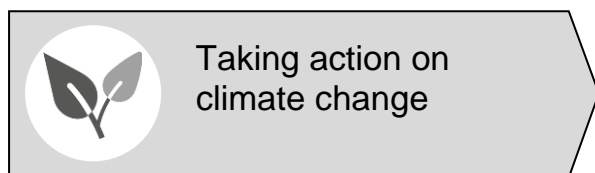
The following activity in support of our headline initiatives has taken place over the year – we have:



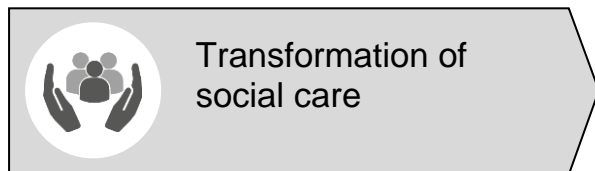
- Supported people with over 50,000 separate grants and vouchers from a range of programmes and schemes aimed at individuals and families in need, including over £2 million from the Derbyshire Discretionary Fund;
- Provided over £600,000 in grants from the Covid-19 Response Fund to businesses and communities to support their recovery;
- Supported 1,744 residents during the year through the Adult Careers Service with 280 going into employment and 257 undertaking learning to help them progress them into employment;
- Seen the percentage of 16-17 year olds in education, employment or training reach 96.1%, higher than previous years and above the national and regional averages;
- Supported achievement in Phonics, so that for children in Derbyshire schools, 79.9% achieved the expected level in Phonics, this figure was 66.6% for disadvantaged pupils; both are just above the national averages;
- Secured funding and worked with partners to launch the Youth Hub to support unemployed young people with access to training and careers advice and guidance;
- Worked with partners to launch the South Derbyshire Careers Hub to ensure young people in the region know about the options available to them after they leave education, and the different jobs open to them;
- Worked in partnership to launch the Festival of Business helping businesses capitalise on opportunities as the county recovers from the pandemic;
- Supported the launch of the hospitality Charter to raise the profile of the hospitality industry and promote the sector as a good place to work.



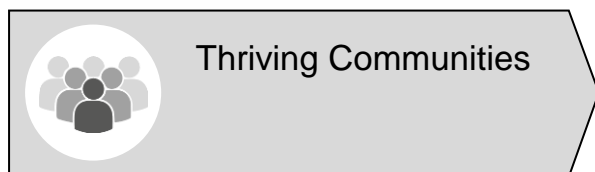
- Achieved 52% satisfaction with Highways and Transport services, one of the highest performing County Councils and in line with the national average of 52%;
- Delivered the £40m Highways Capital Programme of improvements across a range of highway assets;
- Completed work to address 22,748 highways defects;
- Reduced the number of highways jobs requiring attention at the end of the year by 1,333 from the 2020-21 year end figure;
- Received government approval for £47m funding to support the county's bus service improvement plan;
- Continued to develop the county's Key Cycle Network.



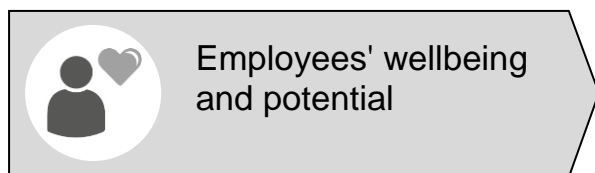
- Developed and published the Climate Change Strategy and Action Plan;
- Provided £405,153 from the Green Entrepreneur Fund in grants and scholarships;
- Commissioned a Natural Capital Strategy for Derbyshire to identify areas where the natural environment can be further enhanced while also supporting the green economy;
- Established a Climate Change and Environment Programme Board and Scrutiny Committee for Climate Change, Biodiversity and Carbon Reduction;
- Reduced streetlight emissions in 2021-22 by 24% from the 2020-21 level;
- Committed to planting 1 million trees in Derbyshire by 2030;
- Confirmed a reduction in emissions up to March 2021 from Council operations and property of 63% from 2009-10, on track for achieving net zero by 2032.



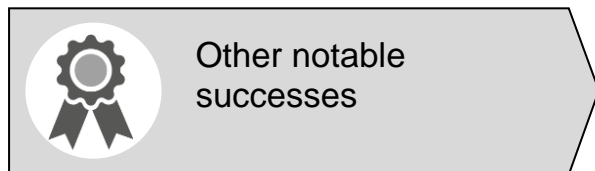
- Worked with people with a learning disability or who are autistic to put in place 373 new outcome focused plans during the year;
- Exceeded quality and timeliness targets for the 4 key measures relating to consistent, high quality early help and safeguarding services for children with social work assessments and child protection measures well above national benchmarks;
- Provided 900 people with assistive technology throughout the year to support independent living.



- Established the Thriving Communities Board to enable strategic review and support collaborative working;
- Re-established existing Connected Teams following the impact of Covid-19 so that organisations and sectors work together to respond to local opportunities and challenges;
- Set up Connected Teams in three new areas, Langley Mill, Staveley and Ashbourne.



- Launched a new People Strategy incorporating the aims to be a diverse employer, an innovative employer and an employer of choice;
- Refreshed the Wellbeing Strategy to unify support into one total wellbeing offer;
- Begun work on Health and Safety Risk Profiling identifying the areas of most significant risk so that appropriate resources and support can be targeted;
- Established a working group to examine how best to support departments to understand and manage sickness absence;
- Commenced a review of Occupation Health provision.



Other notable successes

- Increased the number of outstanding children's homes from 2 to 5 with the remaining 7 homes all rated as good including 2 first time inspections;
- Achieved a record number of 1,757 people quitting smoking with the quit rate of 67% above the national average;
- Successfully implemented the Customer Relationship Management system with 140 services made available online in the first phase;
- Developed and launched new strategies in respect of Equality and Diversity and Domestic Violence;
- Completed reviews of the Finance and Human Resource functions securing further service improvements and delivering savings in both areas;
- Successfully transferred Woodville Library to Community management.

Deliverables and Measures rated as “Requiring Action”

Responses to Your Council Your Voice annual survey from residents within the established Thriving Community areas

As part of the Your Council Your Voice survey some questions used to understand the experience and engagement of residents within the established Thriving Community areas in Cotmanhay, Danesmoor, Gamesley, Newhall and Shirebrook are below target:

- 53.1% of residents in Thriving Community areas felt they have enough people around them to avoid a crisis, well below the target of 70%.
- 30.3% of residents in established Thriving Community areas have given unpaid help in the last 12 months, below the target of 36%.

However these are based on low numbers of responses and difficult to interpret. The information is used to help shape the development of the work and new measures have been developed to provide more meaningful performance information.

Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting

In 2021-22, 33 people with a learning disability and /or who are autistic moved from 24 hour care to a more independent setting, against a target of 60. The programme remains behind target due to the restrictions concerning Covid-19, however there are plans in place for a further 15 people to move and a key priority in the forthcoming year will be embedding outcome focussed support plans for those in supported living accommodation to release capacity for further moves.

Percentage of pupils in 'Good' or better secondary schools

At the end of 2021-22, 56.9% of pupils attend Derbyshire secondary schools judged to be good or better. Whilst this is an increase on last year, it remains significantly lower than the national average and has not met the target of increasing Derbyshire's national rank position by ten places. The number of inspections completed this year has been lower than pre-pandemic years reducing the opportunity to significantly impact this indicator. This will remain a priority for the forthcoming year and schools will continue to be supported with a focus on improving the implementation of the curriculum.

Number of approved fostering households

The number of approved fostering households has seen a downward trend during 2021-22. This is because the number of carers being approved is not keeping pace with the number of foster families leaving the service for a variety of reasons, including retirement and the impact of the pandemic on family life. Specific actions to improve performance are being taken forward as part of the Achieving Great Futures programme to improve recruitment and retention as well as the utilisation of foster care placements. These have included monitoring of fostering enquiries, improved data on vacancies and the trialling of various initiatives such as the "support to stay" conversations with foster carers considering leaving the service.

Average cost of children in care placements

This year has seen a rise in the annual cost of children in care placements. As well as placement numbers rising in line with increases in the number of children in care, the needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision. Work to increase the number of approved fostering households as outlined above is being taken forward to address these issues.

Average number of days lost per appointment to sickness (Council, not including schools)

The average absence for 2021-22 is 10.7 days. This is above the target of 9 days for the year and up from 8.7 days for 2020-21. Work is ongoing to provide more detailed analysis and direct support to employees.

Amount of money raised from the disposal of land and buildings

A total of £2.783m was raised from the sale of land and property below the target for the year of £3.621m. However this is due to delays to sales expected in Quarter 4 that will now take place in 2022-23.

Kept on track to achieve all planned budget savings in the medium term

The 2021-22 outturn budget savings are £11.154m against the target of £26.059m. Budget savings achieved are lower than planned due to the impact of Covid-19 on services and finances, however these are being actively managed to ensure the Council remains within its agreed budgetary position.

Number of older people and disabled people able to access short term assistance to regain or increase independence

In 2021-22, 2,911 people were supported through short-term assistance to regain or increase their independence against a target of 3,588. There is a national shortage of homecare; an Adult Social Care action plan has been drawn together and wider system work is under way to seek mitigations.

Percentage of Principal roads where maintenance should be considered

The Annual Engineers' Inspection Survey showed that maintenance should be considered for 15.2% of principal roads in Derbyshire compared to a target of 13%. Additional resources have continued to be deployed to address highway defects and delivery of the capital programme during 2021-22, with a focus on priority areas such as drainage improvements, carriageway and footway surfacing and surface dressing. Targets for the percentage of classified and unclassified roads where maintenance should be considered have been achieved. The annual road condition survey takes place between April and June and therefore the majority of the improvement work carried during 2021-22 will not impact on the figures until the survey is carried out in 2022.

Percentage of defects completed within target timescales

Over the year a total of 22,748 defects were fixed and the backlog reduced by a third, whilst 75% of all defects were completed within target timescales, this rises to 95% for urgent defects. The amount of outstanding reactive jobs are being closely monitored in order that resources can be managed appropriately to keep the winter 'spike' in defects and workload as low as possible.

Overarching measures from Your Council Your Voice annual residents survey





















The overarching measures based on responses to questions within the Your Council Your Voice survey are below target:

- 42.3% of residents who responded were satisfied with the Council, against a target of 58%;
- 42.7% of residents who responded felt they were informed about Council decisions, below a target of 52%;
- 29.3% of residents who responded felt the Council gives value for money, against a target of 43%.

An action plan to proactively address the issues raised from the survey has been developed. Specific actions include addressing the overall perception of the Council by ensuring performance, value for money and information on priorities is provided through a variety of channels; increasing engagement with decision making within targeted groups and further improving the quality of consultation and engagement activity.

Key Measures Updated for Quarter 4 2021-22








The following measures have been updated during Quarter 4:

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Mar-2022	373	340	 Strong
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Mar-2022	33	60	 Action
Percentage of pupils in 'Good' or better primary schools	Mar-2022	83.6%	84.5%	 Good
Percentage of pupils in 'Good' or better secondary schools	Mar-2022	56.9%	68.0%	 Action
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Mar-2022	100.0%	91.0%	 Strong
Number of approved fostering households	Mar-2022	283	350	 Action
Percentage of children's social care reflective case review judgements rated as 'Good' or 'Outstanding'	Mar-2022	77.4%	70.0%	 Strong
Early help assessments completed within 45 days	Mar-2022	97.0%	91.0%	 Strong
Social work assessments completed within 45 days	Mar-2022	90.4%	91.0%	 Good
Initial child protection conferences within 15 days	Mar-2022	91.6%	87.0%	 Strong
Percentage of children returning home after a period in care	Mar-2022	17.0%	16.0%	 Strong
Average cost of children in care placements	Mar-2022	£56,739	£41,000	 Action
Number of services accessed via e-forms on the Council websites	Mar-2022	140	80	 Strong
Employee sickness absence (Council, not including schools)	Mar-2022	5.1%	Not set	
Average number of days lost per appointment to sickness (Council, not including schools)	Mar-2022	10.7	9.0	 Action
Amount of money raised from the disposal of land and buildings	Mar-2022	£2,783,000	£3,621,000	 Action
Projected achievement of budget savings	Mar-2022	£11.154m	£26.059m	 Action
Number of participants in Council delivered stop smoking programmes who stop smoking	Mar-2022	1,757	1,200	 Strong
Number participants in Council weight management programmes who achieve 5% weight loss	Mar-2022	240	228	 Strong
Percentage of identified pregnant women receiving an antenatal contact	Mar-2022	89.0%	93.0%	 Review
Percentage of infants receiving a new baby review between 10-14 days	Mar-2022	98.1%	94.0%	 Good

Key Measure	Date	Actual	Target	Performance
Number of older people and disabled people able to access short term assistance to regain or increase independence	Mar-2022	2,911	3,588	 Action
Number of permanent admissions to residential and nursing homes	Mar-2022	711	932	 Strong
Number of people with social care needs receiving Assistive Technology	Mar-2022	900	600	 Strong
Total amount of expenditure on the delivery of the Local Transport Programme	Mar-2022	£40m	£40m	 Good
Percentage of defects completed within target timescales	Mar-2022	75.0%	90.0%	 Action
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Mar-2022	96.5%	96.0%	 Good





Key Measures with new data for Quarter 3 2021-22

The following measures have been updated during Quarter 4:

Key Measure	Date	Actual	Target	Performance
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area (thriving communities areas)	Dec-2021 (Annual Measure)	51.9%	55.0%	 Review
Percentage of residents who agree that they have enough people around them to avoid a crisis (thriving communities areas)	Dec-2021 (Annual Measure)	53.1%	70.0%	 Action
Percentage of residents who have given unpaid help to an individual, group or club in the last 12 months (thriving communities areas)	Dec-2021 (Annual Measure)	30.3%	36.0%	 Action
Percentage of residents satisfied overall with Highways and Transportation services	Dec-2021 (Annual Measure)	52.0%	57.0%	 Review
Percentage of residents who are satisfied with Derbyshire County Council	Dec-2021 (Annual Measure)	42.3%	58.0%	 Action
Percentage of residents agreeing that they feel informed about Council decisions	Dec-2021 (Annual Measure)	42.7%	52.0%	 Action
Percentage of residents agreeing that the Council provides value for money	Dec-2021 (Annual Measure)	29.3%	43.0%	 Action

Key Measures reported in Earlier Quarters

The following measures have not changed during Quarter 4:

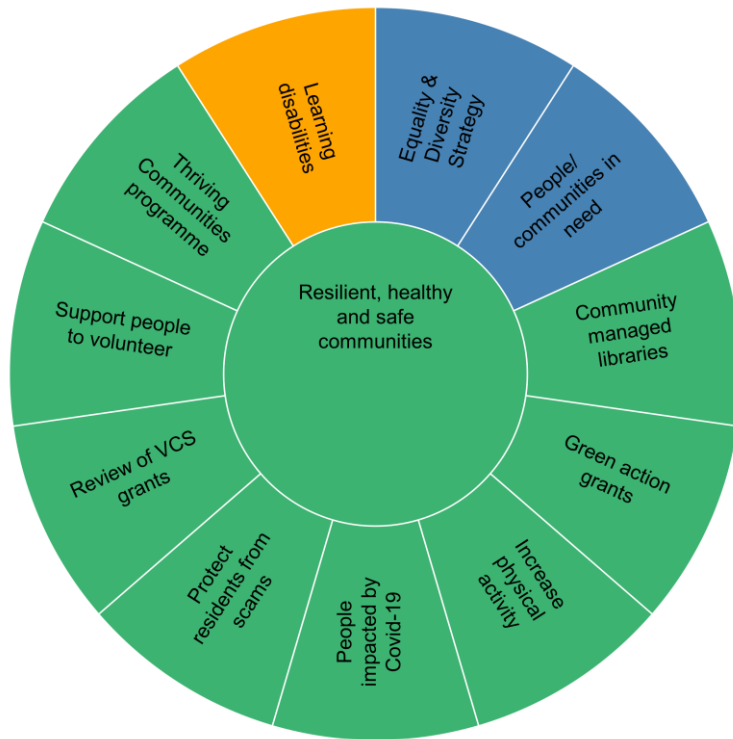
Key Measure	Date	Actual	Target	Performance
Percentage of Principal roads where maintenance should be considered	Dec-2021 (Annual Measure)	15.2%	13.0%	 Action
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2021 (Annual Measure)	19.6%	23.0%	 Strong
Percentage of Unclassified road network where maintenance should be considered	Dec-2021 (Annual Measure)	29.9%	31.0%	 Good
Percentage of pupils achieving a standard pass (grades 4-9) in English and Maths at GCSE	Aug-2021 (Annual Measure)	71.6%	72.2%	 Good

Resilient, healthy and safe communities

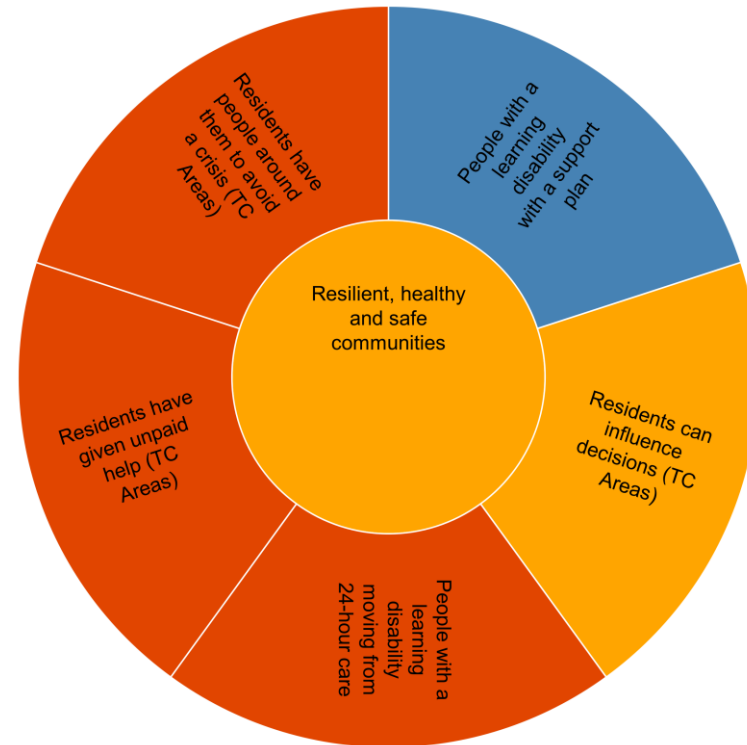
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 2 deliverables rated as “Strong”, 8 deliverables rated as “Good” and 1 deliverable rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Review” based on 5 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.



Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Residents can influence decisions (TC Areas)	Dec-2021	51.9%	55.0%	 Review
Residents have people around them to avoid a crisis (TC Areas)	Dec-2021	53.1%	70.0%	 Action
Residents have given unpaid help (TC Areas)	Dec-2021	30.3%	36.0%	 Action
People with a learning disability with a support plan	Mar-2022	373	340	 Strong
People with a learning disability moving from 24-hour care	Mar-2022	33	60	 Action

Progress on our deliverables and key measures

✔ Worked with communities in a further 8 areas across the county as part of the Thriving Communities programme, listening to and understanding their needs and working together to ensure they thrive

Rating: Good

Expected completion date: 31 Mar 2022

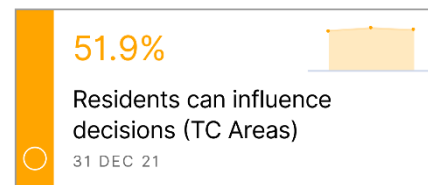
Throughout the year there has been significant corporate and local progress made in understanding the requirements for rolling out the Thriving Communities approach into Derbyshire communities and working collaboratively across departments to implement the model and ways of working at the local level. A great deal of ground work has been achieved via the successful delivery of a 12 month programme of Thriving Communities Board meetings, which have been innovative in design incorporating both strategic review and more informal interactive dialogue based sessions including local staff. During this period, the Board has approved and allocated resource to re-establish Connected Teams in four existing areas (Shirebrook, Cotmanhay, Gamesley and Newhall) and three new areas (Langley Mill, Staveley and Ashbourne). Work has also progressed to apply the approach to the challenges faced by the homeless community.

Ambitions for delivery in all areas have been delayed due to the continuing Covid-19 pandemic and social distancing restrictions in place during this period. However during February and March 2022 a series of induction sessions were successfully held in person, re-connecting local staff and senior leaders and opening up a dialogue about the potential for the work. These sessions revealed energy and enthusiasm for the Thriving Communities model and ways of working but highlighted issues with capacity. Where it is possible, physical spaces are beginning to be re-opened and services are re-connecting with communities to begin to deliver support and local activities in person.

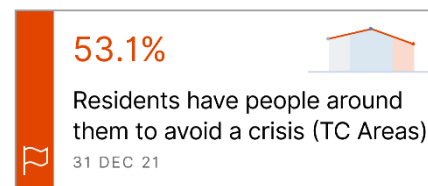
Significant change has occurred during the last two years which has altered the landscape for local communities, people's lives and the way that public services are organised. Priority activity over the forthcoming period will focus on the following activity across identified communities which will require cross-departmental support:

- Creating a practice model for self-managed, hyper local Connected Teams with flexible local budgets;
- Exploring welcoming 'front doors' in shared local spaces;
- Collaboratively growing community priorities and ideas;
- Deepening and broadening the use of storytelling as a part of service design.

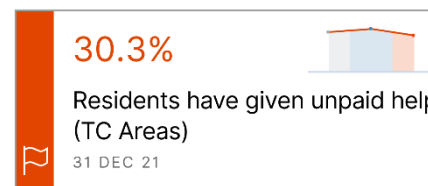
Three measures within the annual Your Council Your Voice survey have been analysed to give results within the Thriving Community areas. In all cases the figures are well below the target, however the low number of replies makes the figures difficult to interpret. New measures have been developed to provide more meaningful performance information going forwards.



2019-2020	51.1%
2020-2021	54.5%
2021-2022	51.9%
Target	55.0%
Performance	Review
County-wide Benchmark	50.5%



2019-2020	64.2%
2020-2021	83.6%
2021-2022	53.1%
Target	70.0%
Performance	Action
County-wide Benchmark	69.8%



2019-2020	33.1%
2020-2021	35.7%
2021-2022	30.3%
Target	36.0%
Performance	Action
County-wide Benchmark	44.0%

- The percentage of residents who feel they can influence decisions was 51.9% against the 55% target;
- The percentage of residents who have enough people around them to avoid a crisis was 53.1% against the 70% target;
- The percentage of residents who have given unpaid help was 30.3% against the 36% target.

This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.

Worked with partners through the Active Derbyshire network to increase the number of people in local communities taking part in physical activity, including reviewing and updating the Derbyshire Cycle Plan

Rating: Good

Expected completion date: 31 Mar 2022

Work has continued across the county to engage an increasingly wider set of system partners at locality level who are supporting inactive people to become active and to reverse the negative impact of the pandemic. This has included the delivery of the 'Moving on with Covid' work, hosting the Talking Space platform for the physical activity network and supporting local organisations to access external funding, particularly the 'Tackling Inequality Fund'. The finalisation of the Cycle Plan Review is continuing alongside the development of the 'Derbyshire Making our Move' Plan in the context that the Plan will establish the approach for future work around reducing inactivity and the part cycling will play in this. In particular the reduction of short journeys taken by car. The refresh of the Cycle Plan will follow.

On the 31 March 2022 an online stakeholder event was held by Active Derbyshire with around 70 stakeholders in attendance. The aim of the event was to engage with new people, provide an overall update on the Active Derbyshire programme and to find out from stakeholders their knowledge of barriers to walking. During Quarter 4 the Walk Derbyshire lead has started, and a support and workforce role has been advertised to further support the Walk Derbyshire programme.

Provided support to people and communities in need, including financial help from our discretionary fund, and support for those affected by flooding

Rating: Strong (Good in Q3) Expected completion date: 31 Mar 2022

Throughout the year the Council has used a range of funds, programmes and schemes to provide support to individuals and families in need, including:

- 27,500 Food vouchers to support families of children eligible for free school meals and provided £100,000 to food banks via Feeding Derbyshire;
- 21,066 grants totalling £2.259m from the Derbyshire Discretionary Fund and Household Support grants providing emergency cash and exceptional pressure payments, Covid winter grants and Covid support payments;
- 1,456 grants via the newly created Children's Professional grants to families in need and to support young people who have recently left care;
- Provide over 43,000 summer and 19,000 winter activity places for children created from the Holiday Activity and Food Programme;
- Provided funding to Flood warden groups and 39 hardship payments to households effected by flooding.

The need for support for individuals and families in need has been very high during 2021-22 and staff have worked exceptionally hard to deliver the most appropriate help and assistance.

★ Put in place a new Equality and Diversity Strategy, setting out priority actions the Council will take to reduce discrimination and tackle inequalities

Rating: Strong (Good in Q3) Completed: 31 Mar 2022

The new Equality, Diversity and Inclusion (EDI) Strategy 2022-25 Strategy was approved at Cabinet on 10 March 2022 following a period of public consultation. Work is now being undertaken to implement the actions outlined in the Strategy Delivery Plan through a number of identified workstreams involving a range of departmental staff across the Council, broadening out the approach. To ensure progress against identified EDI priorities, a performance and reporting framework has been developed for capturing, measuring, evaluating and reporting progress, not only to the EDI Board and Corporate Management Team, but to a range of stakeholders, including Elected Members and the public. The framework will track progress and ensure momentum built during the early stages of strategy development are maintained throughout implementation.

✔ Provided targeted support to protect residents who are most susceptible to scams, fraud and financial abuse

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

Officers have responded to over 600 referrals from the National Trading Standards Scams team, and other local partners. 361 residents have received one-to-one support to help protect them from scams and fraud. The total benefit following intervention is estimated at £130,000 - where our intervention has prevented residents from losing further money had we have not intervened. Officers have also continued to install call blocker devices for those who are most vulnerable. 43 devices have been installed in 2021-22 - making a total of 144 throughout the county. Over 26,000 calls were blocked in 2021-22; since the start of the project 130,000 nuisance calls have been prevented. It is estimated that by blocking this amount of calls it has saved vulnerable households over £800,000.

✔ Provided green grants to community projects to support investment in sustainable and green community activity

Rating: Good

Completed: 31 Mar 2022

The Council's new corporate Voluntary and Community Sector (VCS) funding programme sets out the Council's grant funding priorities over the 2022-23 period. Priorities includes investing in projects or activities which support residents and/or communities to be green and sustainable.

Having launched the new programme at the end of January, many groups have made enquiries about the scheme and started their applications for funding. Over 400 application packs have been distributed to local VCS groups and as of the 31 March 2022, 70 applications have been received across all the priority funding areas.

✔ Supported more Derbyshire people to volunteer to help their communities, learning from and building on the remarkable response to the Covid-19 pandemic

Rating: Good

Expected completion date: 30 Sep 2022

The Council has continued to support volunteering and Voluntary and Community Sector (VCS) groups who utilise and benefit from the assistance of volunteers.

VCS infrastructure providers across the county are a vital source of mobilising volunteers and the wider sector to support VCS activity, including assisting with the continued Covid-19 response and recovery efforts over the last 12 months. The funding provided to these organisations by the Council, whilst allocated across infrastructure support, is to support the recruitment and management of volunteers, understanding volunteer needs and promoting volunteering across the community. Maintaining all existing grant allocations to VCS infrastructure organisations, until March 2023 and providing additional short term funding has resulted in over 1,897 volunteers supported and seen the recruitment of at least 1,096 new volunteers to organisations between April and September 2021 alone.

The Council's new £1.5 million funding programme for the 2022 and 2023 period has also been developed to support local organisations to turn good ideas into activity and projects which make a difference, mobilising local people and increasing civic participation. This will build on the strengths of people and communities across the county and support projects that provide the chance for all residents to feel fully part of the areas in which they live.

Whilst only small grants have been issued to date, with larger grants to be issued following the closure of the first application round at the end of April 2022, the Council will be monitoring the grant funding it has allocated over the forthcoming year. A key aspect of grant monitoring will be ascertaining the individual and community impact of successful activities, projects and programmes, including understanding how funding has supported volunteers and organisations to increase the number of volunteers engaged in their activities to benefits residents and communities across the county.

There also remains an ambition to investigate whether the Council should develop a whole Council approach to volunteering, for example through the development of an overarching volunteering strategy. Work will be taking place over the coming months to scope out this work and understand the Council's drivers for such an approach given the broad spectrum of activity that falls under the volunteering banner.

Worked with partners and supported individuals, communities and businesses who have been impacted by the pandemic

Rating: Good

Completed: 31 Mar 2022

Throughout the year Public Health has worked alongside local partners and the Local Resilience Forum to support communities to manage the ongoing impacts and recovery from the pandemic. During Quarter 4 following the changes to national policy guidance we have been supporting communities as we moved to the living with Covid strategy. During this year the Community Champions network was set up to share the latest Covid-19 information and advice alongside promotion of the Covid-19 vaccine programme with an aim to increase uptake. The champions network continues to provide based support and a facility for sharing key messages, particularly in relation to vaccine uptake.

The Covid-19 Response Fund during Quarter 4 has allocated £27,891 and since the scheme relaunched in September 2021 has provided £66,000 in grants of up to either £250 or £2000 to organisation. Going forward the Covid-19 Response Fund will be realigned to meet the requirements of the grant funding the local authority receives from central Government in relation to outbreak management support.

The winter period was challenging, and the Winter Pressures Single Point of Contact has operated to provide additional support and resilience to the health sector to facilitate access into a range of housing and housing support services. The Community Response Unit (CRU), established during the pandemic, as part of our work to improve health and wellbeing also continued to support people across Derbyshire linking them up with services and support as required. The CRU response phase is now coming to an end and the work will transition to other service arrangements within the Council. The network of voluntary sector organisations linked to the CRU are now moving to support Ukrainian evacuees arriving in Derbyshire. The CRU received a high number of calls relating to financial aid rather than specific issues related to Covid-19.

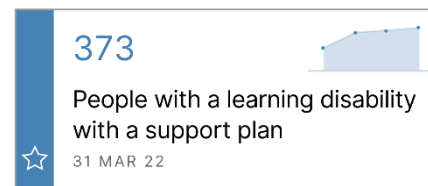
Worked with people with learning disabilities and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

Rating: Review

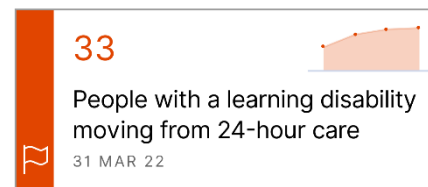
Expected completion date: 31 Mar 2023

During the year there has been a continued focus on the Better Lives programme of work. The central team of practitioners continue to work actively with people with a learning disability or who are autistic. Of these people 373 have a new outcome focused plan in place; including 190 people previously attending a day centre run by the Council choosing to take up an alternative community opportunity. Nine building based day centres are now open and 111 people have chosen to access only this service. Public consultation is now underway concerning whether a redesign of the council offer should take place.

Further progress has been made to support people with a learning disability to move from a short term residential placement to a supported living long term home within local communities. Due to the impact of Covid-19 the figure of 33 people who have moved so far is below the target of 60. However there are plans in place for a further 15 people to move, although these moves are likely to take place after April 2022.



2021-2022	373
Target	340
Performance	Strong



2021-2022	33
Target	60
Performance	Action

Transferred a minimum of 5 libraries to community management, engaging and involving communities in the development of a cost-efficient library service

Rating: Good

Expected completion date: 31 Oct 2024

Woodville Library transferred to Community Management on 21 August 2021. The Library Service has received Expression of Interest and Business Case applications for a further 3 libraries to be transferred: Old Whittington, Wingerworth and Melbourne. Expressions of Interest have also been received for Tideswell and Etwall Libraries. The Library Strategy was relaunched in September 2021 to help drive renewed community interest in the transfer scheme.

Finalised the review of voluntary and community sector grants and established a consistent approach to future funding to support the sector to recover well, grow and thrive

Rating: Good

Expected completion date: 31 Mar 2022

The Council has made significant progress across the Voluntary and Community Sector (VCS) Grant Funding Review, maintaining momentum in 2021-22 and delivering key pieces of work over the year.

The Council has worked closely with the VCS and infrastructure support organisations during this time and has maintained its grant funding commitment to all providers, including increased funding where necessary to ensure organisations can meet the needs of those responding to, or impacted by, the Covid-19 pandemic and beyond.

This has involved funding for the following activity during 2021-22 year and from March 2022, as follows:

- Payments totalling over £575,000 to 13 infrastructure providers for core support covering the period 2021-22 and agreed for the 2022-23 period, including £250,000 made available in October 2021 to ensure adequate VCS infrastructure in place to provide ongoing support to Covid-19 response, recovery and resurgence;
- Payments totalling over £775,000 through annual payments to VCS organisations and agreed over the 2022-23 period until the review is completed;
- Grant funding extended to Bolsover Woodland Enterprise totalling over £316,000 for two years.

The review of recurring grants has been finalised and the proposed approach was outlined in a report to Cabinet on 6 December 2021 for public consultation. Consultation on the proposed approach was launched on 22 December 2022 for a period of thirteen weeks. The Council received approximately 275 responses to the consultation and work is taking place to analyse the findings. A report to Cabinet in early June 2022 will summarise consultation findings and will set out the next steps for taking the review forward.

The Council has also developed a new, outcomes-based funding programme for the sector through the development of a Grant Funding Framework and Prospectus. A report outlining this new approach was agreed by Cabinet on 13 January 2022 for the 2022 and 2023 period, which includes investing in local people and communities to create opportunities for them to adapt, develop and grow.

The new programme launched at the end of January and groups have started making enquiries about the scheme, submitting applications and receiving funding. 11 small grants have so far been approved to the value of almost £9,000. The next application round for larger grants will close on the 30 April 2022, and the Council has so far received 36 applications.

The Council has also put in place the necessary processes to ensure that grants can be made in timely manner whilst also ensuring that there is sufficient assurance and expert input on individual awards and across the priority areas. This has included the establishment of grants panels.

There remains an ambition for Council to further develop its strategic one council grant funding approach and to continue to work on a set of shared policies and practices which will align spend and activity whilst embedding the approach across the Council. This has included developing IT processes with the aim of reducing officer time spent on administration. This will be further explored and tested in the forthcoming years through a small scale pilot launching in April 2022.

As the new Prospectus and Framework develops and becomes embedded, further work is needed to bring together and accommodate for all Council grant funded activity to provide much needed strategic oversight and deliver a consistent grant funding approach across the authority. This activity will remain a key element of the VCS Review.

This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.

High performing, value for money and resident focused services

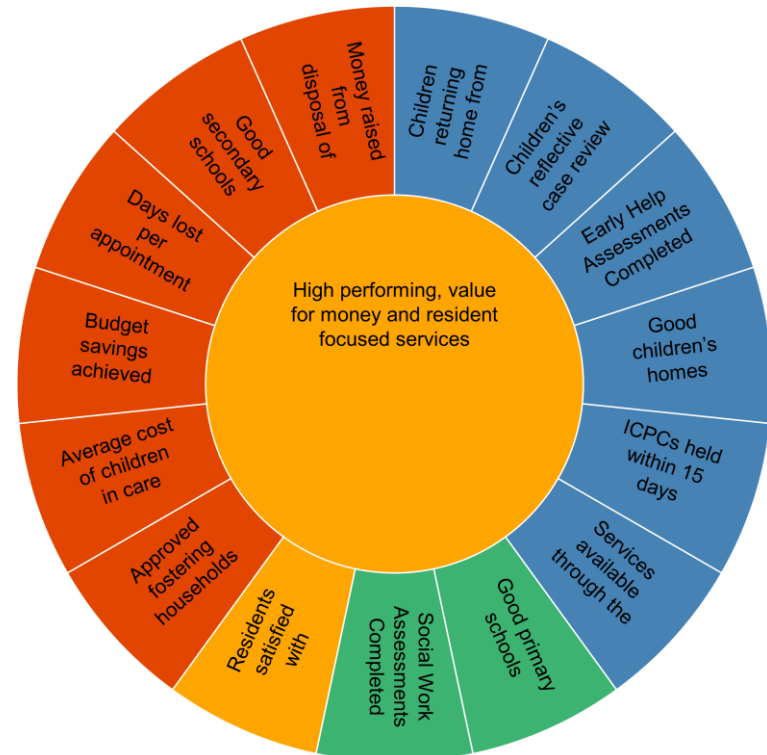
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 2 deliverables rated as “Strong”, 14 deliverables rated as “Good”, 5 deliverables rated as “Requiring Review” and 1 deliverable rated as “Requiring Action”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Review” based on 15 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.
















Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Pupils in 'Good' or better primary schools	Mar-2022	83.6%	84.5%	 Good (Review in Q3)
Pupils in 'Good' or better secondary schools	Mar-2022	56.9%	68.0%	 Action
Children's homes rated as 'Good' or 'Outstanding'	Mar-2022	100.0%	91.0%	 Strong
Number of approved fostering households	Mar-2022	283	350	 Action
Children's care reflective case reviews good or better	Mar-2022	77.4%	70.0%	 Strong
Early help assessments completed within 45 days	Mar-2022	97.0%	91.0%	 Strong
Social work assessments completed within 45 days	Mar-2022	90.4%	91.0%	 Good
Initial child protection conferences within 15 days	Mar-2022	91.6%	87.0%	 Strong (Good in Q3)
Children returning home from care	Mar-2022	17.0%	16.0%	 Strong (Review in Q3)
Average cost of children in care placements	Mar-2022	£56,739	£41,000	 Action
Residents satisfied with Highways and Transport services	Dec-2021	52.0%	57.0%	 Review
Services available through the Councils Websites	Mar-2022	140	80	 Strong
Employee sickness absence (Council, not including schools)	Mar-2022	5.1%	Not set	
Days lost per appointment to sickness	Mar-2022	10.7	9.0	 Action
Money raised from the disposal of land and buildings	Mar-2022	£2,783,000	£3,621,000	 Action (Strong in Q3)
Projected achievement of budget savings	Mar-2022	£11.154m	£26.059m	 Action

Progress on our deliverables and key measures

Worked with schools to ensure that the percentage of children in Derbyshire schools which are 'Good' or 'Outstanding' is in line with the national average

Rating: Review

Expected completion date: 31 Mar 2025

Following the suspension of all routine inspections of schools during the Covid-19 pandemic, graded inspections resumed again from 4 May 2021. The number of inspections completed this year has been lower than pre-pandemic years reducing the opportunity to significantly impact these indicators.

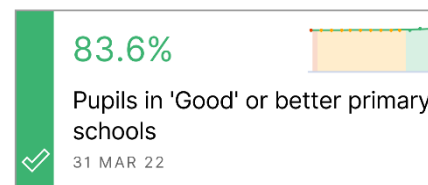
The target this year was to achieve an increase in Derbyshire's national rank position by 10 places for the percentage of pupils in good or better primary schools and for the percentage of pupils in good or better secondary schools. This target has not been met and the deliverable will remain a priority for 2022-23. However, in the last year, we have seen the percentage of pupils in good or better primary schools improve at faster than the national rate with the proportion of Derbyshire primary schools judged good or better now ranked provisionally 119th nationally - up six places. Currently, 83.6% of pupils attend Derbyshire primary schools judged to be good or better compared to 89.3% nationally.

The same increases have not been reflected within secondary schools. Currently, 56.9% of pupils attend Derbyshire secondary schools judged as good or better compared to 81.2% nationally. We are expecting to see some further inspections of large academies which are not yet good and are hopeful that outcomes will improve in line with the provisional national standards.

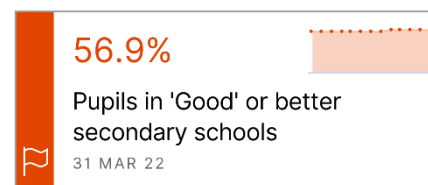
Schools have continued to be well-supported through the year and locality meetings led by senior advisers this quarter have focussed on improving the implementation of the curriculum.

The Schools White Paper: Opportunity for All was published on 28 March 2022 and comprises of several elements which will support schools to improve outcomes for children and young people. The proposals include:

- Delivery of a longer average schools week. A minimum expectation of 32.5 hours by September 2023 in mainstream schools. However, they will encourage schools to explore going beyond this if possible;
- A new literacy and numeracy test for a sample of year 9 pupils;
- Legislation to "modernise" rules on recording attendance through a national data solution;
- Establish a new curriculum body building on Oak Academy's work to help teachers deliver evidence-based high quality curriculum;
- A new careers programme for primary schools in areas of disadvantage;
- A parent pledge that "any child that falls behind" in English and maths should receive "timely and evidence-based support to enable them to reach their full potential". Ofsted will hold schools to account for this;
- Embedding of tutoring in schools by 2024. Tutoring is to continue to be a staple offer from schools, with schools using their core budgets - including Pupil Premium - to fund targeted support for those children who will benefit. This includes the support available for schools to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to Covid-19 restrictions;



2019-2020	80.7%
2020-2021	81.2%
2021-2022	83.6%
Target	84.5%
Performance	Good (Review in Q3)
National Benchmark	89.3%



2019-2020	54.9%
2020-2021	55.0%
2021-2022	56.9%
Target	68.0%
Performance	Action
National Benchmark	81.2%

- Department for Education consulting on whether schools that have successive Requires Improvement judgements or below should be academised;
- By 2030 all children will be taught in a family of schools that are in a strong multi-academy trust or plan to join one.

Our actions will be aligned to these proposals and we will use our local approach to working in partnership with schools and settings, namely 'We are Derbyshire', to increase the pace of improvements. We may get further guidance to improve schools because Derbyshire has been identified as an Education Investment Area.

✔ Increased the number of Council foster carers and improved the availability of high quality children’s homes within Derbyshire, so that more children are cared for locally

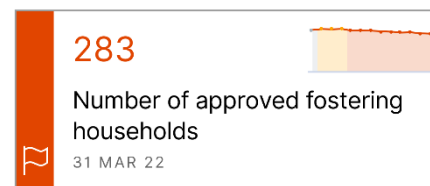
Rating: Good

Expected completion date: 31 Mar 2022

We passionately believe that the time that children spend in our care should be a positive experience, with access to a range of activities and opportunities to develop skills and confidence to allow them to achieve their full potential. At the end of Quarter 4, all 12 of the Council's children's homes have been inspected and are rated good or better with 5 homes judged as outstanding. This is exceptional performance and an improvement on the previous year when 2 homes were judged as outstanding. Our recently refurbished home, Linden House, and Spring Cottage, a children's home providing emergency placements, were rated good at first inspection. It is very important to us that our children's homes are homes that children feel happy to live in and we are extremely proud of the positive and often heart-warming feedback and comments we receive from inspections of our children's homes.



2019-2020	83.9%
2020-2021	83.9%
2021-2022	100.0%
Target	91.0%
Performance	Strong



2020-2021	312
2021-2022	283
Target	350
Performance	Action

The Council fostering service is our provider of choice due to both quality and cost and we continue to work hard to ensure an efficient and effective growth strategy for fostering to improve the quality and placement choice for our children. The number of approved fostering households has seen a downward trend during 2021-22. At the end of Quarter 4 there were 283 fostering households, down from 291 at the end of Quarter 3, 305 at the end of Quarter 2 and 319 at the end of Quarter 1. There were 33 approvals during 2021-22; however, there were 62 deregistrations during the same period, resulting in a net loss of 29 across the year. The most common reasons for foster carers leaving the service are retirement (due to age and ill health), changing circumstances (including family and work commitments, and the impact of Covid-19 on family life), and achieving permanency for children (through adoption, Special Guardianship and children returning to family). Of the 62 fostering households who left the service during 2021-22, 39% (24 households) had been fostering for 5-10 years and 21% (13 households) for more than 10 years. This indicates a vulnerability for the service in terms of our ability to retain foster families in the future given that the Fostering Network estimates that the average length of service for a foster carer is 6.3 years. Whilst it is positive that there are currently 24 mainstream fostering assessments in progress at the end of Quarter 4, achieving the outcome of 350 fostering households delivering 580 places by the end of 2021-22 has not been achieved because the number of foster families leaving the service is not keeping pace with the number of carers being approved.

Specific actions to improve performance include the work completed through the Achieving Great Futures Sufficiency Workstream to increase the recruitment and retention of foster carers, as well as the utilisation of foster care placements. During 2021-22 we have:

- improved joined-up working between the Fostering Service and the Digital Communications Team to monitor enquiries and direct advertising funding;

- increased the Refer a Friend bonus for existing foster carers who recommend a friend who goes on to be approved as a foster carer;
- trialled 'Support to Stay' conversations and Exit Interviews with foster carers who are considering leaving the service and those who have left to understand the strengths of the Fostering Service and areas for improvement;
- improved the data available to the Fostering Service about vacancies to increase our utilization;
- trialled weekly Utilisation Meetings to identify unavailable places and the actions needed to get placements back online;
- trialled conversations with foster carers to identify actions to increase the number or age range of the children they can care for.

Work is now in progress to embed and sustain practice across the Fostering Service. In addition, the Fostering Service Modernisation Programme will enable the service to build on its strengths while ensuring that we are in the best position to grow the service and care for more children in high-quality family placements, against the backdrop of an increasingly competitive market. Phase 1 of the Fostering Service Modernisation Programme has focused on work in the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention, as well as the utilisation of foster placements. A needs assessment has been completed under the Fostering Service Modernisation Programme to create an evidence base which will inform the future vision and development plan for the Fostering Service.

✔ Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire

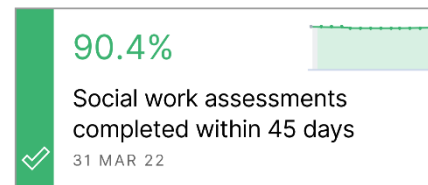
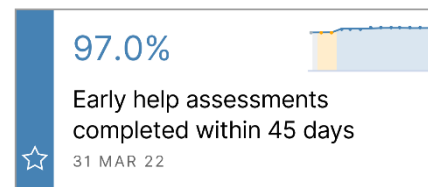
Rating: Good

Expected completion date: 31 Mar 2022

A stable, motivated and high-performing workforce is essential to providing consistently good services for our children and young people and this year we have continued to strengthen our recruitment and retention strategy alongside our learning and development programme. A market supplement for child protection social workers continues to be in place ensuring the Council continues to offer a competitive salary in the region. This is due to end in 2023 and work has commenced on next steps. Our recruitment process has been strengthened with established links in place with University partnerships, Frontline (which is expanding further in Derbyshire in 2023) and continued recruitment to the social work apprenticeship programme to enable recruitment of high quality social workers. We have refreshed our systemic training programme and material which has been rolled out to social work staff during early 2022 which has continued to strengthen our practice model 'Stronger Families, Safer Children'. We also established an enhanced induction programme for new staff to sit alongside the established induction programme for all children's services staff. There is also a supportive programme for Newly Qualified Social Workers to complete their first year of practice and an Assessed and Supported Year in Employment workshop programme enhanced this year with increased mentoring. This support has also been enhanced during the last year as a result of Covid-19 to ensure newly qualified social workers are provided with the support they need at the start of their careers. Our learning and development pathway and structured progression framework for all levels of social work provides clear expectations and differentials between grades and roles. Two Heads of Service also engaged with the Childrens Services Strategic Senior Leadership development programme which is part of the regional sector led improvement programme, both graduated in April 2022.

We have a well-established programme of multi-agency and internal quality assurance (QA) activity including reflective case reviews (RCRs), our approach to case file auditing. RCRs are moderated by a process led by the Senior Leadership Team focussing on the quality of practice and outcomes for children with an emphasis on practice learning. This is enhanced by an annual programme of practice learning days. These are led by senior leaders and include focus groups, RCRs, feedback from service users and other activities to identify strengths and areas for improvement. There is regular sampling of casework by managers and review of the themes emerging from feedback including compliments and complaints.

Our RCR outcomes have been strong this year and have exceeded this year's target. 77% of practice areas within the RCRs completed over the last rolling 6 month period were judged to be good or better. In particular we have evidenced positive impact on assessments, particularly in terms of the identification of risk and overall timeliness. There has also been improvement in quality, including through the wider involvement of family members and social workers ensuring that their views are captured and influence decisions regarding next steps. Dip sampling of our private fostering and homeless



2020-2021	57.3%
2021-2022	77.4%
Target	70.0%
Performance	Strong

2019-2020	91.3%
2020-2021	86.9%
2021-2022	97.0%
Target	91.0%
Performance	Strong

2019-2020	86.5%
2020-2021	92.2%
2021-2022	90.4%
Target	91.0%
Performance	Good
National Benchmark	87.6%

2019-2020	81.4%
2020-2021	84.2%
2021-2022	91.6%
Target	87.0%
Performance	Strong (Good in Q3)
National Benchmark	83.0%

and vulnerable cases evidences increasing compliance and management oversight. More children are contributing to their child protection conferences. Feedback confirms that the child-centred approach and language is enabling parents and carers to participate fully. Performance focussed on the timeliness of key processes to keep children safe continues to be solid. 97.0% of early help assessments were completed within 45 days, well above the target of 91%. 91.6% of initial child protection conferences were held within 15 days, again well above the target of 87%. 90.4% of social work assessments were completed within 45 days, slightly below the target of 91%.

The Achieving Great Futures programme this year has supported work in several areas particularly in terms of strengthening the line of sight of child in need work ensuring that intervention is timely and impactful for children. Work has also progressed in regard to considering our edge of care model and understanding how this can be developed further through 2022 ensuring a more consistent and effective service across the whole county. Similarly work on special guardianship orders has progressed in order to develop consistent application and understanding across the workforce to ensure maximum opportunity is taken for children to benefit from appropriate permanence plans. Work in these areas has started to deliver impactful change which we hope will continue through 2022-23.

We have also engaged in the regional sector led programme in regard to 'reducing court backlogs' which aims to share learning and best practice across the region and nationally to ensure an effective shift in practice in regard to public law cases in the courts. This has included the adoption of a best practice toolkit across all teams supported by training to maximise the effective management of public law case work.

Supervision and management oversight have also improved, practice supervisors are providing additional supervisory capacity and oversight. Social workers continue to feel supported and traction on cases is increasingly helping to improve children's outcomes. Our QA activity evidences this improvement and how it is enabling an improving trajectory in quality and consistency of practice. We have embedded a strong culture of listening to and involving children. Our QA activity and casework oversight continue to tell us that direct work is meaningful, more clearly informing assessments and plans, with children having a stronger voice in their plans leading to a reduction in risk.

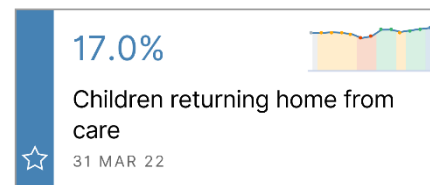
✔ Implemented recommendations from our children’s services evaluation to reduce demand, improve outcomes for children, young people and families and reduce expenditure

Rating: Good

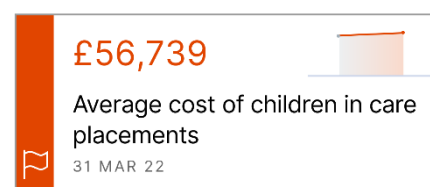
Expected completion date: 31 Mar 2022

Following a diagnostic into Children's Services in Summer/Autumn 2020 which identified several areas for improving the long term outcomes for children, young people and families in Derbyshire, as well as reducing the expected annual spend for Children's Services by approximately £14m per annum, we started the Achieving Great Futures (AGF) programme in April 2021 with partners Newton Europe. This programme is currently in the 'Implementation Phase' focused on delivering the following 6 workstreams with associated outcomes:

- Reducing Demand and Early Intervention: This workstream is looking at how we optimise the throughput and effectiveness of our specialist domestic abuse partner organisations in order to demonstrably reduce the overall domestic abuse need in Derbyshire, and therefore reduce the number of children needing to come into care. This has involved introducing consultations between the two parties before, during, and after a specialist course or intervention in setting clear and personal goals for the parent or child to ensure we are targeting their



2019-2020	19.0%
2020-2021	15.0%
2021-2022	17.0%
Target	16.0%
Performance	Strong (Review in Q3)
National Benchmark	16.0%



2019-2020	£46,091
2020-2021	£53,241
2021-2022	£56,739
Target	£41,000
Performance	Action

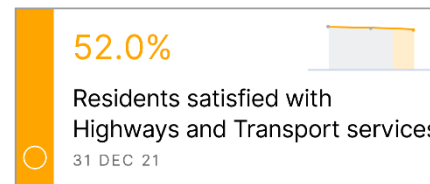
specific domestic abuse needs. This workstream is currently tracking a six week moving average at a successful completion rate of 2.2 interventions per week, against a baseline of 1.4 for the whole of the Elm Foundation (a specialist domestic abuse partner organisation), which positively has been maintained from February and throughout March.


- **Planning Permanence Outside of Care:** This workstream is looking at increasing the number of children leaving care before 18 and reducing the average duration of a child in care - delivered through increasing the number of children successfully achieving Special Guardianship Orders (SGOs) or Reunification to Family where this is the best thing for their outcomes. This is continuing to perform ahead of target - where our baseline number of assessments for SGOs and Reunifications is 1.3 every 3 months, and a target of 3.2, we have already seen 15 assessments start in the last 3 months, and our first cohort of children having now left care. During 2021-22, 17% of children leaving care were able to return home, above the target national level of 16%.
- **Placement Sufficiency:** The rate of children going into residential care is growing and an increasing proportion of children are going into Independent Fostering Agency placements rather than the Council fostering placements resulting in an increase in the average cost of a child in care to £56,739, above the target of £41,000. The Council Fostering Service is currently seeing a reduction in foster carers with the number of foster carers leaving twice the number of those joining. This workstream is looking to change the recruitment, utilisation, and retention of Council foster carers to ensure that children can get the ideal setting for their outcomes. We are currently seeing a 210% increase in the number of new long term Council foster carer approvals per month in the pipeline - up to an expected 20 per year against a baseline of 9.5.
- **Children in Need Plan Progression (CIN):** This workstream is looking to use best practice from across the different teams around managing plans and introducing new visibility tools to help teams prioritise and identify plans for support in order to reduce the average duration of CIN plans and help balance out demand. The trials in Glossopdale saw CIN caseloads drop by 46%, contributing to High Peak seeing an overall drop of 12% already. We are currently rolling out to the remaining 5 geographic localities.
- **Transitions to Adulthood for Disabled Children:** the change for a young person with social care needs moving between Children's Services and Adult Services can often be challenging, as well as requiring support from other key groups such as the Special Educational Needs and Disability (SEND) team for their education outcomes. This workstream is focused on ensuring that our processes and reviews support collaboration from all the different groups around the young person, allowing us to make clearer more unified plans around their ambitions and plans for the future. The trial has taken place across the whole Disabled Children's Team and their respective Adult Social Work locality teams. Activity has already identified a change in expected ongoing adult care package cost from age 18 from the first 21 of the 180 children in the team 14-18 - where we have several children who could be better matched to some local supported living schemes as opposed to residential care.
- **Home to School Transport for Special Needs Children:** Children's Services overall spend on transport has increased by 26% over the last 5 years. While numbers of pupils have stayed similar overall, the cost per SEND pupil has increased by 32% in 5 years, nearly entirely driven by spend on taxis which makes up 93% of this. This workstream is looking at how we deliver our home to school transport for these children with the most effective use our resources. The trial started on 14 February 2022 and is looking to be used over the relatively quieter period to be tested and iterated ahead of the next school year. We will review an estimated 30 contracts between April and May 2022 and will look at the benefit of using the new approach. 24 contracts have been completed since the start of the trial.

✔ Increased the levels of customer satisfaction in the Council’s Highway Service

Rating: Good (Review in Q3) Original completion date: 31 Mar 2022 Expected completion date: 31 Mar 2023

The National Highways and Transportation survey is undertaken each year measuring the level of satisfaction our customers have with the many interactions they experience with the highway network. In 2021 the overall satisfaction was 52% and the lowest level of satisfaction in the categories measured was highway maintenance. The survey indicates overall satisfaction within our comparator group as ranging from 37-53% making Derbyshire one of the top performing county councils. The average level of satisfaction across the National Highways and Transport Network is 52% for 2021.



2019-2020	55.0%
2020-2021	54.0%
2021-2022	52.0%
Target	57.0%
Performance	 Review
National Benchmark	52.0%

Three targeted improvements have been identified and acted upon to address this:

- An enhanced capital programme with £40m of improvements to the network delivered in 2021-22, substantially more than in previous years.
- Minimising the number of defects and outstanding jobs on the network. Data captured over the last few years shows the worst time of year for potholes and other defects appearing on the highway is in late winter. By closely monitoring the amount of outstanding reactive jobs we have we can manage resources appropriately to keep the 'spike' in defects and workload as low as possible. At the end of March 2020 the number of jobs requiring attention was 2,789; in 2021 it was 3,419 and in March 2022 it was 2,086. This shows a significant reduction of known defects on the network.
- Improving communication and engagement with stakeholders which is fundamentally keeping our customers updated around our plans for the forthcoming year. Another enhanced capital programme will be delivered through 2022-23 which will have a focus on keeping down known defects on the network to a minimum throughout the year.

✔ Implemented new national performance measures for Adult Social Care to benchmark across the sector to improve outcomes for local people and drive value for money

Rating: Good Expected completion date: 31 Mar 2023

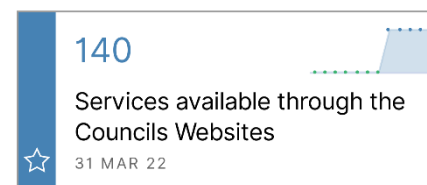
The new national measures have now been announced and work is underway to create a framework for reporting. The Council will be working with other councils in the East Midlands region to establish a regional benchmarking performance framework.

★ Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance

Rating: Strong

Expected completion date: 30 Jun 2022

Phase one of the Channel Shift programme was completed in December 2021 with 140 services being available to the public through the system, against a target of 80. Further Council services are being added in phase 2 (January - June 2022) and the full suite of purchased functionality (Councillor portal, resident room bookings, event bookings and reporting) will be in place by 30 June 2022. The ongoing target operating model is currently being approved and will enable the Council to derive the greatest benefit from its investment and also enable the optimisation of customer interaction for residents.



2021-2022	140
Target	80
Performance	★ Strong

✓ Put in place a new complaints and feedback system to improve service delivery and resident experience

Rating: Good

Expected completion date: 31 Dec 2022

The new customer feedback system has been in place since December 2021 as part of the Customer Relationship Management (CRM) system and work has been ongoing to ensure Children's Services are ready to use the system from Spring 2022, with appropriate staff fully trained and any outstanding issues addressed. Place have identified the resource to move their customer feedback management to the CRM system and expect to have completed the work by September 2022. Further discussions with Adult Social Care will take place in phase 3 to establish the level of integration with their case management system required for successful adoption. Corporate Services and Transformation will be addressed after that given the disparate nature of complaint management within the department.

Information has been provided to Audit in April 2022 to support their review of the complaint management process at the Council and the annual complaints report for 2021-22 is currently being compiled.

✓ Developed our understanding of the resident experience when interacting with the Council, using that insight to improve our approach

Rating: Good

Expected completion date: 31 Dec 2022

Focus group feedback has been built into the Customer Relationship Management (CRM) system and feedback from launch is being continually collected and analysed, with system amendments being made to improve the customer experience. Over 200 customer journeys have been mapped and have been translated into 'Help guides' for use within Call Derbyshire to support customer service. Customer feedback on the CRM system is being collected with ratings and net promoter scores established in order to keep track of resident satisfaction. Further analysis of customer feedback will be carried out to identify areas of concern and support departments to improve the customer experience.

✓ **Delivered Phase 3 of Vision Derbyshire including activity on business support, climate change, homelessness, independent living and skills and employment priorities, creating new arrangements to speed up joint decision making with partners**

Rating: Good

Expected completion date: 30 Sep 2024

Vision Derbyshire continues to be driven forward and involve the investment of time, hard work and goodwill from participating councils and their leaders, executive officers and lead officers. 2021-22 has seen significant progress building the foundations of the future Vision Derbyshire approach through implementing Phase 3a plans and the approval of proposals to take forward Phase 4 of the approach. This has involved the finalising of new formal governance arrangements, the Vision Derbyshire Joint Committee, alongside identifying and securing resources for the creation of dedicated joint programme support.

Development and engagement with Derbyshire councils' executive officers and leaders to shape the approach has continued with regular input and discussion. This has also included facilitating engagement with a wider group of elected members and senior officers across all Councils to introduce the Vision Derbyshire approach, share the forward plan for Vision Derbyshire and give a wider group of key stakeholders the chance to feed into the work and shape ambitions.

The Vision Derbyshire Joint Committee held its first meeting on 4 April 2022. This meeting confirmed the governance arrangements, membership and elected its Chair and Vice-Chair. Putting in place the Joint Committee has been a crucial step in delivering Phase 4 programme plans. The Committee approved the creation of the much needed programme team to support implementation and the delivery of the four identified ambitions.

A key principle of Vision Derbyshire has been to put in place arrangements and a model which positions Derbyshire at the forefront of any national developments, including securing a potential devolution deal and maximising additional resources into the county. The progress made on Vision Derbyshire has supported the Council to engage in discussions with central government and other key stakeholders on 'County Deals' which has emerged as a significant opportunity for Derbyshire to support identified ambitions and priorities. The template submitted to central Government acknowledges the role of Vision Derbyshire and the Joint Committee in taking forward proposals in Derbyshire, with a strong overlap across requested powers and functions and four Vision Derbyshire ambition areas and collaborative approach.

Work is now also required to consider the broader response to proposals set out in White Paper as these also align with wider Vision Derbyshire ambitions and plans.

✓ **Worked with partners to secure additional funding into Derbyshire and progress a devolution deal for the East Midlands**

Rating: Good

Expected completion date: 30 Sep 2022

The national landscape on Devolution shifted throughout 2021/22 with a move away from 'Devolution and Local Recovery' to 'Levelling Up'. Announcements in July 2021 on plans for the Levelling Up agenda have moved towards the creation of County Deals and this presents significant opportunities for Derbyshire.

The Council has been working on the potential route to securing a County Deal for Derbyshire through becoming a pilot area, which required a significant amount of work to progress, mobilising resources at short notice to draft plans and liaise and shape proposals with Derbyshire councils, including Derby City and neighbouring authorities.

On the 2 February 2022, Government published the Levelling Up White Paper and invited nine areas to agree new County Deals with the aim of agreeing a number of these by Autumn 2022. Derbyshire and Derby are identified as one of the nine areas and continue to participate in meetings with central Government officials, exploring the potential for options to extend wider level 3 tiers and powers to the area though potential mayoral Combined Authority across a Derbyshire/Derby and Nottinghamshire/Nottingham footprint.

On this basis, a template, outlining ambitions for a deal was completed at a D2N2 level and was jointly submitted to Government on 25 March 2022. The expectation is that this would support Government to identify smaller number of the nine pathfinders to progress through a 'first wave' of deals to be concluded by November 2022.

The template provides the opportunity to explore and open negotiations on all powers and flexibilities contained within the Devolution Framework and to outline other powers and functions to support wider Levelling Up Missions. Locally these priorities include Homelessness and Domestic Violence. In addition, the template also outlines ambitions to improve social mobility and outcomes for young people. Many of these priorities have emerged through work with district and borough councils on the development of the Vision Derbyshire approach.

It is important Derbyshire can be in the first 'wave' or 'phase' of deals to be negotiated over the summer. Intelligence suggests that Government may only be in a position to negotiate a small number of deals simultaneously and are keen to take forward the most ambitious deals in this context. It is understood that areas not able to secure a deal as part of the first phase would be highly unlikely to secure a potential deal until later in 2024.

The Council, alongside Derby City have been undertaking stakeholder engagement with elected members, MPs and public sector partners across Derbyshire to support understanding of the process of negotiating a county deal and pressing the case for Derbyshire and Derby. Maintaining ongoing dialogue and engagement will support the shaping of the deal and to support the negotiation phase over forthcoming months. Further ongoing updates will therefore be provided to ensure all key stakeholders are aware of developments at the earliest opportunity.

A Cabinet Paper, outlining the Councils opportunities, intentions and crucial next steps was considered by Cabinet on the 7 April 2022 and set out key next steps activity and work required to take forward and develop the deal over future months.

Identified and implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council Strategy

Rating: Review

Expected completion date: 31 Mar 2022

The Enterprising Council Programme covers the key workstreams of:

- Strategic Transformation and the establishment of a corporate Portfolio Management Office;
- Modern Ways of Working;
- Workforce Leadership and Behaviours;
- Demand Management;
- Organisational Recovery and Renewal Strategy.

Progress across the year has been mixed with some workstreams delivering on time whilst others have been slower. Specifically:

- Modern Ways of Working (MWOW) Phase 1 - focused primarily on the safe and effective return of employees to County Hall. This meant introducing some new ways of working such as establishing hybrid meeting rooms and relocating staff to County Hall as we reduced our estate. Phase 1 will be formally closed on 28 April 2022 and Phase 2 mobilised, subject to Cabinet approval of the Outline Business Case, on 12 May 2022.

- The People Strategy was completed and signed off by Cabinet earlier in the year. It continues to be implemented successfully as part of Human Resources Business as Usual.
- Workforce Leadership and Behaviours was incorporated into the People Strategy (see above) and approved and implemented as part of that process.
- Establishing a Portfolio Management Office (PMO) made some progress, for example new assurance arrangements were put in place and an audit of Projects and Programmes across the Council is largely complete. A combination of changes in staff and Covid-19 slowed implementation, however since the turn of the year new permanent staff have been put in place, new governance arrangements implemented and a revised project plan agreed. The new engagement strategy is underway and there is confidence that this element of work will be largely complete by early autumn 2022.

Progress on Demand Management was more difficult due to the role of key staff in the then Covid-19 response. Nevertheless progress is evident:

- A revitalised working group has been established and met several times. It has clarified the scope of the workstream.
- A definition of Demand Management has been agreed.
- Demand Management will be embedded within the Business Case process being developed by the PMO.

Organisational Recovery & Renewal (ORR) was also affected by key staff directly involved in the Covid-19 response which led to a significant delay in progress. However within the last month, the planned ORR strategy has reached its first draft phase which builds on the good practice and learning of the last 2 years.

This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.

Developed a medium and long-term organisational recovery and renewal strategy to address the challenges and opportunities presented by Covid-19

Rating: Review

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

Organisational Recovery & Renewal (ORR) was affected by key staff directly involved in the Covid-19 response. This led to a significant delay in progress, in effect progress was stalled. However, since the end of March, the planned ORR strategy has been in development and is now in first draft stage. Building on the good practice and learning from the last 2 years it is currently being developed further before being presented in May 2022. Whilst this activity is not specifically included as part of the 2022-25 Council Plan progress will continue to be reported on a quarterly basis.

Established a new Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money

Rating: Review (Good in Q3) Original completion date: 31 Mar 2022

Expected completion date: 30 Sep 2022

Establishing a Portfolio Management Office (PMO) made some progress initially and after some slowing of activity in the middle of the year, has ended with a clear programme of activity underway and strengthened governance arrangements. Earlier in the year new assurance arrangements were put in place and an audit of Projects and Programmes across the Council initiated. A combination of changes in staff and Covid-19 slowed implementation, however since the turn of the year new permanent staff have been put in place, new governance arrangements implemented and a revised project plan

agreed. The detailed operating model for the PMO is in development with a proposal ready in June 2022. The new engagement strategy is underway and there is confidence that the work will be largely complete by early autumn 2022.

 **Implemented Phase 1 of the Modern Ways of Working strategy working with employees across the Council to design new approaches to agile and flexible working**

Rating: Good


Original completion date: 31 Mar 2022

Expected completion date: 30 Apr 2022

Modern Ways of Working Phase 1 was approved at Cabinet on 17 June 2021 with a budget of £400,000 and focused primarily on the safe and effective return to offices after 2 years of almost non-stop home working. This meant introducing some new ways of working such as establishing hybrid meeting rooms and relocating staff to County Hall as we reduced our estate (John Hadfield House and the Chatsworth Hall site in Matlock).

The implementation of Phase 1 led to a good understanding of what does and doesn't work. The lessons learnt have informed the development and resourcing of Phase 2.

Phase 1 will be formally closed on 28 April 2022 and Phase 2 mobilised, subject to Cabinet approval on 5 May of the Phase 2 Outline Business Case, on 12 May 2022. Phase 2 will extend the new ways of working to the wider Council estate impacting on our culture, our digital strategy and our property strategy. Phase 2 is currently scheduled to run until February 2023 when it will deliver a full business case and benefits realisation strategy.

 **Developed and approved the Council's People Strategy and associated people priorities, encompassing the Council's people vision, employee values and behaviours**

Rating: Good

Completed: 30 Sep 2021

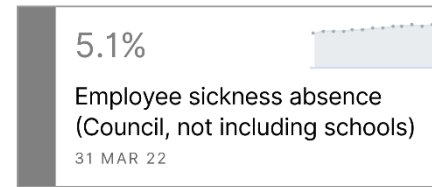
The new People Strategy was approved by Cabinet in July 2021. The People Strategy incorporates the organisation's people ambition which reflects what we are trying to achieve with the overarching aim to be a diverse employer, an innovative employer and an employer of choice. The Strategy outlines five key people priorities which will enable the development of the organisation wide workforce agenda. Departmental people plans have been developed, aligned to the People Strategy communications plan.

Implemented the Wellbeing Action Plan to support employee wellbeing, reduce sickness absence and improve service delivery

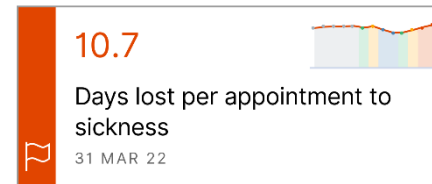
Rating: Review

Expected completion date: 30 Apr 2022

Work has commenced on a Health and Safety Risk Profiling exercise of departments with two areas of Place completed as a trial. Work has also been completed on developing a self-audit system and this will be linked to the roll out of the risk profiling work. This is a long term project aimed at identifying the areas of most significant risk within departments and across the Council so that appropriate resources and support can be targeted to these. Work to refresh the Council's Wellbeing Strategy and from this the action plan is nearing completion and work to identify all the existing wellbeing provision the Council offers has commenced to unify this into one total wellbeing offer. Work has also continued to support the wellbeing aspects of the Modern Ways of Working agenda. A review of the Council's Occupational Health provision is underway and the data gathering phase of this is nearing completion and the next phase of the review will be the evaluation and analysis of the data.



2020-2021	4.1%
2021-2022	5.1%
Target	Not set



2019-2020	10.4
2020-2021	8.7
2021-2022	10.7
Target	9.0
Performance	Action

The average number of days lost to sickness in the Council has risen to 10.7 days from 10.1 days in December 2021, which is above the target of 9 days. The percentage of employee's sickness has risen from 4.9% at the end of November 2021 to 5.1% for the year up to the end of March 2022. In light of the increase in sickness absence rates a working group to examine how best to support departments to manage this is being developed. Work to stratify the sickness absence data to better understand the key causes of sickness and the effect the pandemic may have had on sickness levels has been carried out utilising the more detailed sickness codes that were introduced. The sickness figures continue to be presented to departmental Senior Management Teams on a regular basis. Work is now underway to identify areas of significant concern so that appropriate support can be provided to help departments and teams to manage this.

Carried out reviews of Human Resources and Finance functions to further improve these services and make savings

Rating: Strong

Completed: 30 Sep 2021

The revised operating model for finance was implemented on 5 July 2021 as planned following the formal consultation period. The revised model will focus on the delivery of a business partnering approach and will follow the ethos of "standardise, simplify and share" to enhance our systems and processes to unlock efficiency in our workflows and workstreams.

The review of Human resources has been completed with Health, Safety & Wellbeing implemented on 6 April and Recruitment, HR Business Support and Learning and Development was implemented on 6 September 2021. The resulting savings were in excess of target.

✔ Implemented a programme to centralise the Council’s property assets and budgets to ensure the most effective use of our land and buildings

Rating: Good

Expected completion date: 31 Mar 2025

The project is on schedule to deliver Tranche One of the corporate landlord model by March 2023 and Tranche Two by 2025.

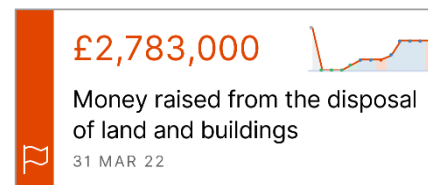
The Asset Optimisation Policy has been drawn up and will be signed off at the May Corporate Asset Management Group. Specific workstreams have been developed, including Policy, finance etc. The workstream leads have been identified and the first set of governance meetings held. Engagement levels have been very high.

A draft Service Level Agreement or 'Responsibilities' document has been drawn up, establishing landlord responsibilities and service area responsibilities, including repairs and maintenance, compliance and testing, facilities management, outgoings, sharing of space, alterations etc.

Tranche One (delivery by March 2023) will cover the Administration Buildings, Offices, Adult Care Homes and all other assets excluding Countryside, Schools and Highways. Tranche Two will deliver countryside, schools and highways.

This area of work has now been linked in to the Asset Management Strategy and the delivery of our Property 2025 programme to review every asset to ensure that anticipated savings from rationalisation projects is captured and not double counted.

During the year £2.783m was raised from the sale of land and property. This is £828k below the target for the year of £3.621m however this is due to delays to sales expected in Quarter 4 that will now take place in 2022-23. The target for capital receipts for 2022-23 is £3.200m, which we expect to meet or exceed slightly.



2019-2020	£2,898,546
2020-2021	£3,961,593
2021-2022	£2,783,000
Target	£3,621,000
Performance	Action (Strong in Q3)

✔ Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement

Rating: Good

Expected completion date: 31 Mar 2022

Analysis confirms that Council Tax remains in the bottom 25% of similar authorities.

The Council has taken the opportunity to lobby the government for an improved, and multi-year funding settlement, individually and collectively as part of the national Society of County Treasurers group. The Council will continue to seek opportunities to lobby on this matter.

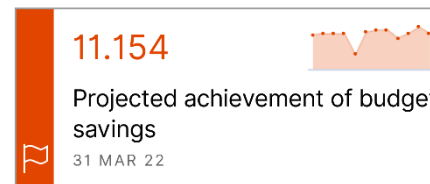
This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.


 **Kept on track to achieve all planned budget savings in the medium term**

Rating: **Action**

Expected completion date: **31 Mar 2022**

The 2021-22 outturn budget savings are £11.154m against the target of £26.059m. Budget savings achieved are lower than planned due to the impact of Covid-19 on services and finances, however these are being actively managed to ensure the Council remains within its agreed budgetary position.



2019-2020	£11.006m
2020-2021	£12.359m
2021-2022	£11.154m
Target	£26.059m
Performance	 Action

 **Demonstrated value for money through excellent procurement and contract management**

Rating: **Good**

Completed: **31 Mar 2022**

Procurement Process maps have been produced to enable skills analysis and consistent working. The Procurement and Contract Management Compliance team is in the process of being established with recruitment to roles and budget now approved.

Live contract data is being used to support the production of the Council's Commercial Pipeline (forward Plans of Procurement) for the first time. This is enabling improvements to understanding the Council's third party spend, procurement planning and spend categorisation.

Effective early help for individuals and communities

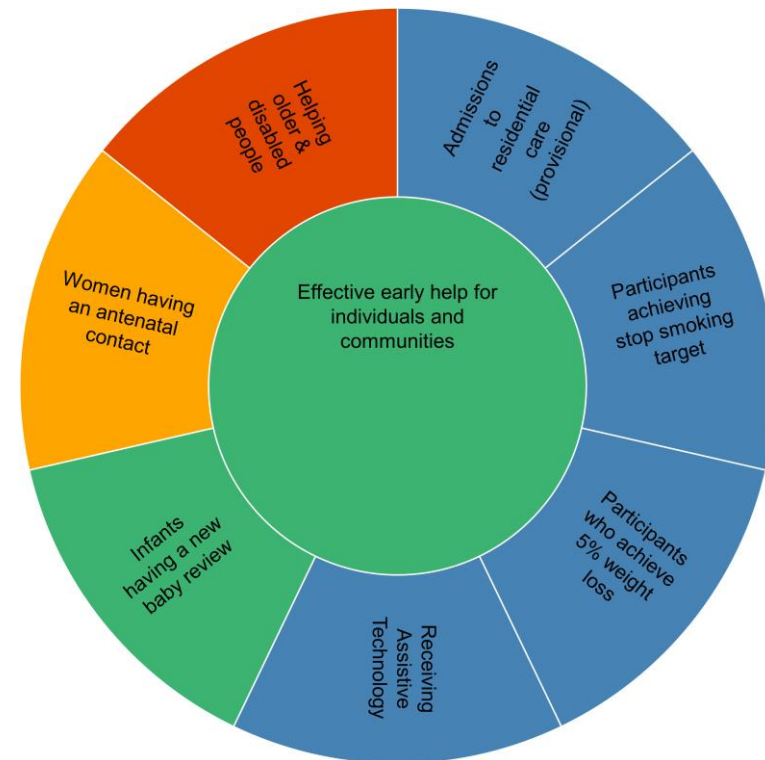
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 10 deliverables rated as “Good” and 2 deliverables rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Good” based on 7 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.








Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Number participants who stop smoking for 4 weeks	Mar-2022	1,757	1,200	 Strong
Participants who achieve 5% weight loss (projected)	Mar-2022	240	228	 Strong
Pregnant women receiving an antenatal contact	Mar-2022	89.0%	93.0%	 Review (Good in Q3)
Infants receiving a new baby review between 10-14 days	Mar-2022	98.1%	94.0%	 Good (Strong in Q3)
Helping older & disabled people to regain independence	Mar-2022	2,911	3,588	 Action
Admissions to residential care (provisional)	Mar-2022	711	932	 Strong
People with social care needs receiving Assistive Technology	Mar-2022	900	600	 Strong

Progress on our deliverables and key measures

-  **Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing**

Rating: Review (Good in Q3) Completed: 31 Mar 2022

Original completion date: 30 Sep 2021

The Community Response Unit (CRU) is made up of two teams: the Call Centre, and the Health and Wellbeing Team.

The Call Centre triage all incoming calls and signpost where appropriate. The Health and Wellbeing Team receive the urgent referrals for food, prescriptions and other essentials.

During Quarter 4 the CRU received 215 calls. This is a slight reduction in comparison to Quarter 3. From the 215 calls received, 4 were referred to the Health and Wellbeing Team for an urgent response. It is noted that no urgent referrals were received in the latter 9 weeks of Quarter 4. This is a marked reduction in comparison to Quarter 3 when 13 referrals were received.

The Health and Wellbeing Team also directly receive referrals from the Winter Pressures Professional Single Contact Point and during Quarter 4 152 referrals were received. These have mainly consisted of requests for help with financial and housing related problems.

Overall, for the year 963 calls were triaged by the CRU and the number of incoming calls received since Quarter 2 has decreased slightly each following quarter we have also seen slight peaks in the number of calls received around the time where new government announcements have been made around Covid-19 restrictions. Throughout the year most calls into the CRU have related to Covid-19, test and trace, isolation, help with food and financial support.

The transfer of the CRU Call Centre function to the Health and Wellbeing Team was delayed due to the Omicron variant and introduction of Plan B measures in Quarter 3. The transfer requires further discussion and agreement before it can be completed. This will be carried out as part of the prototyping and development of the team currently underway which will be completed by November 2022.

 **Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus**

Rating: Good

Completed: 31 Mar 2022

During Quarter 4 there were 80,787 Covid-19 cases in Derbyshire.. This is an increase of 39,324 from Quarter 3, resulting in an exceptionally busy time for the Health Protection team. These figures only include those that reported their positive test results to the Health Security Agency (UKHSA). Following the publication of the government's Living with Covid-19 Strategy on the 21 February 2022 there were a number of changes to Covid-19 guidance in England that is likely to have an impact on the population's attitude towards testing and reporting test results. It is likely this had an impact on the data reported, providing an inaccurate reflection of the true number of cases.

Community testing services in Derbyshire conducted 1,145 tests during Quarter 4, of which 1,019 were Derbyshire residents. Contact tracing ceased on 23 February 2022 as directed by the Department of Health and Social Care. Between 1 January 2022 and 23 February 2022 the contact tracing team completed 3,549 calls. 5,415 text messages or follow up calls have been given to individuals declaring a need for self-isolation support from the local authority.

The Council are the first point of contact for a number of priority areas across Derbyshire (aligned with the enhanced vaccination plans) and retain responsibility for contacting all positive cases in the rest of Derbyshire if the national team have been unsuccessful.

Both contact tracing and community testing has been stopped nationally, however, work has been done to enable both services to be restarted if required. Elements of the Covid-19 pandemic response are being aligned back into ongoing Health Protection response. The team will also be conducting a 'lessons learnt' process across partners to ensure good practice is captured and any changes to processes can be made.

Changes to testing, self-isolation and guidance as a result of the Government's Living with Covid plan have been communicated to all stakeholders including members of the public and policies/guidance updated. The impact of announcements were seen in testing uptake and engagement with contact tracing before the changes were officially brought into place.

There have been 505 incidents or outbreaks in education settings. This is a significant increase since last quarter and required the support of the Health Protection team. There has been 22 in workplaces and other settings that have been managed by the Council. Changes in guidance, testing and self-isolation has led to revision of previous communication and clarification in particular for education settings.

In addition, there have been 351 outbreaks in care homes that Public Health and Adult Care staff have worked with NHS colleagues and providers to manage the outbreak and reduce risk of further transmission. The Health Protection team has also supported UKHSA with Covid-19 outbreaks in more complex settings including prisons.

Targeted engagement work alongside NHS partners has supported the uptake of Covid-19 vaccinations in particular pre-engagement with communities around the 'roving clinic' model. All clinics were promoted and additionally 18 clinics had additional engagement from the team on the days before and on the day of the clinic.

The deliverable will not be continuing into 2022-23 due to the national 'Living with Covid-19' plan and the amalgamation of the management of Covid-19 into respiratory disease control. The response to any Covid-19 outbreaks and national guidance will be incorporated into the wider communicable

disease management work of the Health Protection team alongside UKHSA.

✓ Increased the number of people taking part in stop smoking and weight management programmes

Rating: Good (Strong in Q3) Expected completion date: 31 Mar 2022

Stop smoking and weight management services are core service provision by Live Life Better Derbyshire (LLBD) which is part of the Council's Public Health service. Stop smoking service projected figures for Quarter 4 are that there will be 666 quit dates set and that 433 people will have still stopped smoking four weeks after completing the course, based on a 65% quit rate. For the Weight Management Service, 435 started the programme in Quarter 4 and projected figures are 261 will complete the programme, 196 will lose weight with 78 achieving a 5% weight loss.

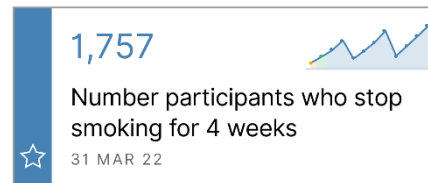
The performance of our stop smoking service has been excellent in 2021-22, with a record number of 1757 quitting smoking and our quit rate of 67% well above the England average. Due to the Covid-19 pandemic the service switched from primarily being face to face to a telephone based service and this has not affected service performance. Nicotine replacement therapy (NRT) is now posted to clients and in 2021-22 we posted over 10,000 NRT packages. Since 2018-19 we have seen a 278% increase in pregnant women seeking support to stop smoking. Whilst the performance of the stop smoking service remains strong, the lack of supply of Champix (a drug used to help people quit smoking) is having an impact upon service performance and this is likely to continue into 2022-23. As part of the NHS Long Term Plan, stop smoking support has to be offered to all inpatients, pregnant women and those with serious mental illness by 2023-24. In Derbyshire, the NHS is providing funding to Public Health to enable LLBD to provide stop smoking support directly to inpatients rather than setting up a hospital based service, due to high performance and value for money of LLBD.

The weight management service performed well. We have seen 5,377 referrals/self-referrals during 2021-22, a significant increase compared to 1,416 in 2020-21. This may be due in part to Covid-19 as obesity is a significant risk factor for serious illness or death from Covid-19. 1,817 individuals started our weight management programme, with projected figures of 781 individuals achieving some weight loss and overall 240 individuals achieving a 5% weight loss.

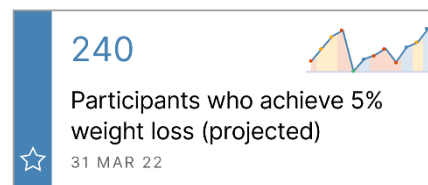
LLBD have a very robust screening process focused around our Health and Wellbeing "MOT", ensuring clients are at a point where they are motivated to change. Clients who complete the MOT may recognise the need to address wider issues such as emotional wellbeing or financial worries, prior to addressing lifestyle changes. After referral each client is contacted by a member of the team to provide an overview of the weight management service and answer any questions the client might have; client preconceptions about the content and delivery of a weight management service are not always in line with how LLBD delivers its service. Due to demand we do have a waiting list of around 500-600 people at the present time.

We have also expanded our weight management service to focus upon individuals less likely to use weight management services including those with a learning disability, serious mental illness and worked with Chesterfield FC Community Trust and Derby County Community Trust to offer males only sessions. We are also working with the NHS locally to support people with Long Covid to lose weight.

Demand for our weight management and stop smoking services remains very high and in particular demand to access the weight management service face to face. Since March 2022 we have begun to deliver both stop smoking and weight management services face to face as well as continuing with our

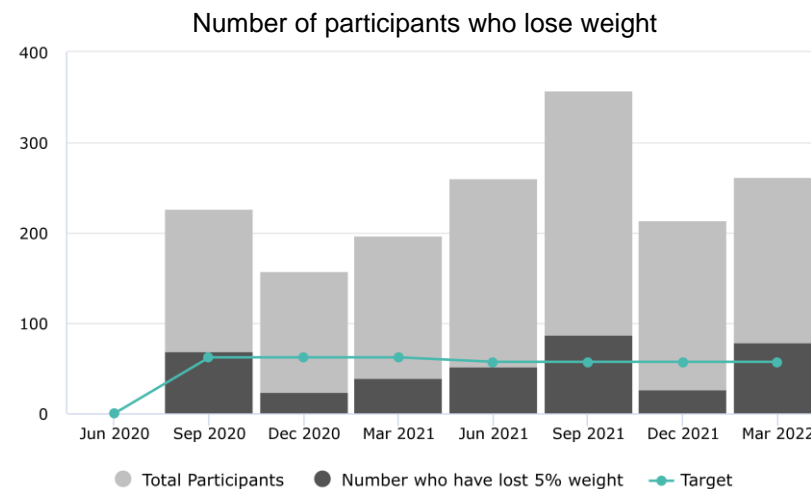
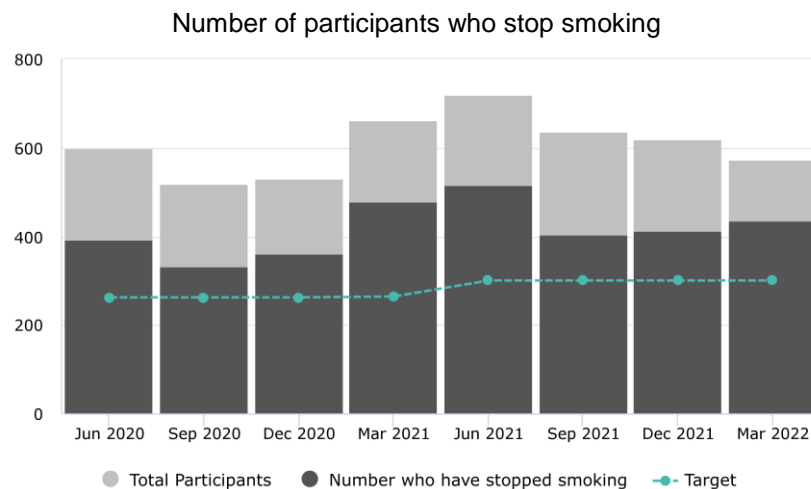


2019-2020	1,158
2020-2021	1,554
2021-2022	1,757
Target	1,200
Performance	★ Strong



2019-2020	232
2020-2021	129
2021-2022	240
Target	228
Performance	★ Strong

telephone based services. During 2022-23 we will continue to expand our face to face service offer.



✔ Provided training to all schools and education providers to support the emotional wellbeing and mental health of children following the coronavirus pandemic

Rating: Good

Completed: 31 Mar 2022

The Wellbeing for Education Return project was completed by the end of Quarter 2 2021-22 having delivered mental health training to 218 staff from education settings across Derbyshire including from 123 state-funded primary schools and 11 secondary schools.

There is now an additional grant available for the Wellbeing for Education Recovery initiative, aiming to offer further support to local schools and colleges to better meet the wellbeing and mental health needs of their pupils and students into this recovery period. The grant will be used to provide focussed support for children and young people on part time timetables, who are not accessing their full entitlement to education, for reasons relating to social, emotional and mental health (SEMH) issues. The funding will be used to:

- purchase a license to use the ATTEND framework (developed in Brighton and Hove) to analyse the context and needs of children and young people on very limited timetables due to SEMH factors;
- employ two Assistant Educational Psychologist, for 18 months to work with schools, families and children and young people , using the ATTEND framework, and to develop person centred plans, with the aim of increasing their attendance in school.

It is anticipated that over 18 months, 180 children and young people would be accepted onto this project. This will be an action research model allowing us to take forward our learning beyond the duration of the project. Due to delay in recruitment of the two Assistant Educational Psychologists, the project start date has moved from March 2022, to July 2022, meaning the evaluation of the programme will now be available in December 2023. Progress on this new activity will be tracked as part of the 2022-23 Council Plan reporting.

✔ Worked with partners to join up existing mental health services to promote positive mental wellbeing and improve support for local people

Rating: Good

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

During 2021-22 campaigns have been developed and widely promoted across Derbyshire, including Mental Health Awareness Week in May 2021, World Suicide Prevention Day in September 2021, World Mental Health Day in October 2021 and Time to Talk Day in February 2022. In addition, 5 Mental Health Newsletters were developed and shared throughout the year. Specific social media messaging was created and shared around mental health, related to the pandemic, connectedness, gambling awareness and the cost of living.

The Derbyshire Emotional Wellbeing Website is the central countywide resource for mental health in Derbyshire. It is strategically driven by the work of the Joined Up Care Derbyshire Mental Health, Learning Disability and Autism Board. Public Health lead the content development, website management, promotion and reporting. Taking ownership of this website has increased the reputation of Public Health and enabled further joining of the local system information and support. Since taking this on in September 2021 there has been significant development and expansion, including new sections on neurodiversity, adult mental health and dementia, plus further development of Living Well and the Whole School Approach.

The Whole School Approach to mental health, supporting 50 schools a year, started in Autumn 2021. The Emotional Wellbeing of Children and Young People programme launched in April 2021 to enable a community-based approach to mental health on a district and borough footprint. Other project or training work that continued throughout 2021-22 in relation to suicide prevention and peer support for men included Mental Health Awareness, Mental Health First Aid, Suicide Awareness and Prevention, Barber Talk, Managing Suicidal Conversations and Suicide Prevention in Primary Care.

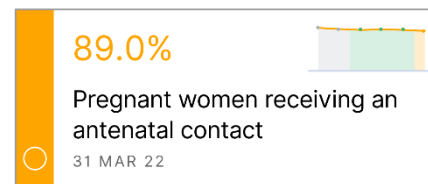
The mental health activity is supported by a small team of staff who support a range of programme based activity linked to this important area of Public Health and the team have made significant progress over the year in contributing to the shared health, population health and care agenda regarding positive mental health and wellbeing. This deliverable is an ongoing area of work which consists of a series of interconnected projects, posts and approaches.

✔ Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire

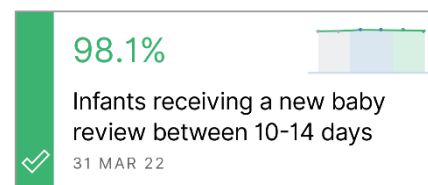
Rating: Good

Completed: 31 Mar 2022

Joined up arrangements are now fully established and considered business as usual for work within Public Health linked to 0-19 Public Health Services. The Strategic Governance Board is meeting on a regular basis to review and monitor service performance across the range of services included in the section 75 agreement. The number of Early Help Assessments (EHAs) being undertaken by 0-19 Public Health Nursing service as part of the referral process into Early Help is increasing with 132 EHAs completed by health visitors during Quarter 3. Both services continue to work closely to ensure the quality of the EHAs is high. Work currently commencing on Public Health's contribution to Children's centres over the longer term as the current Service Level Agreement is due to expire on 30 September 2022. We continue to monitor the implementation of new vision screening arrangements carefully alongside partners.



2020-2021	93.5%
2021-2022	89.0%
Target	93.0%
Performance	Review (Good in Q3)



2020-2021	96.9%
2021-2022	98.1%
Target	94.0%
Performance	Good (Strong in Q3)

During 2021-22 89% of women received an antenatal contact, this is slightly below the target of 93% and last year's performance of 93.5%. Priority is given to first time mothers and those families where there are known concerns to ensure needs are being met. Performance is being monitored and explored via contract management meetings. During the year 98.1% of infants were given a new baby review, above the target of 94% and an increase from the previous year's performance of 93%.

✔ Worked with District and Borough Councils and other partners to develop new sites that will increase the amount of age-appropriate accommodation and support for older people

Rating: Good

Expected completion date: 31 Mar 2035

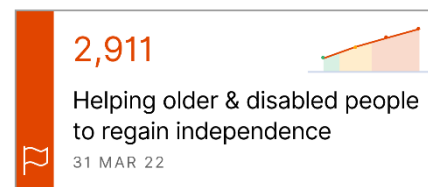
During Quarter 4, the Adult Social Care Strategic Accommodation Group has continued to oversee the strategy implementation programme. We continue to work with District and Borough colleagues in terms of influencing their Local Plans to encourage new provision of age-appropriate accommodation in the localities where it is needed. We are working with Property colleagues to develop clear working protocols to ensure we identify opportunities for use of our own assets where appropriate. We have completed the Citizen's Engagement work with Sortified and the results are being incorporated in to our accommodation and wider social care strategies about where people want to live. The refreshed Older People's Market Position statement is almost complete and due to be published in Quarter 1 2022-23 although the latest census / population data will not be available in time for publication. We are working with potential developers to assess the feasibility of their proposals for age appropriate accommodation for Phase 2 of the Bennerley Fields site. We are currently working with an agency to gather local feedback on intentions for the site adjacent to the new Ada Belfield Community Care Centre in Belper which include proposals for age appropriate accommodation for older people.

🔔 Finalised the new ways of working with older people and disabled people to increase their independence so that they remain part of their local communities

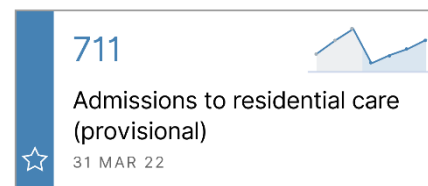
Rating: Review

Expected completion date: 31 Mar 2023

The Better Lives programme work has continued in Quarter 4. Adult Social Care is seeing an unprecedented increase in demand to support people leaving hospitals and this, combined with an acute shortage of homecare availability within the private, voluntary and independent (PVI) sector, is impacting on performance targets in this area. Whilst the short term service continues to support a significantly higher proportion of local people compared to the period prior to the Better Lives programme being established, service capacity is being used to support people who have finished their reablement journey but require long term community support from the PVI homecare sector. The availability of homecare was further impacted by the new variant of Covid-19 in January. An initiative to complete planned reviews resulted in 740 reviews being completed and 844 hours of homecare capacity released. Whilst this did support some release of home care capacity, admissions into residential care are showing an increasing trend as short term services or homecare are not available to support people to return or remain at home. Between April 2021 and March 2022 we had admitted 711 people in to residential care. The shortage of homecare is not unique to Derbyshire and is a national issue and wider system work is underway to seek mitigations.



2021-2022	2,911
Target	3,588
Performance	📉 Action



2020-2021	956
2021-2022	711
Target	932
Performance	📈 Strong

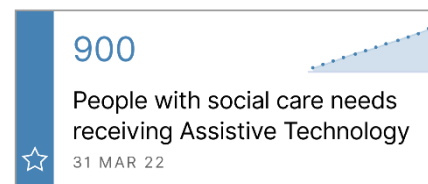
The programme for Better Lives has been redesigned to support mitigation of this issue. The reablement service, which helps older and disabled people to regain their independence, over the year has supported 2,911 people against a target of 3,588 people. This service has been impacted by Covid-19 and the availability of homecare staff, a review of homecare services has been undertaken and a plan is being put in place to tackle workforce challenges.

✔ Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community

Rating: Good

Expected completion date: 31 Mar 2022

During Quarter 4, 250 new people have been referred for some level of Assistive Technology equipment; this provision contributes towards reducing the need for formal support and promoting safety and independence in their own homes. This makes a total of 900 referrals for the year.



2021-2022	900
Target	600
Performance	Strong

The consultation on the future arrangements for the provision of Assistive Technology was completed during Quarter 4. Current contracts have been extended whilst we await the outcome of the consultation exercise which will be considered at Cabinet. The outcome of the consultation will inform the Assistive Technology procurement exercise which is due to commence in 2022-23. The Council is working closely with local Assistive Technology providers to upgrade equipment as the digital rollout progresses across the county. The Brain in Hand (BiH) project is progressing well and a further 12 month extension has been approved. BiH provides digital self-management technology, which, combined with human support, helps people live more independently.

★ Developed a needs assessment and strategy to improve arrangements for tackling domestic violence and supporting victims

Rating: Strong

Completed: 05 Jan 2022

The statutory deadline for completing needs assessments and publishing a Domestic Abuse Support in Accommodation Strategy was 5 January 2022. The Strategy was agreed by the Cabinet Member for Health and Communities on 20 December 2021. It was published on the 5 January 2022 and can be found on the Council's [website](#).

Moving forward this will be developed into a broader Domestic Abuse and Sexual Violence Strategy, building on existing work, to ensure we have effective plans in place to prevent domestic abuse and sexual violence, challenge perpetrators and support victims to cope and recover.

 **Delivered the 'Pause' programme, to address the needs of more than 50 women who have had multiple children removed into care and to prevent this cycle recurring**

Rating: Good

Expected completion date: 30 Sep 2024

Pause Derbyshire started in 2020 and has now delivered 18 months support to the first community of women. We have reached a total of 51 women across Derbyshire who had previously had a total of 154 children removed from their care. 32 of those women joined the program and remained part of our first community.

During this period all the women have continued to take a pause in pregnancy. We know that moving from high levels of focused support to less intense support can be a challenge. Therefore, we have offered a bespoke programme of 'Next Steps' support designed to help each woman to sustain positive life changes. The offer is tailored to the needs of each individual woman. The offer includes monthly drop in coffee mornings, signposting, peer support and short 1-1 interventions.

Currently Pause Derbyshire is eight months into delivery of the second community. To date there are 22 engaged women with a further 19 women joining, therefore ensuring we will meet the target of 32 women open on the programme. The 22 women open have previously had a total of 71 children removed from their care (an average of three per woman). The women range in age from 21 to 38 years and 10 of the women have care experience. The top priorities of the women we are working with for this quarter, which they choose to work on through their plans, are:

- Relationship with my children;
- Health - physical and/or mental;
- Emotional well-being and resilience.

We currently have 4 women who are in formal care proceedings and a further 13 women are being supported with contact arrangements regarding Special Guardianship orders involving a formal court order which appoints one or more individuals, usually a relative, to be the child's 'special guardian'.

 **Undertaken an evaluation of the early help support and training offered to partner agencies, and developed measures to monitor the effectiveness of early interventions for children and families**

Rating: Good

Completed: 31 Mar 2022

An evaluation of the Early Help Transition Team has been completed this year. Feedback on the performance of the team both internally and externally from partner agencies was very positive. Based on the findings of the evaluation, we are working to develop plans for early help development in the future.

A wider evaluation of the early help offered through other partner agencies such as schools and health is scheduled to take place during the course of 2022. Scoping discussions have started internally and with the Derby and Derbyshire Safeguarding Children Partnership and we are seeking external independent support for the exercise.

 **Worked with partners, including young people and their parents and carers, to produce a set of clear expectations about what good inclusion looks like in mainstream schools across Derbyshire and to define the specialist provision that should be accessible in each locality**

Rating: Good

Completed: 31 Mar 2022

Co-productive work with partners, including parents and young people, has increased over the past year and there is embedded practice which ensures parents and young people are involved at a strategic level in shaping the local area response to additional needs. A clear set of expectations about what good inclusion looks like in mainstream schools has been produced, published and launched. This defines the specialist support that should be available to children and young people in all localities to support inclusion. Work continues to embed this guidance into practice across the county.

The co-produced Graduated Response guidance document has been finalised, is now available to providers, schools and settings and will be accessible on the Local Offer. Derbyshire Parent Carer Voice have completed a survey with parents addressing how welcome they and their children feel in school to aid a greater understanding of the small but effective actions providers can undertake to support inclusion for children and young people with additional needs. The 'Derbyshire Inclusion Lead Network' is now up and running three times a year. This is an opportunity for leaders of inclusion in schools and settings to network, share good practice and to be provided with updates on local and national developments. A co-produced strategy to support autism is underway and due for completion in the summer. The Derbyshire promise, our SEND participation charter is now ready to launch across the special educational needs and disability (SEND) community.

A range of performance measures evidence increasing parental confidence and satisfaction with SEND services including an increase in the number of compliments received and a corresponding decrease in the number of complaints about SEND support and a fall in the tribunal appeal rate.

Next year we will be building on these achievements by working in partnership with children and young people with SEND and their families to look at specialist provision. This will include collaborative groups to define and strengthen elements of specialist provision across the county such as increasing special school places, a pilot of satellite provisions on mainstream sites, reviewing the use of independent school placements and building a flexible system for children to return to mainstream when appropriate.

A prosperous and green Derbyshire

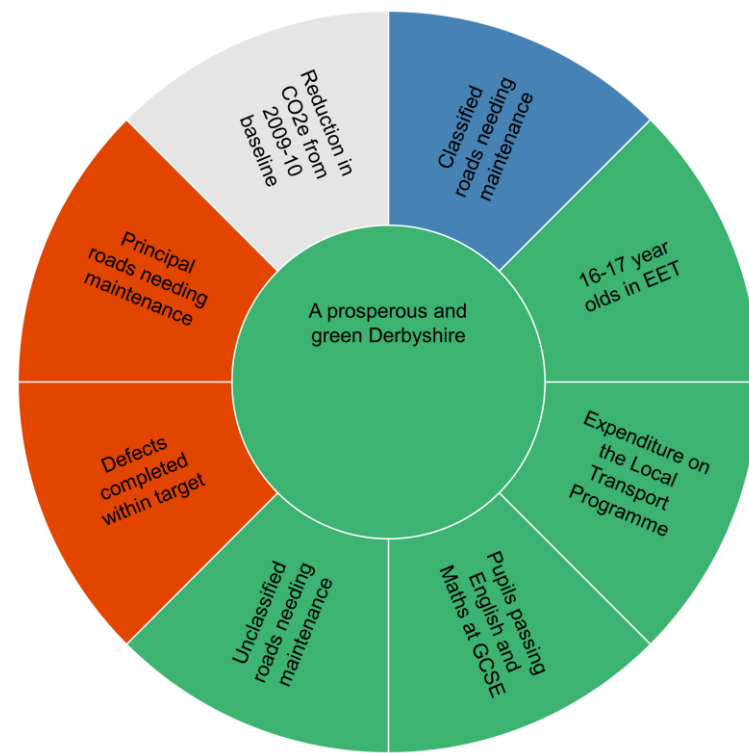
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 16 deliverables rated as “Good” and 3 deliverables rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Review” based on 7 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.








Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
£m Expenditure on the Local Transport Programme	Mar-2022	£40m	£40m	 Good
Principal roads needing maintenance	Dec-2021	15.2%	13.0%	 Action
Classified roads needing maintenance	Dec-2021	19.6%	23.0%	 Strong
Unclassified roads needing maintenance	Dec-2021	29.9%	31.0%	 Good
Defects completed within target	Mar-2022	75.0%	90.0%	 Action
Reduction in CO2e from 2009-10 baseline			63.0%	
Pupils achieving a standard pass in English and Maths at GCSE	Aug-2021	71.6%	72.2%	 Good
16-17 year olds in education, employment or training	Mar-2022	96.5%	96.0%	 Good (Action in Q3)

Progress on our deliverables and key measures

★ Delivered a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns

Rating: Strong (Good in Q3) Completed: 31 Mar 2022

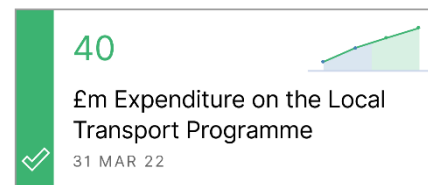
The £40m Highways Capital Programme has been delivered in the 2021-22 financial year as planned, delivering a wide range of improvements to all highway assets; including roads, footways, bridges and structures, drainage, traffic and road safety schemes, street lighting, traffic signals, cycleways, greenways, public transport and public rights of way.

This investment benefits all highway assets and will not immediately be reflected in the performance of the measures specifically relating to roads requiring maintenance or defects. These measures show that 15.2% of Principal Roads, 19.6% of Non-Principal Classified Roads and 29.9% of Unclassified roads where adjudged to require maintenance based on the annual survey undertaken between April 2021 and June 2021. Over time, a continued annual programme of investment in our roads will contribute to improving the condition of the network and reducing the percentage of roads needing maintenance or having defects. The £40m capital investment will not impact on the measures relating to roads requiring maintenance until this year's survey which will be undertaken during June 2022. The 2021 Highways Performance Surveys that provide data for the maintenance and defects work contributed to the production of the 2022-23 Local Transport Programme whereby £58m Capital Investment was approved by Cabinet in January 2022.

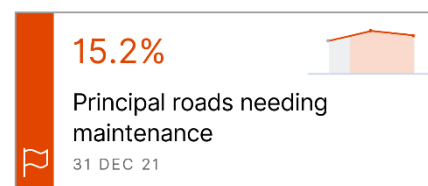
A total of 7,108 defects were fixed in Quarter 4 with 68.7% of defects being completed within target timescales, which is well below the 90% target set. This means that for the year 2021-22 22,748 defects were fixed, with 75.0% completed within target. This is split between the different priorities with 94.7% of urgent defects completed within target, 82.0% of defects with a 32 hour target completed on time, 63.1% of defects completed within timeframe with a 9 day target and 78.7% of defects with a 28 day target completed within target.

Data captured over the last few years shows the worst time of year for potholes and other defects appearing on the highway is in late winter. By closely monitoring the amount of outstanding reactive jobs we have we can manage resources appropriately to keep the 'spike' in defects and workload as low as possible. At the end of March 2020 the number of jobs requiring attention was 2,789; in 2021 it was 3,419 and in March 2022 it was 2,086.

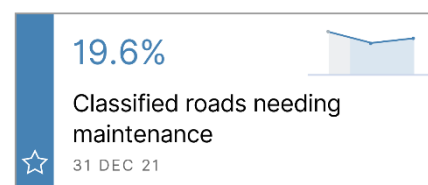
This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.



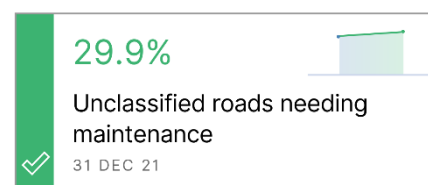
2021-2022	£40m
Target	£40m
Performance	✓ Good



2019-2020	13.0%
2020-2021	17.0%
2021-2022	15.2%
Target	13.0%
Performance	🚩 Action



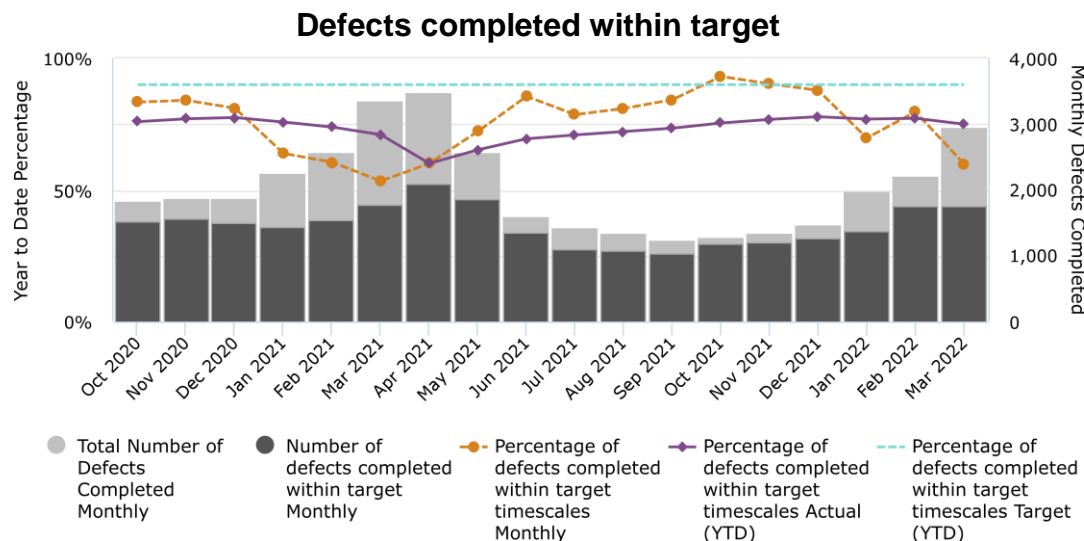
2019-2020	23.0%
2020-2021	17.0%
2021-2022	19.6%
Target	23.0%
Performance	★ Strong



2020-2021	27.0%
2021-2022	29.9%
Target	31.0%
Performance	✓ Good



2019-2020	77.3%
2020-2021	71.0%
2021-2022	75.0%
Target	90.0%
Performance	🚩 Action



✔ Opened the Woodville-Swadlincote Regeneration Route, the Ashbourne Airfield Link Road and Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 30 Jun 2022

The Woodville-Swadlincote Regeneration Route opened to traffic at the end of Quarter 3, despite the main construction contractor going into administration over the latter weeks of September. This enables a private contractor to develop the adjacent land for housing and employment. The Ashbourne Airfield Link Road is also progressing well on site but will now be completed during Quarter 1 of 2022-23. Work on the Hollis Lane Link Road Phase 1 has been carried out by Chesterfield Borough Council, preparing a site for a displaced business. Practical completion of this was not reached in Quarter 4 but did take place on 7 April 2022. Highway construction is now programmed to begin in Quarter 2 2022-23 and be complete at the end of Quarter 1 2023-24.

✔ Prepared a countywide response to the Integrated Rail Plan in relation to HS2, minimising any potential disruption and taking full advantage of the economic growth opportunities linked to the proposals

Rating: Good (Review in Q3) Original completion date: 30 Sep 2021

Expected completion date: 31 May 2022

Significant work has taken place during Quarter 4 to raise the visibility and voice of the Council in relation to the Integrated Rail Plan proposals. Work over the coming year will be around developing a new growth strategy and preparing mitigation and opportunity responses to the proposed new HS2 station, connections and Midland Mainline electrification.

✔ Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Rating: Good

Expected completion date: 30 Jun 2022

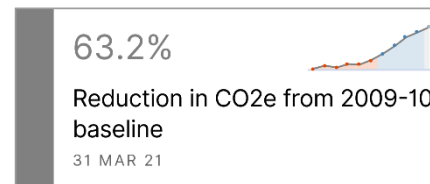
The viability assessment is complete and work is still continuing with the preparation of an Outline Business Case (OBC) as part of the next stage. Through agreement with the Department for Transport (DfT) it has now been agreed the completion of the OBC will be during Quarter 2 of 2022-23. Some elements of the OBC were prepared for the end of Quarter 4 but through the agreement with the DfT the case will be submitted in Quarter 2. This reflects some changes in the context of the scheme, most notably relating to associated land use proposals which have needed to be reflected in the business case.

✔ Reduced carbon emissions from Council property and vehicles, street lighting and procurement

Rating: Good

Expected completion date: 31 Mar 2032

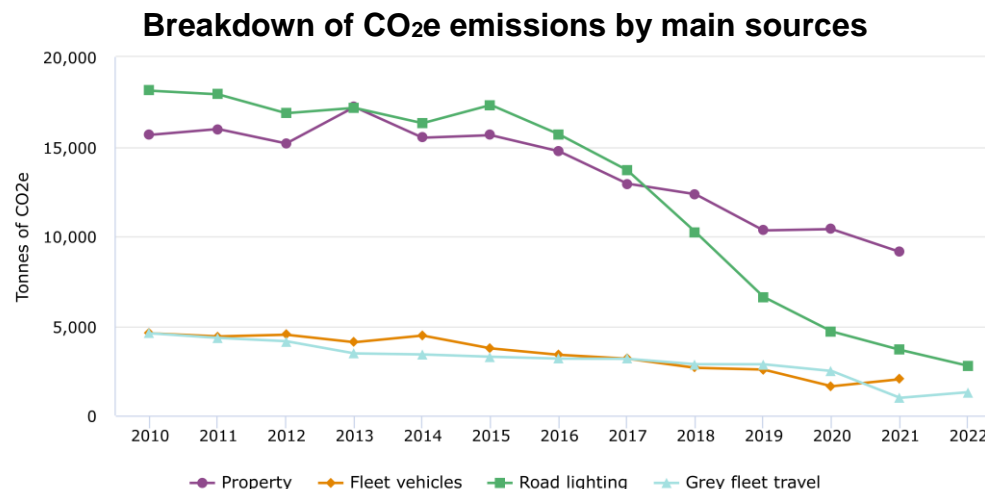
Final year end emissions figures for 2021-22 will be available during 2022-23 when data for corporate property energy usage and core fleet mileage have been finalised. However figures for streetlighting energy usage and mileage from officers use of their own vehicles (grey fleet) are available:



2018-2019	47.9%
2019-2020	55.3%
2020-2021	63.2%
Target 20-21	52.0%
Target 21-22	63.0%

- Emissions from streetlights continue to reduce with the total of 2,773 tonnes of CO2e in 2021-22, a reduction of 24% from the 2020-21 total of 3,666 tonnes;
- Emissions from grey fleet have risen with a total of 1,295 tonnes of CO2e in 2021-22 compared to 988 tonnes in 2020-21 when Covid-19 restrictions impacted officer travel. This reflects the return to face to face contact especially within Adult Social Care but is nearly half the pre-pandemic figure of 2,483 tonnes of CO2e in 2019-20.

Good progress is being made in developing a Sustainable Procurement Policy with systems being implemented which will enable the Council to track emissions. Work to identify, quantify and report on indirect emissions associated with the Council's services and supply chain, is being undertaken with the aim of baselining these emissions by 2023.



✓ Reduced the level of flood risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to develop flood resilience measures

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

The Flood Risk team continues to respond to significant numbers of Planning Consultations and Flooding enquiries. The Flood Risk Team has completed all of the claims made for the November 2019 Property Flood Resilience Grant Scheme, and will continue to process outstanding claims for the February 2020 Property Flood Resilience Grant Scheme in Quarters 1 and 2 2022-23. The Renishaw Property Flood Resilience scheme and the Matlock Flood Study have commenced, and will be ongoing into 2022-23. The Lower Hartshay Flood Scheme was also completed in 2021-22.

✓ Developed and commenced implementation of a Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions

Rating: Good

Original completion date: 31 Oct 2021

Expected completion date: 31 Mar 2025

Actions from the Climate Change Strategy continue to be undertaken with good progress being made overall. The Engagement plan has been produced and work is underway to work with residents to examine how the Council can support them to decarbonise their homes. The draft Vision Derbyshire Climate Change Strategy has been taken to partner local authorities for endorsement or approval and an action plan is being drafted. The Renewable Energy Planning Study is near completion which will support boroughs and districts to develop relevant policies and local plans.

To support the delivery of the Council's Climate Change Strategy, a programmed governance structure has been established and implemented, which includes senior leads from across the Council, who have been tasked with working with the programme manager to drive forward projects and initiatives

within their strategic themes. Work is progressing well across all themes, with action plans and delivery plans being developed, implemented, and reviewed at the theme and programme level.

To support the Council's work on climate change engagement, the Council has been successful in its application to be a part of the UK100's Local Climate Engagement Programme, which will provide training and up to £45,000 of time, pro bono, from expert organisations to help plan and deliver public engagement and provide further opportunity for the Council to work with other Local Authorities across the country to share good practice, research and thinking around tackling climate change.

Developed and agreed the Council's approach to Good Growth to maximise low carbon economic opportunities

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 30 Jun 2022

The Green Entrepreneur Fund in Quarter 4 has seen 1 Demonstrator grant, 2 additional grants and 10 scholarship funds awarded. The total amount of funding awarded to date on the programme is £365,985. Ongoing promotion and awareness raising is the focus for Quarter 1 2022-23. Case studies for the scholarship fund are also being developed.

In addition to work on the Green Entrepreneurs Fund good growth continues to be enabled by the following: development of the draft Integrated Transport Plan; development of Smart County projects and development of low carbon mobility projects (Hydrogen buses, electric vehicle charging points and mobility hubs). The continued development of the market towns programme is also key to creating "20 minute neighbourhoods" as part of the good growth agenda; these neighbourhoods are about "living locally", giving people the ability to meet most of their daily needs within a 20-minute return walk from home, with access to safe cycling and local transport options.

This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.

Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced in order to support healthy thriving communities, a vibrant economy and a healthy environment

Rating: Good

Expected completion date: 31 Aug 2022

The Council has commissioned a Natural Capital Strategy that is due to be complete by the end of August 2022. The Strategy will identify the current natural capital resource of Derbyshire and its social and economic value. The Strategy will also highlight the eco-system services the county is likely to require over the next 50 years and the enhancement in natural capital that will be required to support those services. The Council has also been invited to be the Responsible Authority to develop Derbyshire's Local Nature Recovery Strategy. The Council is currently in discussions with Natural England to see how this will develop. In response to the Environment Act 2021, the Council has received funding and commissioned a study to see how Local Planning Authorities in Derbyshire will be able to deliver their new duty of biodiversity net gain through the Planning System.

✔ Explored initiatives to tackle climate change including low carbon local energy generation and working with partners to provide further publicly accessible electric vehicle charge points

Rating: Good

Expected completion date: 31 Mar 2022

Corporate Property continue to work on plans to develop solar farms on Council land. The final report is due the beginning of Quarter 1 2022-23 but good progress has been made and the first draft has been produced. Latest figures from the Department for Transport show there are 249 public facing Electric Vehicle Charging Points (EVCPs) in Derbyshire as at April 2022. £1.8m has been secured through the Council's Capital Programme over the next 3 years to help complement any private sector and future Government investment in the continued delivery of the roll out of EVCPs across the county, including on the Councils own estate. Funding has also been secured for a dedicated project officer to lead on this delivery programme.

✔ Developed and delivered a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2025

Work on the East-West Chesterfield cycle route continues supported by the Active Travel Tranche 2 funding. Unfortunately the Council has just received notification that its application for from Tranche 3 funding has been unsuccessful. We are currently awaiting feedback but have been advised there maybe an opportunity to re-apply.

Work on the 6 work packages funded via the Department for Transport's (DfT) Capability Fund continues to progress and is on track for completion during Quarter 2 2022-23.

Feasibility studies looking at the viability of the Derwent Valley Cycleway and key sections, in and around Buxton as part of the White Peak Loop, are also underway and are likely to be concluded by the end of Quarter 2 2022-23. Both form key elements of the Council's Key Cycle Network which continues to be developed as part of the Council's Capital Programme.

The Council has received an indication that it is one of only a small number of local authorities whose Bus Service Improvement Plan (BSIP) applications will be supported. It is understood an indicative allocation of £47m has been given. The Council has submitted further information to the DfT with an indication of when funding will be released expected by the end of Quarter 2 2022-23.

✔ Implemented year 1 of the Covid-19 Economic Recovery Strategy Action Plan including rolling out a new £1m Business Start-up programme to support business growth and a £2m Green Entrepreneurs scheme to support innovation in low carbon technologies


Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

As part of the Vision Derbyshire Business Start up project 5 business advisers covering all districts in Derbyshire are now in post and one Project Officer. Enquiries continue to build and the team is working towards increasing the uptake of start up grants and implementing promotional work. During Quarter 4 a total of £31,450 was issued for 5 grant contracts. At the end of 2021-22 a total of 296 enquiries had been received and £113,141 of grants have been provided. The Business Start Up fund will continue into 2022-23. In addition to the grants the cost associated with the project team will also be allocated to the fund and reported on in Quarter 1 2022-23.

The Green Entrepreneur Fund in Quarter 4 has seen 1 Demonstrator Grant, 2 additional grants and 10 scholarship funds awarded. At the end of Quarter 4 £365,985 of the £2m fund has been allocated. Ongoing promotion and awareness raising is the focus for Quarter 1 2022-23. Case studies for the scholarship fund are also being developed. The implementation of the action plan has been good with new businesses supported and the Green Entrepreneur scheme supporting innovation in low carbon.

 **Implemented year 1 of the Covid-19 Employment and Skills Recovery Action Plan including delivery and expansion of a careers hub and development and implementation of a youth hub**

Rating: Good

Completed: 31 Mar 2022


The employment and Skills Recovery Action Plan is still progressing. The £1.99m Community Renewal Fund projects have started to deliver - so far 122 residents have been supported with 11 securing work, and 145 businesses supported creating 12 jobs. Our Adult Careers Service supported 1,744 residents during the year, most being priority residents, with 280 going into employment with a further 257 undertaking learning to progress them into employment. The Youth Hub opened officially to residents in January with 36 residents attending multi-service support by the end of the quarter. Opening hours have been extended and the Virtual Hub has been launched to offer support across the county.

 **Developed and secured funding to implement Wi-Fi infrastructure in 27 town centres to better understand how town centres are being used, to help shape future economic renewal programmes**

Rating: Review

Expected completion date: 31 Mar 2022

The Community Renewal Fund (CRF) bid for £4.5m was unsuccessful in 2021-22. However the need to drive forward this programme of work remains. A number of actions are being undertaken: liaison with Districts through the Shared Prosperity Fund and Levelling Up Fund Round 2 announcements to assess whether grant funding could be aligned to this work and a new Vision Derbyshire project initiated with the District Councils on Smart County (as part of the Seizing Innovation theme).

 **Implemented the gigabit top up voucher scheme and increased take-up of fibre enabled broadband across Derbyshire, particularly in rural areas, to improve access, speed and reliability for homes and businesses**

Rating: Review

Original completion date: 31 Dec 2021

Expected completion date: 31 Mar 2022

The launch of the Government Gigabit Voucher scheme was delayed, however at the end of Quarter 4 a total of 17 Derbyshire projects requiring Council Top Up funding are now in progress under this scheme. These are not yet implemented but will be completed during 2022-23. The Council Top Up Voucher commitment for these projects is £235,067 and the Department of Culture, Media and Sport funding is £282,000. It is anticipated that this investment will facilitate 670 premises in hard to reach locations to receive improved broadband services.

 **Provided support and advice to local businesses as the UK leaves the European Union, helping them to maximise new opportunities and ensure compliance with relevant legislation**

Rating: Good

Completed: 31 Mar 2022

In 2021-22 officers have provided guidance to consolidate post European Union Exit legislation on over 400 separate occasions, through a combination of direct intervention and remote contact such as face to face visits/inspections, written advice and broader mailshots to specific businesses. These have covered areas such as food and feed standards, product safety and fair trading law. From 2022-23 European Union Exit advice and support will form an embedded part of existing statutory work.

 **Attracted more businesses to relocate to Derbyshire or expand through delivery of the “Invest in Derbyshire” plan**

Rating: Good

Expected completion date: 30 Sep 2022

In 2021-22 there was a higher than average number of enquiries due to companies expanding or changing their operations and the impact of Covid-19. There has been an increase in the number of logistics enquiries. In the past three months international enquiries have reduced potentially due to the international political situation and Brexit.

There has been one new investment this quarter that the Council have been actively involved with Loungers café bar at Matlock. This is a new business to Matlock that the Invest team have been working with for some time. They have previously opened operations in Buxton and Derby.

 **Worked with partners to develop a county wide approach to improve social mobility, targeting underperforming areas across the county**

Rating: Review

Expected completion date: 31 Mar 2022

Social mobility is one of the key priority areas of work to be taken forward under Vision Derbyshire as part of Phase 4 which includes the development of thematic programmes under four key ambition areas. The development and implementation of proposals to improve social mobility is a key area of focus for the Achieving Relentless Ambition theme. Work to identify key activity is taking place and the County Deals process provides an opportunity to develop this area at a regional level. Further progress on the new approach is reliant, however, on additional capacity through the programme team being made available; work is taking place to address this and progress will continue to be monitored and reported through the updated 2022-23 Council Plan.

✔ Worked with schools and other education providers to implement new strategies and support, to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to Covid-19 restrictions

Rating: Good

Expected completion date: 30 Jun 2022

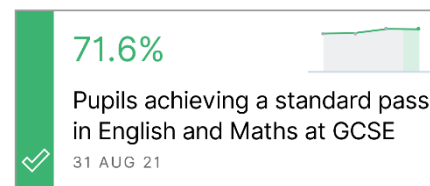
Children and young people returned to full-time education in September 2021 with the lifting of restrictions ensuring greater continuity of education. Headteachers welcomed the implementation of the School-Led tutoring programme from September to help children and young people catch up on learning lost during the pandemic. Under School-Led Tutoring, all eligible state-funded schools and academy trusts were given a ring-fenced grant to fund locally sourced tutoring provision for disadvantaged pupils. This could include using existing staff such as teachers and teaching assistants or external tutoring resources such as private tutors or returning teachers. The grant gives schools and academy trusts the flexibility to use tutors with whom they are familiar.

The Education Improvement Service has continued to work robustly with schools throughout the year to improve outcomes for children and young people and support catch-up on learning. Activities have included:

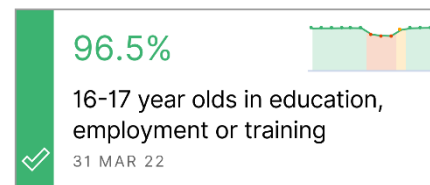
- The implementation of a phonics programme for a small number of schools. This programme is likely to grow in future years when the capacity for delivery in schools grows. The launch event of this programme took place on 4 October 2021. This was enhanced through a focus on phonics at locality headteacher meetings as this had been reported by them as an aspect which had been the most challenging for parents and carers to support during periods of lockdown.
- Training and support provided to link advisers about the new Early Years Foundation Stage curriculum and profile. This enabled link advisers to both challenge and support their link schools to adapt their curriculum plans so that children who have been most negatively impacted by missing learning due to Covid-19 restrictions can make progress to meeting expected standards.
- Providing updates to headteachers and governors regarding Ofsted's areas of focused activity and about assessment arrangements for 2021-22.

In 2021-22, the provisional data for phonics in Derbyshire (79.9%) indicates that outcomes are slightly higher than national (79.4%). If confirmed, this marks good improvement compared to previous years. The provisional data for disadvantaged pupils is even better with Derbyshire outcomes at 67.2% compared to the indicative national average of 66.6%.

In English and Maths GCSEs, students in Derbyshire performed well with the 71.6% achieving grades 9-4 being significantly higher than England average of 67.1%.

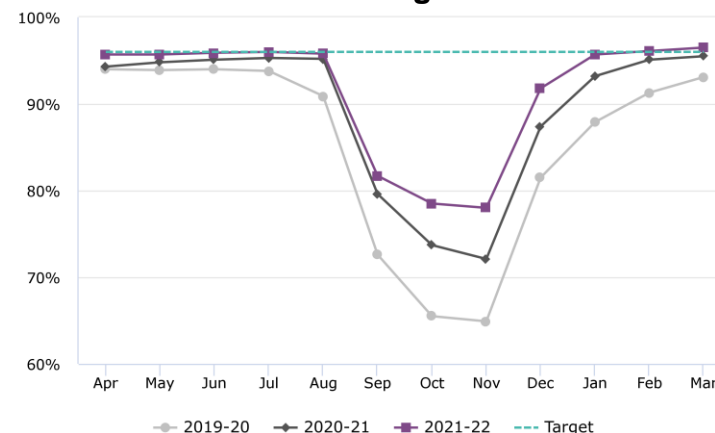


2019-2020	65.4%
2020-2021	72.2%
2021-2022	71.6%
Target	72.2%
Performance	✔ Good
National Benchmark	67.1%



2019-2020	93.1%
2020-2021	95.5%
2021-2022	96.5%
Target	96.0%
Performance	✔ Good (Action in Q3)
National Benchmark	92.9%

16-17 year olds in education, employment or training



However, the rate of improvement seen nationally has been greater and Derbyshire rankings have fallen. The target was to remain in the upper-quartile nationally but performance this year places Derbyshire in the lower-middle quartile. The percentage of 16 to 17 year olds in education, employment or training for the 3 months of January, February and March 2022 is 96.1%. This is better than the same time last year (95.5%) and is higher than both the national figure (92.9%) and the outcome for East Midlands (93.9%).

The recently published Schools White Paper: Opportunity for All included a proposal to embed tutoring in schools by 2024 to enable children and young people to achieve their educational potential and continue to catch up on learning they have missed due to Covid-19 restrictions. Tutoring is proposed to continue as a staple offer with schools using their core budgets - including Pupil Premium - to fund targeted support for those children who will benefit. Other proposals to enable children and young people to achieve their educational potential and to catch up on learning they have missed due to Covid-19 restrictions include the delivery of a longer average schools week and a parent pledge that "any child that falls behind" in English and maths should receive "timely and evidence-based support to enable them to reach their full potential". Ofsted will hold schools to account for this.

Our actions will be aligned to these proposals and we will use our local approach to working in partnership with schools and settings, namely 'We are Derbyshire', to increase the pace of improvements. We may get further guidance to improve schools because Derbyshire has been identified as an Education Investment Area.

 **Worked with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities**

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

The full financial year outturn for apprenticeships supported by the Levy transfer was 71 apprentices, equating to £380,909 of Levy allocated by the Council. Quarter 4 added 12 apprentices at a commitment of £55,046. The apprentices created have been across the sectors: Health and Social Care, Early Years, Construction, Engineering / Manufacturing, Visitor Economy and Digital.

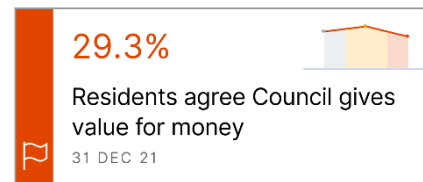
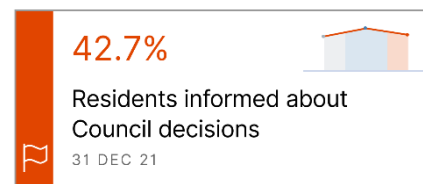
Overarching Measures

The annual 'Your Council Your Voice' survey takes a snapshot of residents' perception of the Council and contributes to the budget setting and planning process. Targets for 2021-22 were set based on previous performance trends and, where comparable, corresponding figures from the Local Government Association (LGA) National Survey. The survey was taken during Quarter 3 and received just over 2,500 responses per question. Three of the questions are used to provide an overview of the performance of the Council:

- 42.3% of residents were satisfied with the Council against a target of 58% and the LGA survey figure of 56%;
- 42.7% of residents felt informed about Council decisions against a target of 52%, this does not have a comparable question in the LGA survey;
- 29.3% of residents agree the Council gives value for money against a target of 43% and the LGA survey figure of 43%.

The Council's results reflected a national fall in these measures at the time of the survey. However the recent (February 2022) LGA Survey has seen figures climb back towards the position prior to October 2021. For this reason it is proposed to keep the targets for 2022-23 the same as 2021-22.

An action plan has been developed to proactively address the issues raised. Actions have been identified to address the overall perception of the Council by ensuring performance, value for money and information on priorities is provided through a variety of channels. Specific actions to increase engagement with decision making within targeted groups will also be taken forwards as well as work to further improve the quality of consultation and engagement activity.



2019-2020	48.1%
2020-2021	53.4%
2021-2022	42.3%
Target	58.0%
Performance	■ Action
National Benchmark	56.0%

2019-2020	40.8%
2020-2021	50.5%
2021-2022	42.7%
Target	52.0%
Performance	■ Action






2019-2020	34.0%
2020-2021	38.9%
2021-2022	29.3%
Target	43.0%
Performance	■ Action
National Benchmark	43.0%

Notes

This report set out progress on deliverables and key measures as outlined in the Council Plan 2021-25. The following table lists the measures not included in this report, or where changes have been made:

Measures	Reporting
Measure on local Covid-19 testing and contact tracing activity	A national performance measure has not been identified, however information on the volume of testing and contact tracing activity supported by the Council is included in this report
Proportion of children's social care audit judgements (including children in care and care leavers) graded good or better	This measure has changed to "Percentage of children's social care reflective case review judgements (including children in care and care leavers) rated as "Good" or "Outstanding""
Number of children returning home after a period of being in care	This measure has changed to "Percentage of children returning home after a period of being in care"
Early help assessments completed within 45 days, Social work assessments completed within 45 days and Initial child protection conferences within 15 days	These measures have been added to the deliverable "Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire"
Established a new Programme Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money	This deliverable has been renamed to "Established a new Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money"

Key

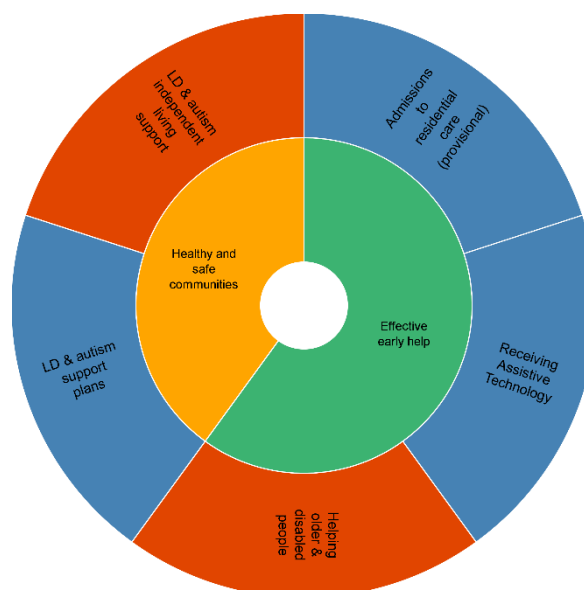
	Deliverables	Measures
	Strong – performing strongly	Strong – more than 5% better than target (2% better than target if the target is greater than 95%).
	Good – performing well	Good
	Review – will be kept under review to ensure performance is brought back on track	Review – more than 2% worse than target.
	Action – additional action will be/is being taken to bring performance back on track	Action – more than 10% worse than target.
	No commentary has been received	Data not available/Target not set.

Adult Care - Portfolio Summary

Deliverable Progress



Key Measures Against Target



Key ★ Strong ✓ Good ◯ Review 📧 Action □ Data not available/Target not set

Progress is "good" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Progress has been made, despite the ongoing impact of the pandemic, in ensuring people with a learning disability and / or who are autistic have an outcome-focused support plan in place and have access to more community-based opportunities.
- The Council has worked with a public engagement company, Sortify, to understand how people in Derbyshire want to live their best life possible - the findings of which are being incorporated into an Adult Social Care Strategy, to help shape the future of our service provision.
- A consultation exercise has been completed on the future arrangements for Assistive Technology in Derbyshire. The outcome of this will inform a procurement exercise in 2022-23.
- The number of people admitted into long-term residential, or nursing care, settings was significantly lower than anticipated during 2021-22.

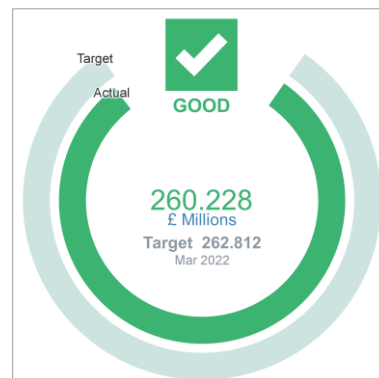
Key areas for consideration are:

- The consultation on the future of Day Opportunities for People with a Learning Disability and / or who are autistic is due to finish in June 2022, with the final proposals to be put before Cabinet in September 2022.

- A review of homecare has been undertaken and a programme of work is being developed to address how an enhanced reablement offer can be provided countywide, against the backdrop of rising hospital discharges and a shortfall in workforce.

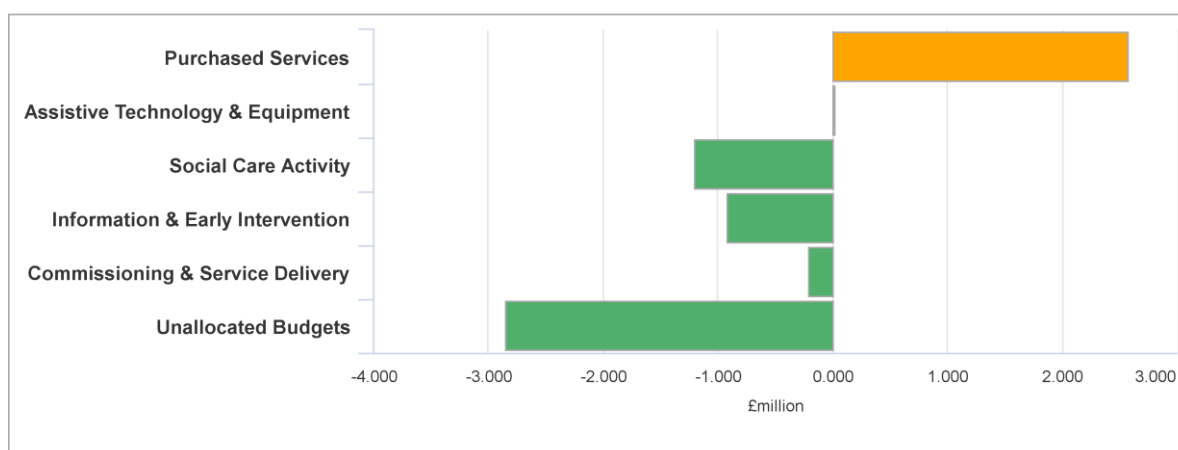
There is an underspend of £2.584m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Unallocated Budgets	(2.855)	✓	Amounts which have not yet been allocated to services. Held as contingency.
Purchased Services	2.571	✘	Increase in number of placements with the independent sector has significantly increased the level of voids (low occupancy) within the Council's in-house service provision leading to double running costs.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Social Care Activity	(1.198)	✓	Reduction in staff travel and increased Clinical Commissioning Groups (CCG) funding.
Information & Early Intervention	(0.923)	✓	Underspends on the Healthy Homes, Advocacy and Carer Services.
Commissioning & Service Delivery	(0.202)	✓	-
Other - Net Overspend	0.023	✗	-
TOTAL	(2.584)		

The budget savings target for 2021-22 is £7.441m, with a further £1.894m target brought forward from previous years. Of this total target of £9.335m, £6.765m was achieved by the end of the financial year. Therefore there was a £2.570m shortfall in the achievement of budget savings. However, this shortfall is underpinned by an allocation of £4.257m of one-off funding to provide flexibility to achieve the target in 2022-23.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Better Lives – Whole Life Disabilities Pathway	0.856
Better Lives – Older People’s Pathway	5.564
Finance Review	0.345
Total Savings Achieved 2021-22	6.765

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Budget Support (Service Pressure)	4.257
Independent Living Fund (ILF) (Service Pressure)	2.534
Assistive Technology (Service Pressure)	1.500
Covid-19 Additional Care Packages - Hospital Discharge (Recharge to NHS England)	5.136

One-Off Funding	£m
Covid-19 Infection Control Fund, Omicron Support Fund, and Workforce Recruitment and Retention Fund (Ring-Fenced Grants)	23.115
Covid-19 Retention payments made to care providers (Recharge to NHS England)	1.720
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	4.468
One-Off Funding 2021-22	42.730

Children's Services and Safeguarding and Education - Portfolio Summary

Deliverable Progress



Key Measures Against Target



Progress is "good" or "strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Consistent, high quality early help and safeguarding services for children and families – the Council continues to see positive impact from the changes implemented across early help and safeguarding services, with improving practice consistency and solid performance across a range of performance measures. The Council's strengthened case audit processes, Reflective Case Reviews, are demonstrating greater consistency in practice and improvements in delivery of services in children's social care.
- High quality children's homes - 100% of Derbyshire's children's homes inspected are judged to be good or better with five homes judged as being outstanding. This is exceptional performance and an improvement on last year when two homes were judged as outstanding.
- Implementation of recommendations from the Council's children's services evaluation, to reduce demand, improve outcomes for children, young people and families and reduce expenditure - good progress has been made by all six of the workstreams of our Achieving Great Futures (AGF) programme during their 'implementation phase'. The Council expects to see this good progress translate into improved performance

measures and outcomes for children as well as realised financial savings over the next year.

- The Council's innovative 'Pause Derbyshire' programme - aimed at supporting the needs of women who have had multiple children removed with the aim of preventing this cycle recurring, is delivering clear, measurable impact. Starting in 2020, the programme and has now delivered 18 months support to the first community of women. During this period all the women have continued to take a pause in pregnancy.

Key areas for consideration are:

- The number of approved fostering households - has seen a downward trend during 2021-22. This is because the number of foster families leaving the service for a variety of reasons, including retirement and the impact of the pandemic on family life, is not keeping pace with the number of carers being approved. Work from the Achieving Great Futures programme relating to recruitment and retention is positive but this has not translated into changes in this balance of foster carer numbers in time to reach the end of March 2022 target.
- School inspections - this year has seen an increase in the proportion of pupils attending good or better primary and secondary schools. For primary schools, this improvement has been faster than improvements in the rate nationally, increasing the Council's national rank position. For secondary schools, the rate of improvement has not kept up with the rate nationally and performance remains significantly below the national rate. The deliverable will remain a priority for 2022-23.

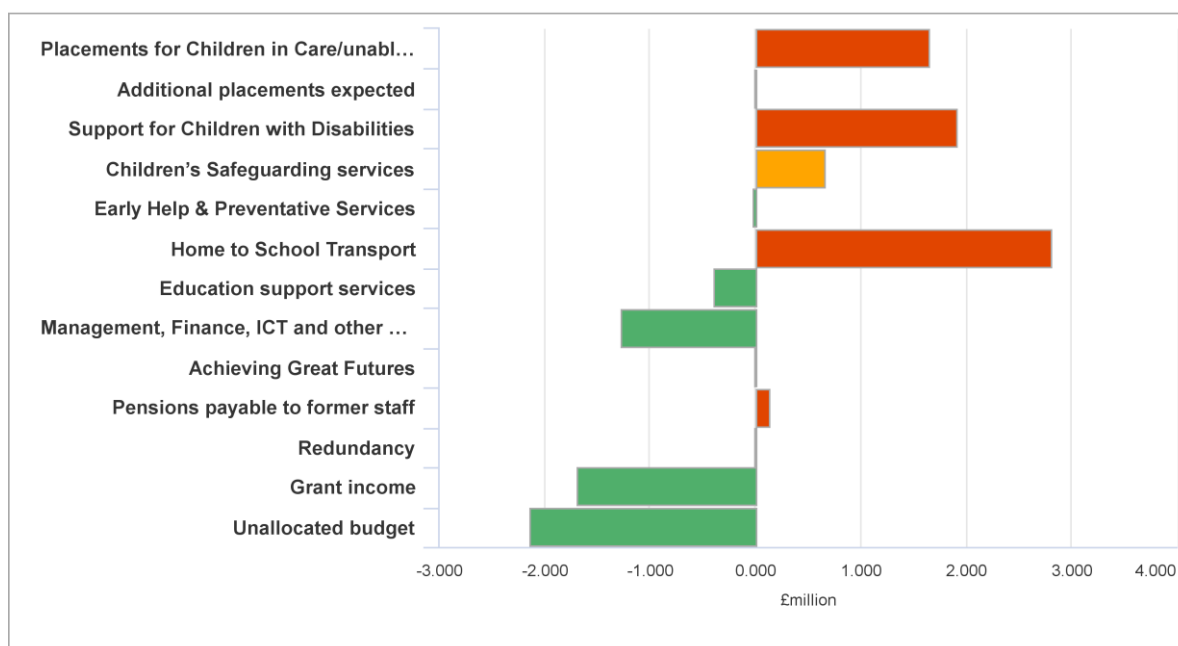
There is an overspend of £1.676m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget












The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Home to School Transport	2.807		An increase in the number of journeys and the average cost per journey being provided, mostly in respect of children with special educational needs (SEN). Additional specialised vehicles are required to transport individual

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			children and economic factors are affecting contractors.
Unallocated budget	(2.132)		Amounts which have not yet been allocated to services. These comprise in-year grant funding, of which the largest unallocated item is £1.112m from the Dedicated Schools Grant. The continuation of these funding streams beyond 31 March 2022 have not been confirmed.
Support for Children with Disabilities	1.918		The need to provide high cost packages to support children with complex needs to remain with their families or maintain their current placement.
Grant income	(1.682)		Additional income from Public Health.
Placements for Children in Care/unable to remain at home	1.649		There are currently more placements required than can be funded from the allocated budget. The needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision. In their 2020 Childrens Social Care Forecast Assessment Programme, Grant Thornton predicted that the rising cost and demand pressures of placements would continue over 2021-22 and 2022-23.
Management, Finance, ICT and	(1.268)		Temporary vacancies within Business Services.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
other support services			
Children's Safeguarding services	0.657		The cost of employing agency Social Workers to ensure caseload levels remain appropriate and the market supplement for front line social workers.
Education support services	(0.394)		Underspends on Virtual School, Adult Community Education and SEND assessment teams.
Pensions payable to former staff	0.141		Enhanced pension obligations payable to staff who left under efficiency programmes during the early 1990s. Whilst the number of pensions being paid reduces each year, this is outweighed by the annual increase to those pensions still in payment.
Other - Net Underspend	(0.020)		-
TOTAL	1.676		

The budget savings target for 2021-22 is £0.085m, with a further £1.965m target brought forward from previous years. Of this total target of £2.050m, £1.372m was achieved by the end of the financial year. Therefore there was a £0.678m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Leaner Early Help management structure	0.065
Information streamlining and efficiencies	0.020
Local Children's Safeguarding Board	0.012
Home to School Transport (3 initiatives)	0.045
Accommodation of children in care	0.450

Description	£m
Information & ICT	0.035
Disability - Step Down	0.045
Forward to foster	0.700
Total Savings Achieved 2021-22	1.372

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Children in Care Legal Proceedings (Service Pressure)	0.950
Care Leavers (Service Pressure)	0.510
Sports and Outdoor (SORE) (Service Pressure)	0.362
Participation (Service Pressure)	0.177
Programmes Team (Service Pressure)	0.333
Process Improvement (Service Pressure)	0.193
Dedicated Schools Grant income transferred to contribute to costs incurred within Children's Services supporting Early Help services and children with additional needs (Ring-Fenced-Grant)	1.112
Covid-19 Additional Home to School Transport, Winter, Local grants (Ring-Fenced Grants)	3.107
Other non-recurrent grant income including Holiday Activities and Food (HAF) Programme and Household Support. This additional one-off income is offset by the cost of delivering the initiatives (Ring-Fenced Grants)	7.807
Contribution to children's centres and Early Help services from Public Health (recharge to Public Health)	1.500
The Children's Services transformation programme Achieving Great Futures that will run during 2021-22 and 2022-23 financial years (funded from the General Reserve)	5.998
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	1.496
One-Off Funding 2021-22	23.545

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



Key ★ Strong ✓ Good ○ Review 📄 Action ■ Data not available/Target not set

Progress is "good" for all of the Council Plan deliverables led by the portfolio.

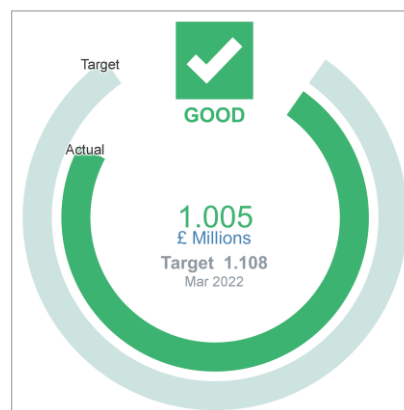
Key areas of success are:

- Worked with Derbyshire business to create 71 apprenticeship opportunities, equating to £0.381m of unspent Apprenticeship Levy. These relate to apprenticeships in the following sectors: health and social care, early years, construction, engineering/manufacturing, visitor economy and digital.
- Provided support and advice on 400 separate occasions to local businesses as the UK leaves the European Union Support and advice to local helping them to maximise new opportunities and ensure compliance with relevant legislation.
- Implementation of the Covid-19 Economic Recovery Strategy Action Plan, including £1m Business Start-up programme and a £2m Green Entrepreneurs scheme, has been good, with new businesses supported and the Green Entrepreneur scheme supporting innovation in low carbon.
- The Covid-19 Employment and Skills Recovery Action Plan is progressing. So far, 122 residents have been supported with eleven securing work and 145 businesses supported creating twelve jobs. The Adult Careers Service supported 1,744 residents during the year, most being priority residents, with 280 going into employment and a further

257 undertaking learning to progress them into employment. The Youth Hub opened officially to residents in January 2022, with 36 residents attending multi-service support.

- Progress to attract more businesses to relocate to Derbyshire, or expand through delivery of the "Invest in Derbyshire" plan, is good, with a higher number than average of enquiries in 2021-22 due to companies expanding or changing their operations because of Covid-19.
- The Council's approach to Good Growth, to maximise low carbon economic opportunities, continues to grow through the Green Entrepreneurs Fund and other low carbon mobility projects.
- The viability assessment to progress the Chesterfield to Staveley Regeneration Route has been completed with the preparation of the Outline Business Case due in Quarter 2 2022-23.

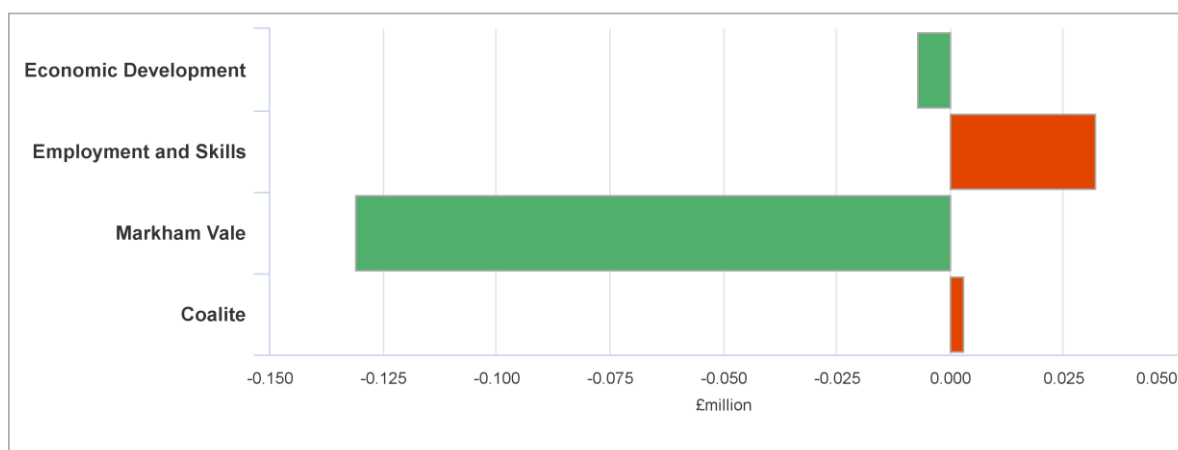
Outturn against Target Budget





There is an underspend of £0.103m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

The main variances were:

Under (-)/Over Spend by Service Line



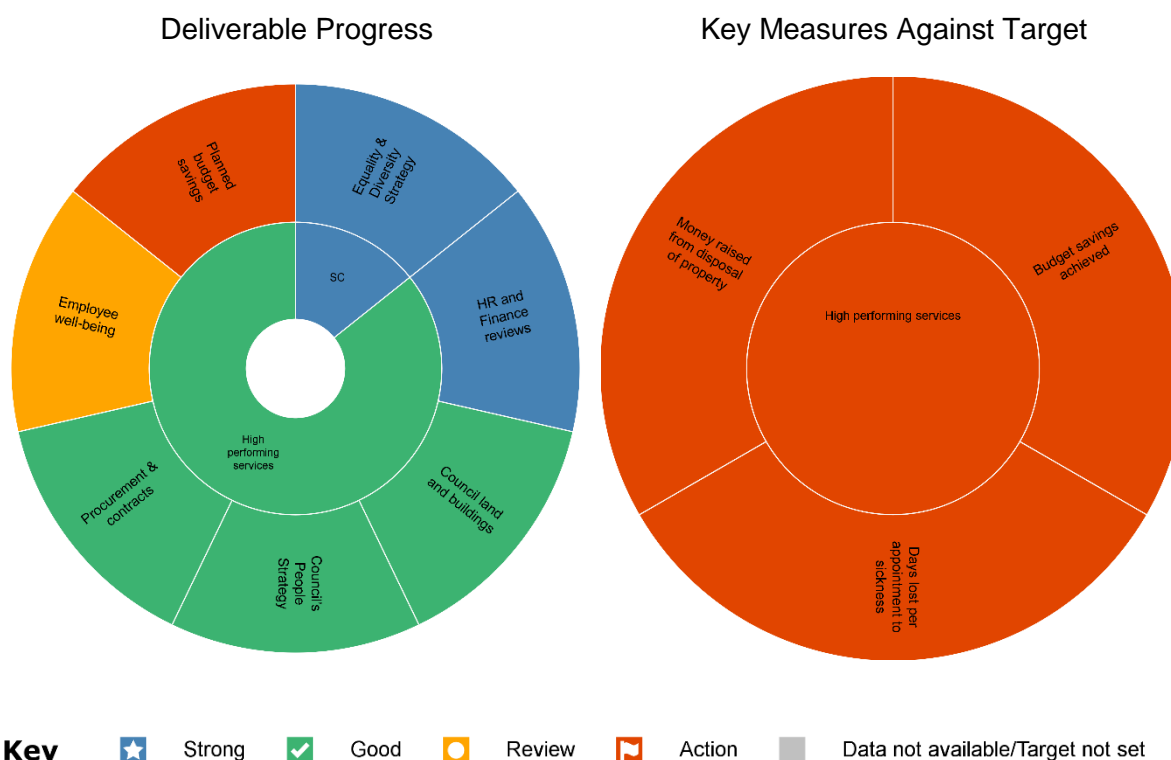
Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Markham Vale	(0.131)		Increased income from facilities charges and reduced expenditure on landscaping and drainage contracts.
Other - Net Overspend	0.028		-
TOTAL	(0.103)		

The budget savings target for 2021-22 is £0.000m, with a further £0.636m target brought forward from previous years. Of this total target of £0.636m, £0.000m was achieved by the end of the financial year. Therefore there was a £0.636m shortfall in the achievement of budget savings.

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
HS2 (Service Pressure)	0.250
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.023
One-Off Funding 2021-22	0.273

Corporate Services and Budget - Portfolio Summary



Progress is "good" or "strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- The Council continues to centralise its property assets and during the year raised £2.783m from the sale of land and buildings no longer required. Whilst this is below target, this is due to a delay on a sale expected in Quarter 4, which will be completed in 2022-23.
- The new [Equality, Diversity and Inclusion Strategy](#) was approved and launched in March 2022.

Key areas for consideration are:

- The budget savings for 2021-22 are significantly lower than planned due to the ongoing impact of Covid-19. However these are being actively managed to ensure the Council remains within its agreed budgetary position.
- The year end figure of 10.7 days lost per appointment to sickness is above the target of 9, with this measure and the new percentage of available hours lost both increasing during the year.

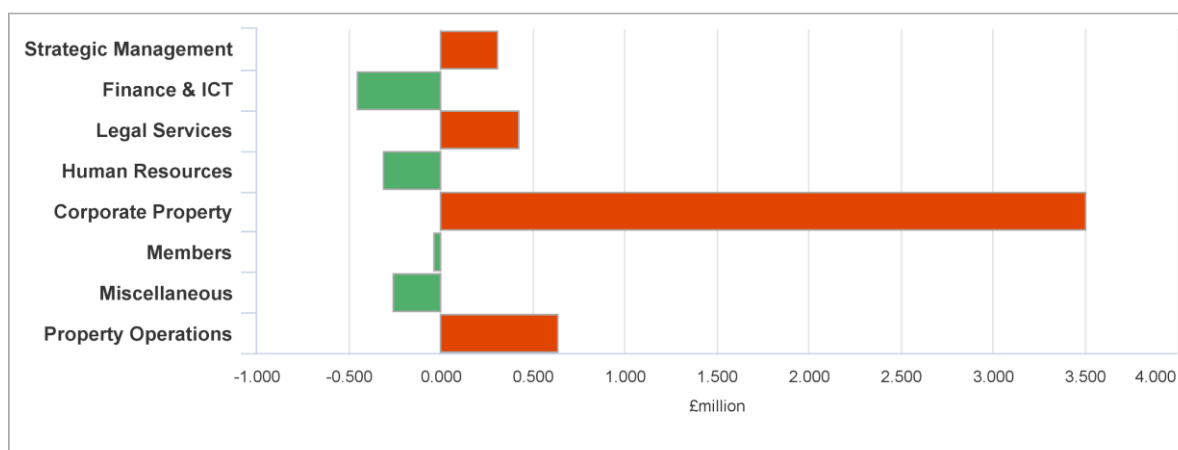
There is an overspend of £3.820m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.


Outturn against Target Budget










The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Corporate Property	3.505		Mainly due to £2.512m of savings targets not achieved in 2021-22. It is hoped that these savings can be delivered in a future year through the use of PSP Derbyshire LLP to rationalise the property base, reduce running costs and realise capital receipts. Industrial Development is £0.430m overspent as units cannot achieve 100% occupancy and some rents

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			are offered at below market rates for occupying charities or rent-free periods in exchange for tenants undertaking essential repair and maintenance work. There is a £0.366m overspend on County Buildings due to the running costs of buildings that are awaiting disposal or repurpose.
Property Operations	0.640		A deficit on the Property DSO trading account
Finance & ICT	(0.451)		<p>An underspend in Finance of £0.274m mainly due to vacancies and also recharges to other departmental budgets, such as the DSG and Public Health Grant, is higher than anticipated.</p> <p>The remaining underspend is due to vacancies in the ICT service. Difficulties recruiting persist, reflecting a shortage of ICT professionals in the market. Over 25 positions have remained unfilled throughout the year.</p> <p>It is proposed to contribute £0.010m to an earmarked reserve to support the modernisation of the ICT Traded Services team and £0.200m to provide temporary agency resources for the Operations team. These amounts have already been accounted for in the Corporate Services and Budget portfolio's outturn position.</p>
Legal Services	0.422		Previous years' savings having not been achieved in full. The new Legal Services operating model known as the Core Offer was

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			introduced in October 2021. The impact of introducing the Core Offer is still unknown at this stage, though research has shown substantial benefits have been delivered in other local authorities that have introduced a similar model.
Strategic Management	0.311		Due to unallocated savings targets of £0.336m for Channel Shift and £0.130m for the SAP project. Savings from these programmes will be allocated to departments as the benefits are realised from individual schemes. These overspends are offset by a £0.153m underspend on the Transformation budget; this was committed in 2021-22 to fund Business Change posts for six months, however, these posts were never filled.
Human Resources	(0.309)		£0.160m due to vacancies. £0.146m on the training budget arising due to a review of the Learning & Development Section that has resulted in the training programme not being completed this financial year.
Miscellaneous	(0.261)		Includes movement in the allowance for bad debt of £0.045m and £0.050m of unidentified income.
Other - Net Underspend	(0.037)		-
TOTAL	3.820		

The budget savings target for 2021-22 is £2.197m, with a further £3.363m target brought forward from previous years. Of this total target of £5.560m, £1.163m was achieved by the end of the financial year. Therefore there was a £4.397m shortfall in the achievement of budget savings.

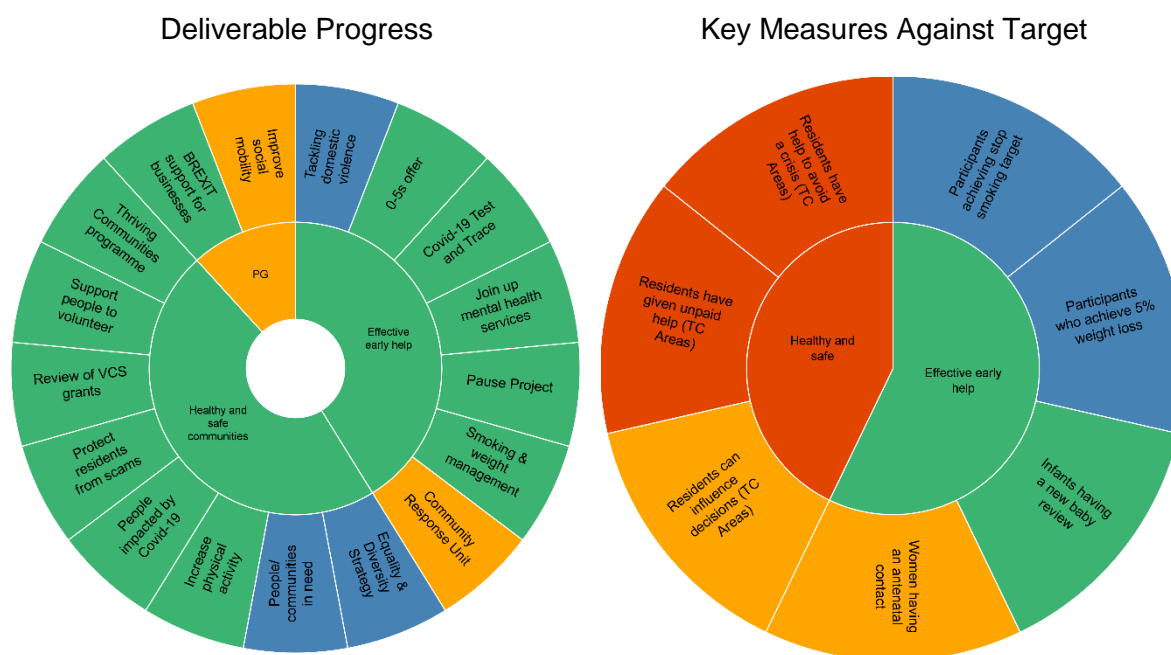
Savings were achieved in 2021-22 in the following areas:

Description	£m
ICT restructure	0.200
ICT rationalisation of systems	0.256
Finance - Insurance reductions	0.250
Finance restructure	0.044
SAP upgrade	0.100
Review HR structures	0.313
Total Savings Achieved 2021-22	1.163

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Legal Services (Service Pressure)	0.300
Budget Support (Service Pressure)	0.390
Digitisation of Employment Records (Service Pressure)	0.100
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	1.945
One-Off Funding 2021-22	2.735

Health and Communities - Portfolio Summary



Progress is "good" or "strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Live Life Better Derbyshire services, which support people to stop smoking and lose weight, have shown strong performance during Quarter 2 and Quarter 3 and achieved a record number of 1,757 people quitting smoking, with the quit rate of 67% well above the England average.
- The volume of work undertaken by the Derbyshire Discretionary Fund has been the highest ever. Additional funding resources have enabled the Council to enhance support to residents through difficult times associated with the impact of the Covid-19 pandemic, and latterly the emerging cost of living crisis.
- A number of deliverables for 2021-22 have been achieved, including 'Worked with partners and supported individuals, communities and businesses who have been impacted by the pandemic' and 'Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire'. The other deliverables for 2021-22 will continue and form part of the reporting during 2022-23.

Key areas for consideration are:

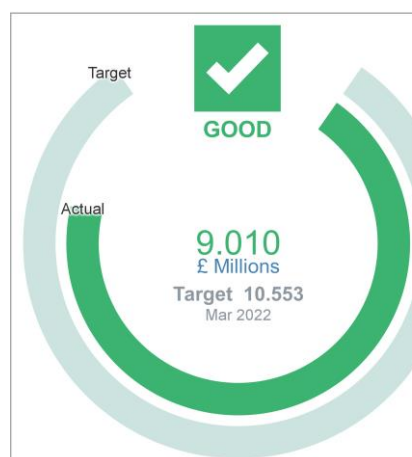
- The 'Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing' deliverable will overlap into 2022-23, to include the transfer of the CRU Call Centre function to the Health and Wellbeing Team, as it requires further discussion and agreement before it can be completed. This will be carried out as part of the prototyping and development of the team currently underway which will be completed by November 2022.
- The percentage of residents in Thriving Community areas responding to the annual survey that they have enough people around them to avoid a crisis, agreeing they can influence decisions and who have given unpaid help are all below target. However, this is based on a low number of responses, and new measures have been developed to provide more meaningful performance information about the impact of the approach.

Key areas to note are:

- The 'Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus' deliverable will not be continuing into 2022-23 due to the national 'Living with Covid' plan and the amalgamation of the management of Covid-19 into respiratory disease control. Community testing and contact tracing has ceased nationally. The response to any Covid-19 outbreaks and national guidance will be incorporated into the wider communicable disease management work of the Health Protection team alongside UKHSA.

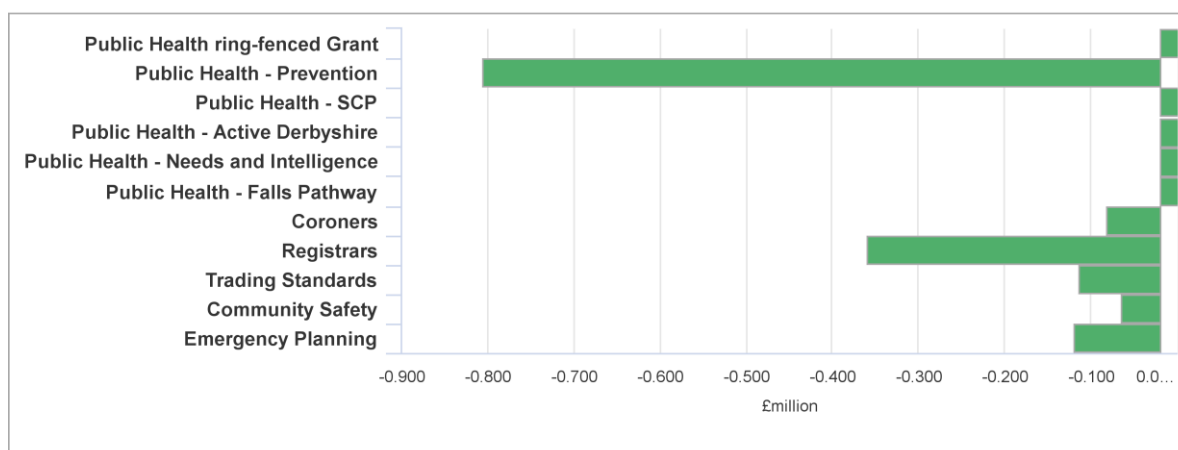
There is an underspend of £1.543m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Public Health - Prevention	(0.805)	✓	Costs which would ordinarily have been met from the portfolio's own budget allocation have been met from additional government grant and from Public Health ring-fenced Grant funding Covid-19 responsibilities.
Registrars	(0.359)	✓	A temporary increase in registration income following the easing of Covid-19 restrictions

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			from events such as weddings which had been postponed.
Emergency Planning	(0.120)	✓	Lower staffing levels and additional income than budgeted.
Trading Standards	(0.114)	✓	Due to vacancy control. This will assist in managing a planned restructure of the function.
Other - Net Underspend	(0.145)	✓	-
TOTAL	(1.543)		

The budget savings target for 2021-22 is £0.271m. An over-achievement of budget savings of £0.016m has been brought forward from previous years. Of this total target of £0.255m, £0.213m was achieved by the end of the financial year. Therefore there was a £0.042m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Community Safety - increase cost of training	0.007
Trading Standards - reduction in staffing	0.040
Public Health - funding of Prevention from Public Health Grant	0.155
Public Health - review of Prevention Services	0.011
Total Savings Achieved 2021-22	0.213

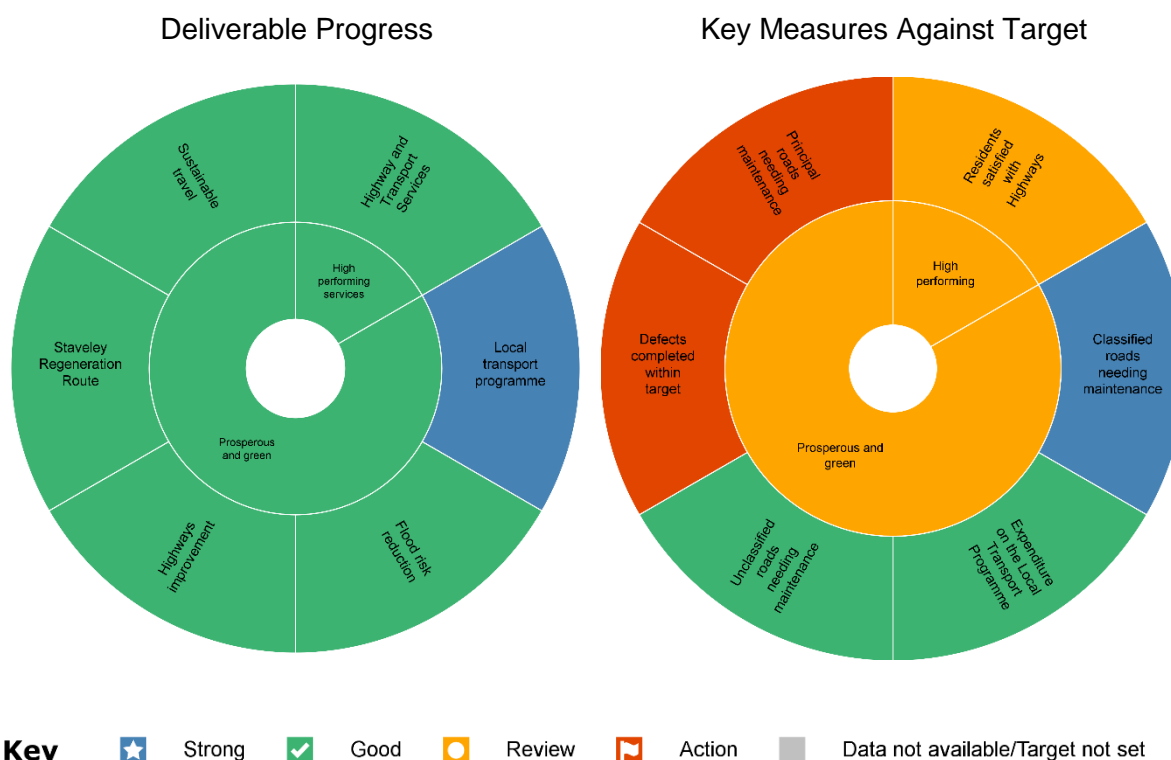
One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Covid-19 Test and Trace Service Support Grant (Ring-Fenced-Grant)	0.160
Covid-19 Contain Outbreak Management Fund (COMF) (Ring-Fenced-Grant)	5.389
Covid-19 Clinically Extremely Vulnerable (CEV) Funding (Ring-Fenced-Grant)	1.991
Covid-19 Mass Community Testing (Ring-Fenced-Grant)	2.117
Covid-19 Practical Support for those Self-isolating (Ring-Fenced-Grant)	0.020
Covid-19 Contribution from Public Health Grant (Ring-Fenced-Grant)	0.150
Covid-19 Additional Home to School Transport (Ring-Fenced-Grant)	0.385
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.174
One-Off Funding 2021-22	10.386

At the 2021-22 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Grant Funding Prospectus and Framework 2022-23	1.650
Total Commitments	1.650

Highways Assets and Transport - Portfolio Summary



Progress is "good" or "strong" for all of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- The £40m Highways Capital Programme has been delivered in the 2021-22 financial year as planned, delivering a wide range of improvements to all highway assets.
- Highways targeted improvements include: the enhanced capital programme, minimising the number of defects and outstanding jobs on the network and improving communication and engagement with stakeholders to improve levels of satisfaction.
- The 19.6% of classified roads needing maintenance is positively below the target of 23% needing maintenance.
- The 29.9% unclassified road network where maintenance should be considered is positively below the target of 31%.
- Hardship payments, through the Discretionary Fund, have been provided to 39 households affected by flooding in 2022 to reduce the risk of flooding.
- The viability assessment for the Chesterfield to Staveley Regeneration Route has been completed with the Outline Business Case submitted in Quarter 2 2022-23.

- Feasibility studies and work packages continue to progress to develop a strategic approach to travel and transport across the County, including the Bus Service Improvement Plan.

Key areas for consideration are:

- Residents levels of satisfaction with the Council's Highways Service has reduced to 53% but targeted improvements have been identified and are being acted upon to address this.
- Defects completed on target were at 59.9% at the end of Quarter 4 but has since increased to 73.7%, although still below the target of 90%. The number of defects in Quarter 4 have notably increased compared to the rest of the year.
- 2% of principal roads where maintenance should be considered is above the target of 13%. This has been factored into the Value Management process to enable development of the 2022-23 programme of works.

Key areas to note are:

- The increased investment to the Highways Capital Programme benefits all highway assets and will not immediately be reflected in the performance of measures specifically relating to roads requiring maintenance or defects.
- Annual road condition surveys are undertaken during each summer and, over time, a continued annual programme of investment in Derbyshire's roads will contribute to improving the condition of the network and reducing the percentage of roads needing maintenance or having defects.

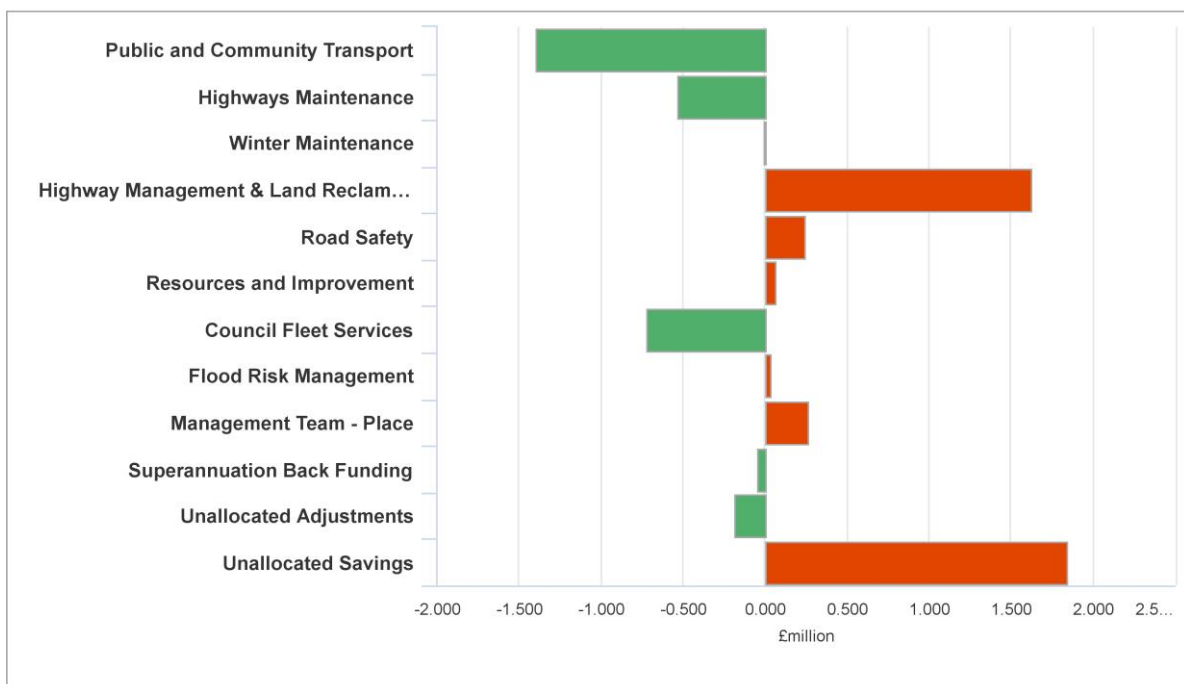
There is an overspend of £1.225m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.


Outturn against Target Budget











The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Unallocated Budget Savings	1.842		Savings targets not yet allocated to specific services.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Highway Management & Land Reclamation	1.624		Under-recovery of salaries recharged to capital schemes and the Highways Maintenance budget due to staff shortages.
Public and Community Transport	(1.393)		Reduction in demand for concessionary fares in respect of Gold Card holders.
Council Fleet Services	(0.715)		Introduction of the CVS (vehicle contract hire) desk to assist with short term vehicle provision. Also, increased income from expansion of vehicle maintenance provision and public MOT testing.
Highways Maintenance	(0.526)		Reduction of staff and works being undertaken by Highways Construction Services has resulted in lower levels of activity and therefore costs to the Highways Maintenance budget.
Management Team - Place	0.261		Costs of recruitment to the Executive Director's post and agency costs for the Capital Programme Manager.
Road Safety	0.250		A savings initiative, based on additional income being generated, has been delayed as legislation has yet to be enacted.
Unallocated Adjustments	(0.179)		Movement in the allowance for bad debt.
Other - Net Overspend	0.061		-
TOTAL	1.225		

The budget savings target for 2021-22 is £1.239m, with a further £1.842m target brought forward from previous years. Of this total target of £3.081m,

£0.025m was achieved by the end of the financial year. Therefore there was a £3.056m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Civil Parking	0.025
Total Savings Achieved 2021-22	0.025

One-off factors which supported the 2021-22 outturn position were as follows:

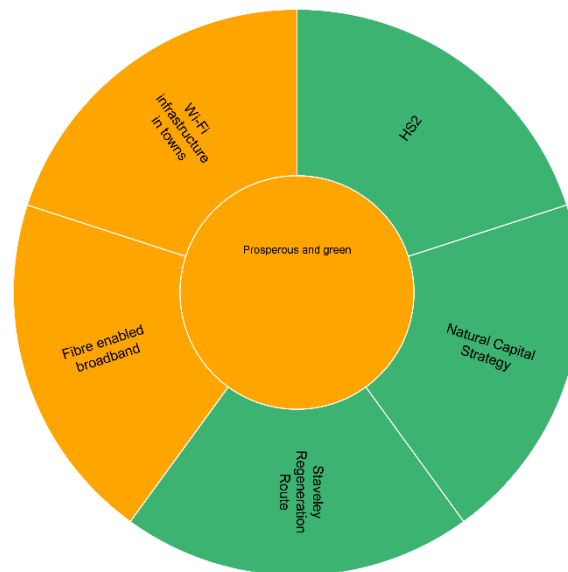
One-Off Funding	£m
Winter Maintenance (Use of Reserve)	0.765
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.266
One-Off Funding 2021-22	1.031

At the 2021-22 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
The Derwent Valley Cycle Route and Access to Shirebrook feasibility studies	0.240
Highways Commuted Sums	0.200
Total Commitments	0.440

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



Progress is "good" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Prepared a Countywide response to the Integrated Rail Plan in relation to HS2, significant work took place during Quarter 4 to raise the visibility and voice of the Council in relation to the Integrated Rail Plan proposals.
- The Natural Capital Strategy is on track to be completed by the end of Quarter 2 2022-23 and will identify the current natural capital resource of Derbyshire, its social and economic value, eco-system services the County will require and enhancement in natural capital that will be required to support services.
- The viability assessment to progress the Chesterfield to Staveley Regeneration Route is complete with the Outline Business Case planned to be submitted in Quarter 2 2022-23.

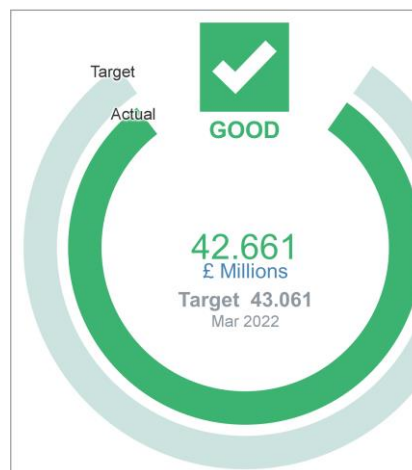
Key areas for consideration are:

- Funding to implement Wi-Fi infrastructure in 27 town centres is yet to be secured although potential funding sources have been identified and actions are being undertaken to secure and drive forward this area of work.

- Seventeen projects in Quarter 4 are progressing towards the implementation of the gigabit top up voucher scheme and increase the take-up of fibre enabled broadband across Derbyshire but are not yet implemented.

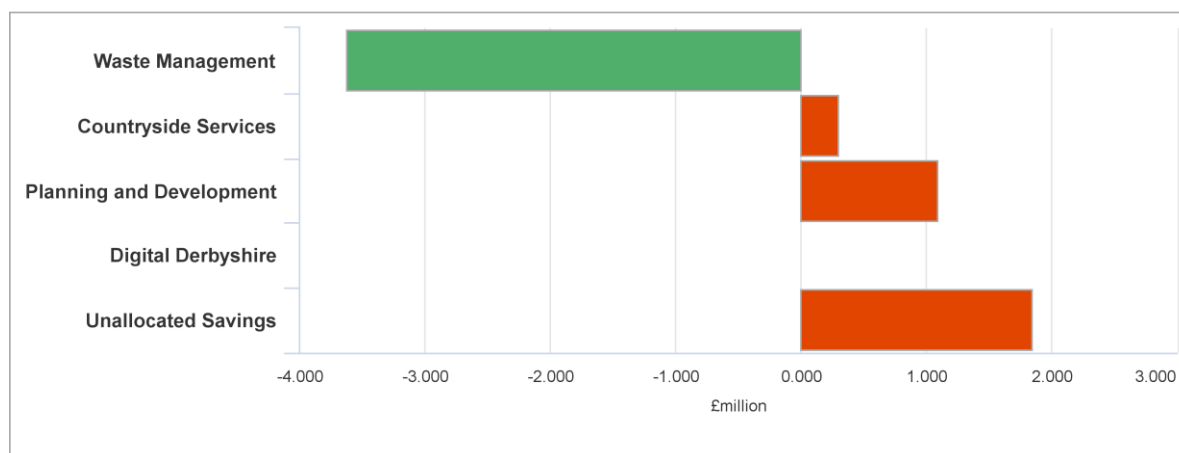
There is an underspend of £0.400m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget





The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Waste Management	(3.626)	✓	Lower than anticipated tonnages.
Unallocated Savings	1.842	✗	Savings targets not yet allocated to specific services.

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Planning and Development	1.090		Savings targets allocated but not yet achieved relating to Planning (£0.330m) and Transport Strategy (£0.212m). Also, under-recovery of salaries in Transport Strategy which would previously have been recharged to capital schemes.
Countryside Services	0.294		A savings target based on increased income on Countryside Destination sites has not yet been fully achieved due to the impacts of Covid-19.
TOTAL	(0.400)		

The budget savings target for 2021-22 is £0.774m, with a further £1.836m target brought forward from previous years. Of this total target of £2.610m, £0.150m was achieved by the end of the financial year. Therefore there was a £2.460m shortfall in the achievement of budget savings.

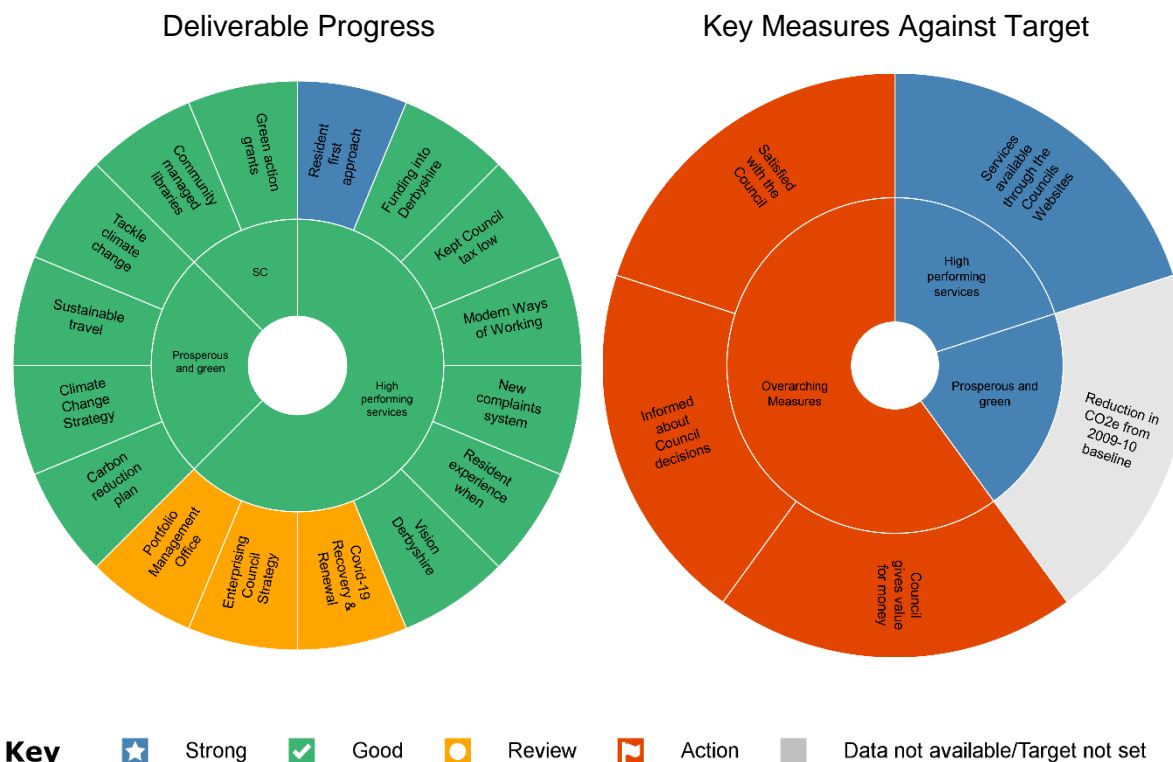
Savings were achieved in 2021-22 in the following areas:

Description	£m
Digital Derbyshire	0.150
Total Savings Achieved 2021-22	0.150

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Elvaston Masterplan (Service Pressure)	0.550
Budget Support (Service Pressure)	0.230
Kick Start Fund (Use of Reserves)	0.638
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	2.595
One-Off Funding 2021-22	4.013

Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary



Progress is "good" or "strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

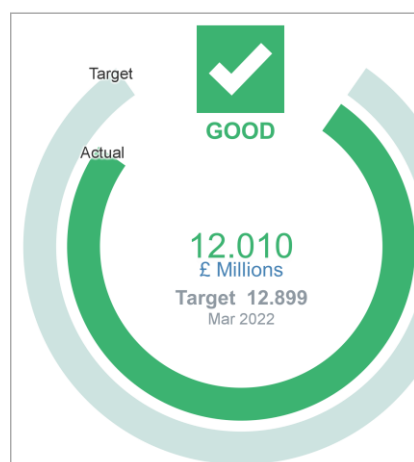
- The Customer Relationship Management system has been successfully implemented, with 140 services made available online in the first phase.
- Phase one of the Modern Ways of Working programme has been completed with the focus on the safe and effective return to offices.

Key areas for consideration are:

- Responses to the annual Your Council Your Voice survey showed residents' perceptions were lower than previous years. A small, time-limited cross departmental task and finish group has been established to look at the survey results and recommend appropriate action.
- Covid-19 impacted the progress of work in respect of the establishing a Portfolio Management Office, developing an organisational recovery strategy and addressing social mobility. The work and resources required to move these forwards have been identified and they will be progressed during 2022-23, managed as part of the Vision Derbyshire and Enterprising Council work streams.

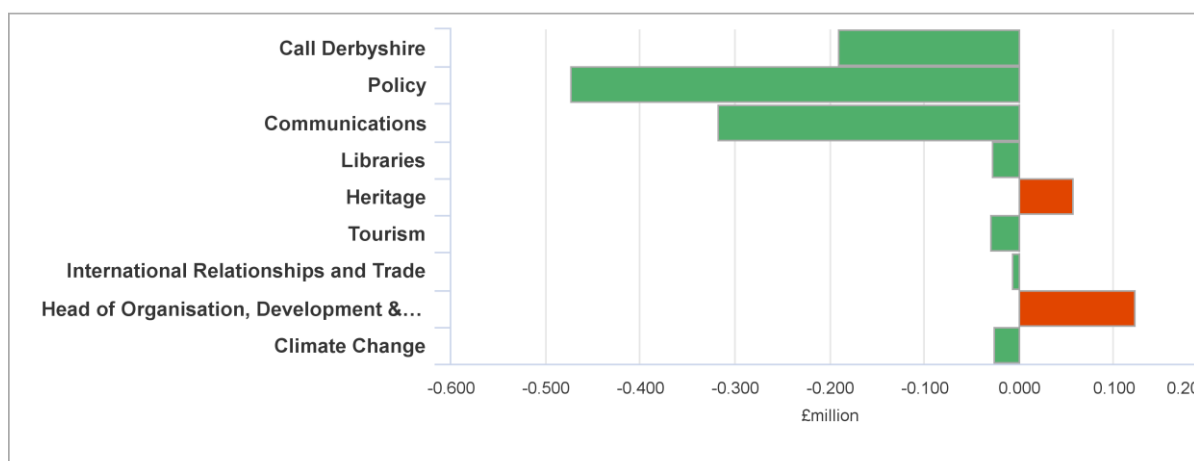
There is an underspend of £0.889m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Policy	(0.472)	✓	£0.140m underspend due to vacant posts not yet filled. An underspend of £0.150m on the Thriving Communities project resulting from work with communities being paused due to the pandemic; it is proposed to carry forward this amount for use in 2022-23. Budget growth was provided to support the

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
			development of a more equitable distribution of Voluntary and Community Sector (VCS) Infrastructure funding across the county, but only half has been allocated this financial year. It is proposed to carry forward the underspend of £0.076m relating to VCS grants for use in 2022-23.
Communications	(0.318)	✓	Underspend due to vacancy control. This will assist in managing a planned restructure of the function. Also, one off funding from Public Health towards the Communications Team's support with the Covid-19 pandemic response.
Call Derbyshire	(0.191)	✓	Underspend due to staff turnover.
Head of Organisation, Development & Policy	0.123	✗	Following restructure of the Human Resources service, underspends are no longer available to fund this post.
Other – Net Underspend	(0.031)	✓	-
TOTAL	(0.889)		

The budget savings target for 2021-22 is £0.284m, with a further £0.595m target brought forward from previous years. Of this total target of £0.879m, £0.234m was achieved by the end of the financial year. Therefore, there was a £0.645m shortfall in the achievement of budget savings.

Savings were achieved in 2021-22 in the following areas:

Description	£m
Policy - Rationalisation of complaints and procedures	0.078
Libraries - transfer to Community Managed Libraries	0.156

Description	£m
Total Savings Achieved 2021-22	0.234

One-off factors which supported the 2021-22 outturn position were as follows:

One-Off Funding	£m
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.531
One-Off Funding 2021-22	0.531

At the 2021-22 financial year-end the following ring-fenced commitments relating to this portfolio existed:

Description	£m
Thriving Communities Project	0.150
Voluntary and Community Sector (VCS) grant funding	0.076
Total Commitments	0.226

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Dedicated Schools Grant (DSG)

The DSG is a ring-fenced grant comprising four individual blocks: Schools Block, High Needs Block, Early Years Block and Central Block. Allocations of the blocks are governed by the Schools and Early Years Finance Regulations. Any underspend or overspend on the grant is carried forward to future years within the accumulated balance of the DSG Earmarked Reserve.










The Department for Education (DfE) have clarified the ring-fenced status of the DSG by putting provisions into the School and Early Years Finance (England) Regulations 2020 which require that a cumulative DSG deficit must be carried forward to be dealt with from future years' DSG income, unless otherwise authorised by the Secretary of State not to do so. The updated regulations require the Council to engage formally with the DfE on recovery plans if it has a deficit balance on its DSG or if it reports a substantial reduction in its DSG surplus.

The Code of Practice on Local Authority Accounting in the United Kingdom (the Code) 2021-22 requires that where there is an in-year deficit on the DSG, this must be charged to an account established and used solely for the purpose of recognising deficits in respect of its school's budget. This account is a statutory ringfenced unusable reserve: the 'Dedicated Schools Grant Adjustment Account' (DSGAA).

The accounting treatment introduced by the regulations is limited to the financial reporting periods 2020-21, 2021-22 and 2022-23 to provide time for government and local authorities to look at budgetary and financial management strategies to reduce the deficits.

At 31 March 2021 a cumulative deficit of £1.157m was reported in the Council's DSGAA. At 31 March 2022 this had increased to £5.050m.











In 2021-22 there was an overspend on the DSG of £3.700m. The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
High Needs Block	5.904		Increasing numbers of children assessed as needing SEND support. Overspends on top-up payments to mainstream and special schools. Also, increased numbers of children in Independent special schools combined with increases in average fees.
Central School Services Block	(0.758)		Unallocated balance as a planned contribution to deficit recovery.
Pupil Growth Funding	(0.448)		Allocations to support schools to meet KS1 pupil/teacher ratios were below the allocated budget.
Re-pooled school funding	(0.416)		Mainly relates to lower costs of maternity absences for primary school staff.
Early Years Block	(0.368)		Underspends on Nursery Education Funding £0.184m and the Early Years Improvement Service underspent by £0.177m due to staff vacancies.
Schools Block	(0.214)		Underspend reflects reduction in rates liabilities due to schools converting to academy status.
TOTAL	3.700		
Carry-forward to 2022-23 agreed in advance	0.193		-
TOTAL Movement on DSG Earmarked and Unusable Reserves	3.893		

Public Health Grant

The Public Health Grant is a ring-fenced grant. Any underspend or overspend on the grant is carried forward to future years, within the accumulated balance of the Public Health Grant Earmarked Reserve.

There was an overall contribution from the Public Health Grant Earmarked Reserve of £0.440m. The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
One-off funding to the Childrens Services and Safeguarding and Education portfolio	1.500		To support Children's Centres and the Early Years offer.
Sexual Health GUM Out-of-Area Attendances	(0.674)		Reduced activity due to Covid-19 restrictions
Residential Rehabilitation placements for Substance Misuse/Alcohol Misuse clients	(0.290)		Reduced number of placements due to Covid-19 restrictions.
Health Checks Service with General Practices	(0.288)		Reduced activity due to Covid-19 restrictions.
Place Based Approach	(0.247)		Several projects delayed due to Covid-19 restrictions.
Other - Net Overspend	0.119		-
TOTAL	0.120		
Contributions to One-Off Expenditure	0.170		£0.160m towards Pensions Credit project and £0.010m on Substance Misuse Probation Health Trainers.
Contribution to cost of Covid outbreak management	0.150		-
TOTAL Movement of Public Health Grant Earmarked Reserve	0.440		

Summary of Underspends

	Budget £m	Actual £m	(Underspend)/ Overspend £m	Commitments £m	Balance after Commitments £m	Allocation for use of Underspends £m	Balance to remain in General Reserve £m
Adult Care	262.812	260.228	(2.584)	0.000	(2.584)	2.584	0.000
Children's Services and Safeguarding and Education	138.906	140.582	1.676	0.000	1.676	0.000	(1.676)
Clean Growth and Regeneration	1.108	1.005	(0.103)	0.000	(0.103)	0.103	0.000
Corporate Services and Budget	54.276	58.096	3.820	0.000	3.820	0.000	(3.820)
Health and Communities	10.553	9.010	(1.543)	1.650	0.107	0.000	(0.107)
Highways Assets and Transport	32.539	33.764	1.225	0.000	1.225	0.000	(1.225)
Infrastructure and Environment	43.061	42.661	(0.400)	0.440	0.040	0.000	(0.040)
Strategic Leadership, Culture, Tourism and Climate Change	12.899	12.010	(0.889)	0.225	(0.664)	0.664	0.000
PORTFOLIOS TOTAL	556.154	557.356	1.202	2.315	3.517	3.351	(6.868)

Appendix 14







Controlled

	Budget £m	Actual £m	(Underspend)/ Overspend £m	Commitments £m	Balance after Commitments £m	Allocation for use of Underspends £m	Balance to remain in General Reserve £m
Risk Management	24.449	0.000	(24.449)	0.000	(24.449)	0.000	24.449
Debt Charges	29.882	29.151	(0.731)	0.000	(0.731)	0.000	0.731
Interest and Dividend Income	(3.453)	(5.417)	(1.964)	0.000	(1.964)	0.000	1.964
Levies and Precepts	0.354	0.354	0.000	0.000	0.000	0.000	0.000
Corporate Adjustments	4.238	3.329	(0.909)	0.000	(0.909)	0.000	0.909
TOTAL	611.624	584.773	(26.851)	2.315	(24.536)	3.351	21.185
Post-Covid Funding Risks Reserve Release						(14.000)	14.000
Inflation Risks Reserve						10.000	(10.000)
Cyber Security Reserve						4.000	(4.000)

	Budget £m	Actual £m	(Underspend)/ Overspend £m	Commitments £m	Balance after Commitments £m	Allocation for use of Underspends £m	Balance to remain in General Reserve £m
Business Rates Risks Reserve						5.251	(5.251)
Budget Management Reserve						10.000	(10.000)
						18.602	5.934

Traded Services**Fully Traded**






'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income.











Portfolio	Service Area	Trading Area	Gross Controllable Expenditure*	Gross Controllable Income	Contribution/ Deficit(-) to General Overheads	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
			£m	£m	£m		
CSB	Finance & ICT	IT Support Services	1.119	1.122	0.003		No
CSB	HR	Schools Advisory Service	0.426	0.860	0.434		No
CSB	HR	Work Experience	0.109	0.163	0.054		No
CSB	Corporate Property	Direct Service Organisation Operations	19.755	19.115	-0.640		Yes
CSSGE	School Catering	School Catering + FSM checking	22.465	22.470	0.005		No
CSSGE	SORE	Swimming	0.942	0.983	0.041		No
			44.816	44.713	-0.103		














*This is the expenditure remaining after any costs have been recharged to other service areas internal to the Council.








Partially Traded

'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide.

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Legal and Democratic	Legal Services	0.451	0.422	-0.029	
CSB	Legal and Democratic	Registrars	1.394	1.966	0.572	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.080	0.087	0.007	
CSB	Corporate Property	Estates	0.026	0.092	0.066	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.065	0.072	0.007	

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.000	0.013	0.013	
CSB	Corporate Property	Asbestos Surveys	0.053	0.055	0.002	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.045	0.062	0.017	
CSB	Corporate Property	County Buildings incl. Members Bar	0.570	0.501	-0.069	
CSB	Corporate Property	Industrial Development	2.018	1.705	-0.313	
CSB	HR	Occupational Health Services	0.080	0.138	0.058	
CSB	HR	Learning & Development	0.399	0.434	0.035	
CSB	HR	H&S	0.177	0.155	-0.022	
CSB	HR	Payroll Services	1.683	1.737	0.054	
CSB	Finance & ICT	Exchequer	0.329	0.235	-0.094	
CSSGE	Education Improvement	Various	0.819	0.446	-0.373	

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall(-) compared to Target £m	Performance
CSSGE	Education Psychology	Education Psychology	0.528	0.743	0.215	
CSSGE	SORE	Outdoor Education & Sport	2.158	1.200	-0.958	
CSSGE	SEMH Services	Behaviour support	0.252	0.298	0.046	
CSSGE	Adult Education	Adult Education	0.579	0.143	-0.436	
CSSGE	Education Welfare	Education Welfare	0.009	0.010	0.001	
CSSGE	Music	Music	0.135	0.109	-0.026	
CSSGE	Children Missing Education	Out of School Tuition	0.114	0.174	0.060	
CSSGE	SEMH Services	Positive play	0.037	0.036	-0.001	
CSSGE	Early Years	Early Years	0.049	0.004	-0.045	
CSSGE	Early Years	Early Years SEN	0.010	0.009	-0.001	
CSSGE	Information & ICT	Various	0.022	0.991	0.969	
HC	Public Health	Mental Health course delivery	0.004	0.004	0.000	
HC	Public Health	School Crossing Patrol SLA sites	0.016	0.012	-0.004	

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall(-) compared to Target £m	Performance
HC	Central Services to the Public	Registrars	1.394	1.965	0.571	
HAT	Highways	Highways Laboratory	0.100	0.051	-0.049	
HAT	Fleet Services	Vehicle Maintenance	1.300	1.730	0.430	
IE	Countryside	Shops	0.219	0.288	0.069	
IE	Countryside	Cycle Hire	0.019	0.026	0.007	
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.049	0.006	
SLCTCC	Heritage	Derbyshire Environmental Studies Service	0.113	0.007	-0.106	
			15.290	15.969	0.679	

Earmarked Reserves

	31 Mar 2021 £m	Transfers		31 Mar 2022 £m
		In £m	Out £m	
Adult Care				
Older People's Housing Strategy	(16.103)	0.000	0.000	(16.103)
Telecare	(1.500)	0.000	1.500	0.000
Pump Priming	0.000	0.000	0.000	0.000
Other reserves	(0.039)	(0.093)	0.113	(0.019)
Sub Total	(17.642)	(0.093)	1.613	(16.122)
Clean Growth and Regeneration				
Regeneration Kick-Start Feasibility Fund	0.000	(2.000)	0.638	(1.362)
Vision Derbyshire Economic Development Pilot	0.000	(1.000)	0.113	(0.887)
Markham Environment Centre	(0.114)	0.000	0.000	(0.114)
Other reserves	(0.506)	(0.006)	0.104	(0.408)
Sub Total	(0.620)	(3.006)	0.855	(2.771)
Corporate Services and Budget				
Revenue Contributions to Capital	(44.584)	(20.478)	14.228	(50.834)
Loan Modification Gains	(25.254)	0.000	1.024	(24.230)
Insurance and Risk Management	(17.104)	(0.047)	1.114	(16.037)
Budget Management	(11.917)	(20.854)	17.137	(15.634)
Covid Emergency and SFC Losses Grants	(11.248)	(16.810)	12.688	(15.370)
Post-Covid Funding Risks	0.000	(14.000)	0.000	(14.000)
Covid-19 Recovery Fund	(15.000)	0.000	3.938	(11.062)
Business Rates Pool	(6.301)	(2.248)	0.155	(8.394)
Planned Building Maintenance	(6.553)	(0.279)	1.210	(5.622)
Computer Purchasing	(2.850)	(0.813)	0.393	(3.270)
Property Insurance Maintenance Pool	(2.997)	(1.481)	1.723	(2.755)
Prior Year Underspends	(2.878)	(1.326)	1.642	(2.562)
Investment Losses Contingency	(2.500)	0.000	0.000	(2.500)
PFI Reserves	(1.980)	(0.335)	0.693	(1.622)
Exchequer Traded Services Risks	(0.850)	(0.234)	0.015	(1.069)

	31 Mar 2021	Transfers		31 Mar 2022
	£m	In £m	Out £m	£m
Business Rates Strategic Investment Fund	(1.988)	0.000	1.056	(0.932)
Change Management	(1.163)	0.000	0.629	(0.534)
Property DLO	(1.424)	(0.134)	1.221	(0.337)
Covid-19 Tax Income Guarantee Grant	(1.267)	0.000	1.267	0.000
Business Rates Relief Grant	0.000	0.000	0.000	0.000
Uninsured Financial Losses	0.000	0.000	0.000	0.000
Other reserves	(4.966)	(2.233)	3.921	(3.278)
Sub Total	(162.824)	(81.272)	64.054	(180.042)
Childrens Services and Safeguarding and Education				
Schools Balances	(34.925)	(7.268)	3.849	(38.344)
Tackling Troubled Families	(3.818)	(1.781)	1.533	(4.066)
Childrens Services IT Systems	(0.657)	0.000	0.213	(0.444)
Primary Teacher Pooled Premiums	(0.653)	(0.267)	0.653	(0.267)
High Needs Strategic Funding	(0.219)	0.000	0.029	(0.190)
Foster Carer Adaptations	(0.054)	(0.123)	0.000	(0.177)
Prior Year Underspends	(0.235)	0.000	0.069	(0.166)
Dedicated Schools Grant (DSG)	0.000	(1.023)	1.023	0.000
Other reserves	(1.276)	(0.278)	1.054	(0.500)
Sub Total	(41.837)	(10.740)	8.423	(44.154)
Highways Assets and Transport				
Prior Year Underspends	(11.301)	(0.706)	1.679	(10.328)
Commuted Highways Maintenance	(1.710)	0.000	0.000	(1.710)
Highway Development Control Interface	0.000	(1.500)	0.000	(1.500)
Winter Maintenance	(2.000)	0.000	0.765	(1.235)
Derby and Derbyshire Road Safety Partnership Reserve	(0.617)	(0.044)	0.128	(0.533)
Road Safety Public Service Agreement (PSA)	(0.852)	0.000	0.489	(0.363)
Other reserves	(1.237)	0.000	0.130	(1.107)
Sub Total	(17.717)	(2.250)	3.191	(16.776)
Health and Communities				

	31 Mar 2021 £m	Transfers		31 Mar 2022 £m
		In £m	Out £m	
Public Health Grant	(8.532)	0.000	0.440	(8.092)
Covid Test and Trace Grant	(3.385)	0.000	0.160	(3.225)
Covid Practical Support Funding	0.000	(1.314)	0.000	(1.314)
Domestic Abuse	(1.622)	(0.003)	0.521	(1.104)
Prior Year Underspends	0.000	(0.807)	0.000	(0.807)
Other reserves	(2.231)	(0.165)	1.610	(0.786)
Sub total	(15.770)	(2.289)	2.731	(15.328)
Infrastructure and Environment				
Digital Growth	0.000	(2.340)	0.000	(2.340)
Waste Recycling Initiatives	(0.598)	(0.100)	0.000	(0.698)
Elvaston Maintenance	(0.198)	(0.073)	0.000	(0.271)
Other reserves	(0.382)	(0.012)	0.135	(0.259)
Sub Total	(1.178)	(2.525)	0.135	(3.568)
Strategic Leadership, Culture, Tourism and Climate Change				
Green Entrepreneurs	0.000	(2.000)	0.096	(1.904)
Community Managed Libraries	(0.742)	0.000	0.000	(0.742)
Policy and Research	(0.660)	0.000	0.000	(0.660)
Library Restructure	(0.429)	0.000	0.000	(0.429)
County Records	(0.049)	(0.238)	0.000	(0.287)
Derwent Valley Mills World Heritage Site	(0.189)	(0.038)	0.000	(0.227)
Other reserves	(0.848)	(0.044)	0.567	(0.325)
Sub Total	(2.917)	(2.320)	0.663	(4.574)
Overall Totals	(260.505)	(104.495)	81.665	(283.335)

Budget Savings Monitoring 2021-22

Portfolio	Budget Savings Target			Ongoing Savings Initiatives		Actual Savings Achieved	
	Prior Year not yet achieved Brought Forward	Current Year	Total Target	Total Identified	Shortfall (-)/ Additional Identified Savings	Achieved by Financial Year End	Shortfall (-)/ Additional Achievement of Savings Target
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions
Adult Care	1.894	7.441	9.335	5.396	-3.939	6.765	-2.570
Clean Growth & Regeneration	0.636	0.000	0.636	0.636	0.000	0.000	-0.636
Corporate Services & Budget	3.363	2.197	5.560	4.559	-1.001	1.163	-4.397
Children's Services and Safeguarding and Education	1.965	0.085	2.050	2.050	0.000	1.372	-0.678
Health & Communities	-0.016	0.271	0.255	0.213	-0.042	0.213	-0.042
Highways & Transport	1.842	1.239	3.081	1.239	-1.842	0.025	-3.056
Infrastructure & Environment	1.836	0.774	2.610	1.616	-0.994	0.150	-2.460
Strategic Leadership, Culture, Tourism & Climate Change	0.595	0.284	0.879	1.092	0.213	0.234	-0.645
Cross Portfolio	0.653	1.000	1.653	1.232	-0.421	1.232	-0.421
Portfolio Total	12.768	13.291	26.059	18.033	-8.026	11.154	-14.905

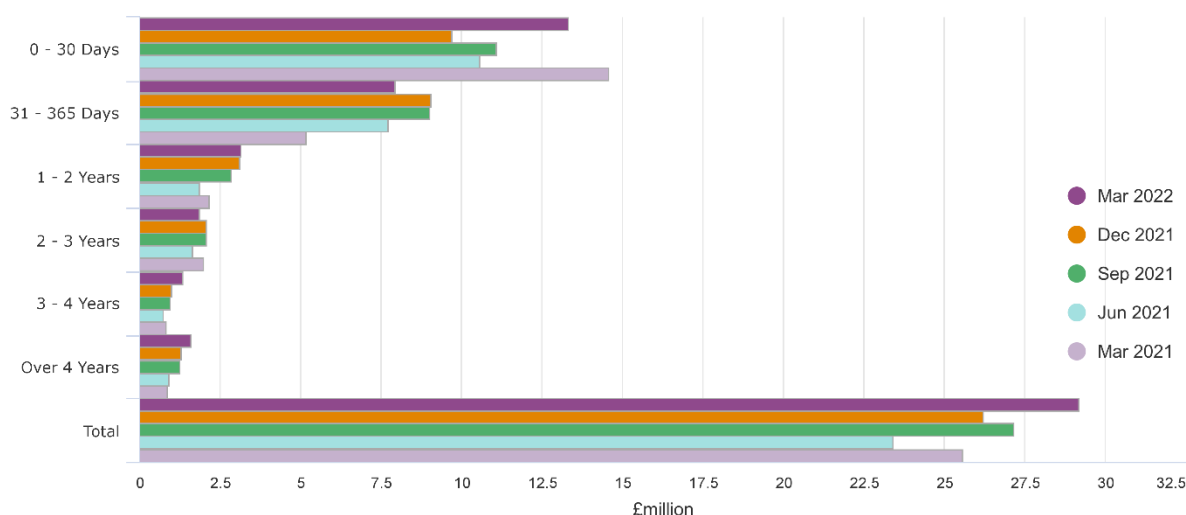
*The Adult Care portfolio is being supported with £4.257m of one-off funding. This reduces the total target for this portfolio from £9.335m down to £5.078m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

**The Corporate Services and Budget portfolio is being supported with £0.390m of one-off funding. This reduces the total target for this portfolio from £5.560m down to £5.170m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

***The Infrastructure and Environment portfolio is being supported with £0.230m of one-off funding. This reduces the total target for this portfolio from £2.916m down to £2.686m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

Aged Debt**Age profile of debt, relating to income receivable, at 31 March 2022**

	0 - 30 Days £m	31 - 365 Days £m	1 - 2 Years £m	2 - 3 Years £m	3 - 4 Years £m	Over 4 Years £m	Total £m
Adult Social Care and Health	5.572	5.701	2.555	1.458	0.592	1.159	17.037
	32.7%	33.5%	15.0%	8.6%	3.5%	6.8%	100.0%
Children's Services	3.597	0.335	0.020	0.014	0.001	0.002	3.969
	90.6%	8.4%	0.5%	0.4%	0.0%	0.1%	100.0%
Place	1.369	1.283	0.460	0.345	0.711	0.249	4.417
	31.0%	29.0%	10.4%	7.8%	16.1%	5.6%	100.0%
Commissioning, Communities and Policy	2.792	0.615	0.106	0.054	0.019	0.181	3.767
	74.1%	16.3%	2.8%	1.4%	0.5%	4.8%	100.0%
All Departments	13.330	7.934	3.141	1.871	1.323	1.591	29.190
	45.7%	27.2%	10.8%	6.4%	4.5%	5.5%	100.0%

Aged Debt over Time**The value of debt written off in the 12 months up to 31 March 2022**

Department	£m	
Adult Social Care and Health	0.143	▼
Children's Services	0.022	▲
Place	0.016	▲
Commissioning, Communities and Policy	0.026	▲
All Departments	0.207	▼

Covid-19 Financial Impacts and Funding

	Covid-19 Costs by Portfolio									
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Cultural & Related (SFC) losses - other	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Planning & Development SFC losses	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
SFC income losses - other	0.386	0.000	0.609	0.820	0.000	0.000	0.000	0.164	0.000	1.979
Sales, Fees & Charges (SFC) income losses sub-total	0.386	0.000	0.609	0.820	0.000	0.000	0.000	0.164	0.000	1.979
Commercial Income losses (rental income)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Commercial Income losses (dividends)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.445	0.445
Commercial Income losses (other)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.325	0.325
Other income losses	0.000	0.000	0.009	0.000	0.000	0.000	0.000	0.000	0.000	0.009
Other Non-Collection Fund Losses sub-total	0.000	0.000	0.009	0.000	0.000	0.000	0.000	0.000	0.770	0.779

Covid-19 Costs by Portfolio										
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Children's Social Care - other	0.000	0.000	0.000	2.721	0.000	0.000	0.000	0.000	0.000	2.721
Children's Social Care sub-total	0.000	0.000	0.000	2.781	0.000	0.000	0.000	0.000	0.000	2.781
Education - SEND	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Education - Home to school transport	0.000	0.000	0.000	0.385	0.000	0.000	0.000	0.000	0.000	0.385
Education - other	0.000	0.000	0.000	0.148	0.000	0.000	0.000	0.000	0.000	0.148
Education sub-total	0.000	0.000	0.000	0.533	0.000	0.000	0.000	0.000	0.000	0.533
Highways and Transport	0.000	0.000	0.000	0.000	0.000	0.266	0.000	0.000	0.000	0.266
Public Health - Testing, contact tracing and outbreak planning	0.000	0.000	0.000	0.000	7.815	0.000	0.000	0.000	0.000	7.815
Public Health - Other	0.000	0.000	0.000	0.000	2.010	0.000	0.000	0.000	0.000	2.010
Public Health sub-total	0.000	0.000	0.000	0.000	9.825	0.000	0.000	0.000	0.000	9.825

Covid-19 Costs by Portfolio										
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Environment & regulatory - waste management	0.000	0.000	0.000	0.000	0.000	0.000	2.559	0.000	0.000	2.559
Environment and regulatory – COVID-19 compliance and enforcement	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Environment & regulatory - other	0.000	0.023	0.000	0.000	0.000	0.000	0.036	0.000	0.000	0.059
Environment & regulatory - sub-total	0.000	0.023	0.003	0.000	0.000	0.000	2.595	0.000	0.000	2.621
Planning & development	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Police, Fire & Rescue	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Finance & corporate - ICT & remote working	0.000	0.000	0.085	0.000	0.003	0.000	0.000	0.007	0.000	0.095

Covid-19 Costs by Portfolio										
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Other - excluding service areas listed above	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - sub-total	2.086	0.000	0.000	0.469	0.155	0.000	0.000	0.332	0.421	3.463
Total Costs	34.053	0.023	1.328	3.783	9.998	0.266	2.595	0.367	0.421	52.834
Total Gross Costs and Income Losses	34.439	0.023	1.946	4.603	9.998	0.266	2.595	0.531	1.191	55.592

Controlled

Covid-19 Costs and Funding

The table below sets out how the Council's Covid-19 pandemic 2021-22 gross costs of £55.592m, by Service Area, have been fully funded, using £44.377m of available Covid-19 specific recharge and grant income, with the balance of £11.215m funded using the Council's general Covid-19 emergency funding for Local Government of £26.585m, which is comprised of £11.248m brought forward from 2020-21 and £15.337m received in 2021-22. The remaining balance of the Covid-19 general emergency funding at 31 March 2022, amounting to £15.370m, has been carried forward to 2022-23 in an earmarked reserve.

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re-charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022-23 £m	TOTAL £m	%
Income Losses						
Highways and Transport Sales, Fees & Charges (SFC) - Parking services losses	0.000	0.000	0.000	0.000	0.000	0.0%
Highways and Transport Sales, Fees & Charges (SFC) losses - other	0.000	0.000	0.000	0.000	0.000	0.0%
Cultural & Related (SFC) - Recreation and sport losses	0.000	0.000	0.000	0.000	0.000	0.0%
Cultural & Related (SFC) losses - other	0.000	0.000	0.000	0.000	0.000	0.0%
Planning & Development SFC losses	0.000	0.000	0.000	0.000	0.000	0.0%
SFC income losses - other	1.979	(1.473)	0.506	0.000	0.506	1.9%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Sales, Fees & Charges (SFC) income losses sub-total	1.979	(1.473)	0.506	0.000	0.506	1.9%
Commercial Income losses (rental income)	0.000	0.000	0.000	0.000	0.000	0.0%
Commercial Income losses (dividends)	0.445	0.000	0.445	0.000	0.445	1.7%
Commercial Income losses (other)	0.325	0.000	0.325	0.000	0.325	1.2%
Other income losses	0.009	0.000	0.009	0.000	0.009	0.0%
Other Non-Collection Fund Losses sub-total	0.779	0.000	0.779	0.000	0.779	2.9%
Total Income Losses	2.758	(1.473)	1.285	0.000	1.285	4.8%
Costs						
Adult Social Care – additional demand	21.261	(21.261)	0.000	0.000	0.000	0.0%
Adult Social Care – supporting the market	0.000	0.000	0.000	0.000	0.000	0.0%
Adult Social Care – workforce pressures	10.138	(8.710)	1.428	0.000	1.428	5.4%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Adult Social Care - Personal protective equipment (PPE)	0.000	0.000	0.000	0.000	0.000	0.0%
Adult Social Care - other	0.568	0.000	0.568	0.000	0.568	2.1%
Adult Social Care sub- total	31.967	(29.971)	1.996	0.000	1.996	7.5%
Children's Social Care – workforce pressures	0.000	0.000	0.000	0.000	0.000	0.0%
Children's Social Care - residential care	0.060	0.000	0.060	0.000	0.060	0.2%
Children's Social Care - care leavers	0.000	0.000	0.000	0.000	0.000	0.0%
Children's Social Care - other	2.721	(2.721)	(0.000)	0.000	(0.000)	0.0%
Children's Social Care sub-total	2.781	(2.721)	0.060	0.000	0.060	0.2%
Education - SEND	0.000	0.000	0.000	0.000	0.000	0.0%
Education - Home to school transport	0.385	(0.385)	(0.000)	0.000	(0.000)	0.0%
Education - other	0.148	(0.001)	0.147	0.000	0.147	0.6%
Education sub-total	0.533	(0.386)	0.147	0.000	0.147	0.6%
Highways and Transport	0.266	0.000	0.266	0.000	0.266	1.0%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Public Health - Testing, contact tracing and outbreak planning	7.815	(7.815)	0.000	0.000	0.000	0.0%
Public Health - Other	2.010	(2.011)	(0.001)	0.000	(0.001)	0.0%
Public Health sub-total	9.825	(9.826)	(0.001)	0.000	(0.001)	0.0%
Housing - homelessness services	0.000	0.000	0.000	0.000	0.000	0.0%
Housing - rough sleeping	0.000	0.000	0.000	0.000	0.000	0.0%
Housing - other excluding HRA	0.000	0.000	0.000	0.000	0.000	0.0%
Housing sub-total	0.000	0.000	0.000	0.000	0.000	0.0%
Cultural & related - Sports, leisure and community facilities	0.021	0.000	0.021	0.000	0.021	0.1%
Cultural & related - other	0.000	0.000	0.000	0.000	0.000	0.0%
Cultural & related sub-total	0.021	0.000	0.021	0.000	0.021	0.1%
Environment & regulatory - cremation, cemetery and mortuary services/Excess deaths	0.003	0.000	0.003	0.000	0.003	0.0%
Environment & regulatory - waste management	2.559	0.000	2.559	0.000	2.559	9.6%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Environment and regulatory – COVID-19 compliance and enforcement	0.000	0.000	0.000	0.000	0.000	0.0%
Environment & regulatory - other	0.059	0.000	0.059	0.000	0.059	0.2%
Environment & regulatory - sub- total	2.621	0.000	2.621	0.000	2.621	9.9%
Finance & corporate - ICT & remote working	0.095	0.000	0.095	0.000	0.095	0.4%
Finance & corporate - Revenue & benefits expansion	0.000	0.000	0.000	0.000	0.000	0.0%
Finance & corporate - other	1.262	0.000	1.262	0.000	1.262	4.7%
Finance & corporate - sub-total	1.357	0.000	1.357	0.000	1.357	5.1%
Other - Shielding	0.000	0.000	0.000	0.000	0.000	0.0%
Other - PPE (non-Adult Social Care and HRA)	0.000	0.000	0.000	0.000	0.000	0.0%
Other - unachieved savings/delayed projects	3.308	0.000	3.308	0.000	3.308	12.4%
Other – lockdown compliance and reopening costs (incl. enforcement)	0.000	0.000	0.000	0.000	0.000	0.0%
Other - Domestic Abuse Services	0.155	0.000	0.155	0.000	0.155	0.6%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Other - Elections	0.000	0.000	0.000	0.000	0.000	0.0%
Other - excluding service areas listed above	0.000	0.000	0.000	15.370	15.370	57.8%
Other - sub-total	3.463	0.000	3.463	15.370	18.833	70.8%
Total Costs	52.834	(42.904)	9.930	15.370	25.299	95.2%
Total Gross Costs and Income Losses	55.592	(44.377)	11.215	15.370	26.584	100.0%

	Covid-19 Funding by Portfolio									
	AC	CGR	CSB	CSSGE	HC	HT	IE	SLCTCC	Corporate Budgets	TOTAL
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Critically Extremely Vulnerable (CEV) Individuals Support Grant	0.000	0.000	0.000	0.000	(1.992)	0.000	0.000	0.000	0.000	(1.992)
Infection Control Fund	(15.218)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(15.218)
Mass Community Testing	0.000	0.000	0.000	0.000	(2.116)	0.000	0.000	0.000	0.000	(2.116)
Omicron Support Fund	(0.907)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(0.907)
Practical Self-Isolation Support	0.000	0.000	0.000	0.000	(0.019)	0.000	0.000	0.000	0.000	(0.019)
Public Health Grant	0.000	0.000	0.000	0.000	(0.150)	0.000	0.000	0.000	0.000	(0.150)
Sales Fees and Charges Compensation	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.473)	(1.473)
Test and Trace Grant	0.000	0.000	0.000	0.000	(0.160)	0.000	0.000	0.000	0.000	(0.160)
Wellbeing for Education Return Grant	0.000	0.000	0.000	(0.001)	0.000	0.000	0.000	0.000	0.000	(0.001)
Winter Grant Scheme	0.000	0.000	0.000	(0.155)	0.000	0.000	0.000	0.000	0.000	(0.155)
Workforce Recruitment and Retention Grant	(6.990)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(6.990)
Total Offsets	(29.971)	0.000	0.000	(3.107)	(9.826)	0.000	0.000	0.000	(1.473)	(44.377)
Covid-19 Emergency Funding for Local Government used in 2021-22	4.468	0.023	1.946	1.496	0.172	0.266	2.595	0.531	(0.282)	11.215

Register of Covid-19 Funding Receivable (updated January 2022)

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Awarded by 31 March 2022 £m	Expenditure 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
Page 171	Coronavirus (COVID-19): emergency funding for local government	Grant	DLUHC	11.248	15.337	11.215	No	Unringfenced funding for local authorities to use to respond to the Covid-19 pandemic.
N/A	Sales Fees and Charges Income Losses Compensation Scheme	Grant	DLUHC	0.000	1.473	1.473	No	To compensate lost sales, fees and charges income, as a result of the Covid-19 pandemic, at a rate of 75p in every pound, over and above the first 5% of budgeted income for the Apr 2021 to Jun 2022.
AC	Clinical Commissioning Group (CCG) funding for additional costs associated with COVID-19 including hospital discharge	Recharge	NHSE	0.000	6.856	6.856	Yes	NHS/CCG funding to help local authorities with Covid-19 associated costs including those relating to hospital discharge and follow-on care.

Appendix 19

Controlled

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Awarded by 31 March 2022 £m	Expenditure 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
Page 172	Adult Social Care Infection Control Fund (ICF) - Round 3	Grant	DHSC	0.000	5.293	5.293	Yes	To support adult social care providers, to reduce the rate of Covid-19 transmission in and between care homes and support wider workforce resilience.
	Adult Social Care Infection Control Fund (ICF) - Round 4	Grant	DHSC	0.000	3.935	3.935	Yes	As above.
AC	Adult Social Care Infection Control Fund (ICF) - Round 5	Grant	DHSC	0.000	5.990	5.990	Yes	As above.
AC	Workforce Recruitment and Retention Fund - 1	Grant	DHSC	0.000	2.456	2.456	Yes	To provide funding to adult social care care providers to improve the recruitment and retention of care staff.
AC	Workforce Recruitment and Retention Fund - 2	Grant	DHSC	0.000	4.534	4.534	Yes	To provide funding to adult social care care providers to improve the recruitment and retention of care staff.
AC	Adult Social Care Omicron Support Fund	Grant	DHSC	0.000	0.907	0.907	Yes	As for the Infection Control Fund

Appendix 19

Controlled

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Awarded by 31 March 2022 £m	Expenditure 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
HC	Test and Trace Service Support Grant	Grant	DHSC	3.385	0.000	0.160	Yes	For local authorities in England to develop and action their plans to reduce the spread of the virus in their area.
Page 17 of 20	Contain Outbreak Management Fund (COMF)	Grant	DHSC	19.058	3.958	5.389	Yes	To support local authorities to deliver their non-pharmaceutical interventions and to support their Covid response.
	Clinically Extremely Vulnerable (CEV) Funding	Grant	DLUHC	0.698	1.294	1.991	No	Funding to support clinically extremely vulnerable (CEV).
HC	Mass Community Testing	Grant	DHSC	0.771	1.346	2.117	Yes	To provide support to the Local Authority towards expenditure in relation to Community Testing in response to the Covid-19 outbreak.

Appendix 19

Controlled

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Awarded by 31 March 2022 £m	Expenditure 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
Page 174 HC	Practical Support for those Self-isolating	Grant	DHSC	0.000	1.334	0.020	Yes	Support for those self-isolating in accessing food where they are unable to rely on family, friends or other support networks and to carry out essential tasks and social / emotional support
HC	Public Health Grant	Grant	DHSC	0.000	0.150	0.150	Yes	Contribution from the Public Health Grant towards outbreak management
CSSGE	Additional Home to School Transport	Grant	DfE	0.231	0.262	0.385	No	To create extra capacity and allow more students to use alternatives to public transport, while social distancing measures remain in place.

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Awarded by 31 March 2022 £m	Expenditure 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
CSSGE	COVID Winter Grant Scheme	Grant	DWP	0.253	-0.098	0.155	Yes	Made available in early December 2020 to support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials.
CSSGE	COVID Local Grant Scheme	Grant	DWP	0.000	2.566	2.566	Yes	To support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials.
CSSGE	Well-Being for Education Return	Grant	DfE	0.032	0.121	0.001	No	To better equip education settings to support pupils and students' wellbeing and psychosocial recovery as they return to full-time education following the disruptions to schooling because of Covid.

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Awarded by 31 March 2022 £m	Expenditure 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
				35.676	57.714	55.593		



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 14 July 2022

Report of the Assistant Director (Asset Management)

Corporate Property Asset Management Strategy
(Cabinet Member for Corporate Services & Budget)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned (this is currently defined as £500,000)

3. Purpose

3.1 To present the new Corporate Property Asset Management Strategy to Cabinet for approval as set out in Appendix 2

4. Information and Analysis

4.1 The existing Asset Management Framework was written in 2019 and expires in 2022, so a new one is required. This 2019 framework was written in response to the Feb 2019 Ernst Young report recommendation that Corporate Property should be realigned to focus on robust and strategic asset management. Since that report and the

framework were written, Corporate Property has undergone a restructure to focus on asset management and has introduced new governance and many new asset management processes and activities. Property 2025 has also been launched. This is a five year programme to review every property asset, challenge the reason for holding it and ensure that we have a robust asset plan in place.

The new strategy has been aligned to the new Council Plan and the Service Plan, to ensure that all of the Council's activities are aligned to delivering the wider strategic outputs of the Council.

A robust and forward thinking strategy for the management of the Council's land and assets is critical to ensure that the right decisions are made regarding their future use, management, development or disposal.

The Council's Asset Management Strategy sets the framework for managing the corporate property portfolio for the next five years, including how the Council make strategic property decisions which support corporate objectives and ensure that the Council's estate is sustainable, efficient and fit for the purpose of delivering excellent service.

The Council's property portfolio not only needs to support frontline service delivery, but also needs to respond to and plan for future changes in the way that the Council deliver those services and also, to the needs for an increasingly flexible and agile workforce.

As partner organisations undergo similar transformation, the Council needs to be in a position to embrace opportunities to collaborate and co-locate services, so that the overall public estate burden is reduced and the County's residents benefit from streamlined and joined up access to services.

After its people, its property assets are the Council's biggest resource and are key to transforming the way in which the Council delivers its services. Shrewd and effective asset management will not only ensure that the Council's estate is sustainable and able to support future service deliveries, but that it can drive, support and contribute to wider Council priorities, including the Council's carbon reduction agenda.

The Council's Corporate Property Asset Management strategy balances ambition and enterprise, with a methodical and evidence based approach, focusing on the delivery of the Council's Property 2025 vision that every asset held by the Council will be reviewed, that the

reason for holding the asset is challenged and put in place an asset management plan appropriate to its future role in our portfolio. For guidance concerning report format including the presentation of financial data and tables, please see the Annex.

5. Consultation

- 5.1 No formal consultation is required for the strategy itself. Appropriate consultation is carried out when required by an individual asset plan outcome, for example when declaring a building surplus an approval process is followed, subject to the level of delegation.
- 5.2 The strategy has been signed off by the Council's internal Strategic Asset Review Board and then by the Corporate Asset Management Group, which has representation from all service areas, at Assistant Director or Director level.
- 5.3 The strategy also sets out the mechanism for involving service areas in the production of Service Asset Management Plans. These documents look at how services will be delivered in the future and the assets required to deliver them. They ensure that asset decisions are aligned to the longer term needs of service delivery, avoiding abortive work and helping to project service costs.

6. Alternative Options Considered

- 6.1 The Council could allow the existing framework to expire and manage without a new one, but this would not be good asset management practice and would not set out the new objectives and activities against which the Council can be measured.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 None

9. Appendices

- 9.1 Appendix 1 – Implications

9.2 Appendix 2 – Corporate Property Asset Management Strategy

10. Recommendation(s)

That Cabinet:

- a) Notes and approves the Corporate Property Asset Management Strategy

11. Reasons for Recommendation(s)

- 11.1 In order to formally adopt the new Asset Management Strategy.

12. Is it necessary to waive the call in period?

- 12.1 No

Report Janet Scholes,
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Implications

Financial

The strategy sets out how it will help to deliver the Finance Strategy and the Capital Strategy, along with the wider corporate objectives. There are no specific financial implications arising directly from the report.

Legal

None

Human Resources

- 3.1 Human Resources officers attend the Corporate Asset Management Group and have commented on the appropriate strategies which interface with the Asset Management Strategy and how we might help to deliver them. There are no direct implications for the workforce.

Information Technology

- 4.1 Not applicable. Any future changes and improvements will be subject to a business case.

Equalities Impact

- 5.1 Not applicable .

Corporate objectives and priorities for change

- 6.1 The strategy sets out how it delivers the Corporate Property deliverables in the Council Plan and other strategic objectives.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 The strategy sets out how it will help to deliver the Council's carbon zero objectives.

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Corporate Property Asset Management Strategy

2022-2025

Foreword and Vision

A robust and forward thinking strategy for the management of our land and assets is critical to ensure that the right decisions are made regarding their future use, management, development or disposal.

Our Asset Management Strategy sets the framework for managing our corporate property portfolio for the next five years, including how we make strategic property decisions which support our corporate objectives and ensure that our estate is sustainable, efficient and fit for the purpose of delivering excellent service.

Our property portfolio not only needs to support frontline service delivery, but it also needs to respond to and plan for future changes in the way that we deliver those services and also, to the needs for an increasingly flexible and agile workforce. As partner organisations undergo similar transformation, we need to be in a position to embrace opportunities to collaborate and co-locate services, so that the overall public estate burden is reduced and our residents benefit from streamlined and joined up access to services.

After our people, our property assets are our biggest resource and are key to transforming the way in which we deliver our services. Shrewd and effective asset management will not only ensure that our estate is sustainable and able to support future service deliveries, but that it can drive, support and contribute to wider Council priorities, including our carbon reduction agenda.

Our strategy balances ambition and enterprise, with a methodical and evidence based approach, focusing on the delivery of our Property 2025 vision that every asset we hold will be reviewed, that we challenge the reason for holding it and put in place an asset management plan appropriate to its future role in our portfolio.

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Organisational Drivers

The Asset Management Strategy responds to and supports the key corporate strategy, planning and policy documents.

Our strategic approach governing how we work with and for communities, and in collaboration with partners, is underpinned by the Council's three strategic areas of activity; **Vision Derbyshire, Thriving Communities and Enterprising Council.**

Corporate Property 2025 is a five-year programme to review every asset and ensure that the property portfolio is aligned to deliver the three strategic areas of activity:

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Council Plan Objectives

Our Council Plan 2021-25 sets out that we will focus our efforts over the next four years on the following priorities.

High performing, value for money and resident focused services.

Effective early help for individuals and communities.

A prosperous and green Derbyshire.

Resilient, healthy and safe communities.

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“ Our Council’s ambition is to work together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive.

Council Plan Objectives

The Asset Management Strategy will support the Council's priorities by optimising its property assets to create an efficient and effective estate. Ensuring that we have the right buildings in the right places to enable excellent service delivery.

In support of this, the following key actions have been identified for Corporate Property:

- In the next year, we will have implemented a programme to centralise the Council's property assets and budgets to ensure the most effective use of our land and buildings
- In four years we will have rationalised our land and building assets and improved the management of those that remain

Centralising our property assets and budgets will support the Council Plan outcomes by creating:

- A central strategic approach to property decisions
- One single point of accountability
- Corporate governance
- Consistency of approach and service level for building users
- The ability to project and report on budgets and costs

Rationalising our land and building assets and improving the management of those that remain will lead to:

- Reduced running costs
- Reduced maintenance backlog
- Increased capital receipts
- Reduction in the cost of failure arising from non-compliance
- Increased revenue contributions from a commercialised estate
- The transition from reactive to planned maintenance and whole life maintenance
- Improved service environment for employees and service users
- A more sustainable estate with a reduced carbon footprint
- Ultimately no inefficient assets

Helping to deliver the Corporate Services and Transformation Service Plans

The Department is key in supporting the leadership of the Council and Elected Members, ensuring good governance and legal compliance; and providing human resource, property and financial management for the Council.

Over the next twelve months the Department will direct effort and resource towards supporting the agreed Council Plan priorities, whilst balancing the challenges of a reducing budget. The Department will continue to play a critical role in embedding the Council's strategic approach across the whole organisation.

The approach, which encompasses three strategic areas of activity - **Thriving Communities, Vision Derbyshire and Enterprising Council** - governs how we work as a Council, with and for communities and in collaboration with partners. Together these key areas place the Council in a stronger position to understand, adapt and respond to future challenges and to bring about the changes needed to ensure future success. Embedding the approach will require the Department to continue to drive forward a rapid pace of change and a hugely challenging and ambitious strategic programme of transformation.

Service Plan Priorities which will be supported and/or delivered by Corporate Property

- Achieving the Departmental budget savings target
- Progressing work to centralise all the Council's property assets and budgets to ensure the most effective use of our land and buildings
- Delivering the Property 2025 programme to review every asset and ensure that there is a plan in place for its effective management
- Developing the Council's new Asset Management Strategy and Asset Management Plan

The specific Corporate Property deliverables identified in the Service Plan, which deliver the Council priorities are:

- Completed a programme to centralise ownership, management and responsibility for all of the Council's land and property assets and budgets, within Corporate Property, to ensure the most effective use of our land and buildings

- Developed and approved an Asset Management Strategy for our land and buildings establishing how we will make strategic property decisions which support our corporate objectives and ensure that our estate is sustainable, efficient and fit for the purpose of delivering excellent service
- Developed and approved an Asset Management Strategy for our land and buildings establishing how we will make strategic property decisions which support our corporate objectives and ensure that our estate is sustainable, efficient and fit for the purpose of delivering excellent service
- Developed an Estate Management Strategy and Disposal Protocol which delivers the objectives of the Asset Management Strategy, the asset challenge process and the asset plans, ensuring that the Council only retains the buildings that it needs to deliver services
- Reduced carbon emissions from Council property and vehicles, street lighting and procurement

Helping to deliver the Corporate Services and Transformation Service Plans



The creation of a robust and ambitious Asset Management Strategy forms one of the key deliverables itself, but also sets out the framework for ensuring that the others are also delivered.

The Service Plan also sets out a number of key deliverables which deliver the departmental priorities and services. These are some of the activities and underpinning processes which support delivery of the Asset Management Strategy and the Service Plan and contribute to the effective management of our portfolio.

- Approved and implemented the Future Strategy for Centralised Management of Corporate Assets
- Developed a set of core, built environment design and fabric performance criteria, for the construction and adaptation of council assets
- Developed a set of required performance and design standards to reduce carbon emissions from the Council's land and building assets and developed a programme for their implementation

- An Estate Management Strategy and Disposal Protocol which deliver the objectives of the Asset Management Strategy, the asset challenge process and the asset plans, ensuring that the Council only retains the building that it needs to deliver services
- A Property Maintenance Strategy to ensure that the Council's land and buildings are maintained to protect and enhance their value
- A Facilities Management Strategy to ensure that the Council's operational portfolio is managed efficiently and effectively. Ensuring a safe and efficient working environment which enhances the working conditions of staff, visitors and public. A suite of performance metrics that support utilisation, energy and Facilities Service provision. Working in partnership with our joint venture company Vertas Derbyshire Ltd on for the delivery of cleaning, grounds and caretaking services

Helping to Deliver Other Corporate Strategies

Capital Strategy

The framework established by the Prudential Code for Capital Finance in Local Authorities supports local strategic planning, local asset management and proper option appraisal.

The Council's approach to capital investment is fundamental to the financial planning process and ensures that:

- An affordable and sustainable capital programme is delivered
- Use of resources and value for money is maximised. Public 42 PHR-1164
- A clear framework for making capital expenditure decisions is provided
- A corporate approach to generating capital resources is established
- Access to sufficient long term assets to provide services are acquired and retained
- Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged

- An appraisal and prioritisation process for new schemes is robust
- Capital expenditure contributes to the achievement of the Council's strategic plan

The Asset Management Strategy supports the Council's Capital Strategy by ensuring that all asset decisions are based on robust processes, sound business cases and in full consideration of the Council's wider strategic objectives. In particular:

- Every asset is reviewed in a number of ways, its place in our portfolio is challenged, and those surplus to requirements or poorly performing are disposed of
- Asset disposals are programmed, with the resultant capital receipt able to reduce the capital borrowing required and/or support other programmes
- Assets plans contain whole life costing information, enabling long term capital liabilities to be projected and factored into decision making

- Robust Service Asset Planning, ensures that property interventions are targeted on the long term asset needs of the organisation, reducing abortive capital spend
- Asset reviews ensure that all options are considered and that the best consideration is gained for the Council
- Our assets are considered as part of the One Public Estate programme, ensuring that resources and value for money is maximised across the entire public sector portfolio
- Governance is in place to ensure that asset decisions are considered, within the context of the wider corporate objectives and in a way which is transparent and accountable and auditable

Helping to Deliver Other Corporate Strategies

Commercial Activity and Investment Property

The Capital Strategy sets out that the CIPFA Code defines investment property as property held solely to earn rentals or for capital appreciation or both. Returns from property ownership can be both income driven (through the receipt of rent) and by way of appreciation of the underlying asset value (capital growth). The combination of these is a consideration in assessing the attractiveness of a property for acquisition. The Council does not currently borrow to fund these type of activities, however this Asset Management Strategy creates a framework of robust asset review and planning processes which includes the opportunity for income generation from assets, where that supports the business case and enables development in line with corporate objectives.

Financial Plan

After our people, our property assets are our largest and most valuable resource and also our greatest cost.

Like almost all local authorities Derbyshire County Council is looking to make strategic property decisions which generate savings, new income streams or capital receipts, which contribute to reducing the increasing funding gap.

In support of this, all assets are considered both corporately and commercially.

Effective asset management also mitigates the holding costs for those assets we retain and manage because they are essential for service delivery.

Our Asset Management Strategy ensures that every asset we own is reviewed and challenged, identifying those which are performing poorly and taking appropriate steps to reduce costs and/or increase income.

A centralised approach to managing our property budgets ensures that the true cost is understood and reported and decisions are consistently made in accordance with corporate priorities.

The activities supporting the Asset Management Strategy will ensure that costs and potential savings can be projected, with the plan that this data will eventually be available over a 25 year period, creating greater budget certainty.

Economic Growth Strategy

Enabling and delivering economic growth and regeneration is one of the Council's priorities and particularly in the context of recovery from the pandemic. Our Asset Management Strategy supports delivery of the economic development and place shaping aspirations for our county, by working with Economic Growth colleagues and wider partners to take a locality based approach to asset management.

Helping to Deliver Other Corporate Strategies

Carbon Reduction Strategy

In October 2021, Derbyshire County Council approved a Climate Change Strategy, with the aim of reducing emissions generation by the Council to net-zero by 2032 or sooner.

Our property portfolio has an important role to play in delivering the strategy by:

- Prioritising the review of poorly performing Assets
- Reducing our footprint generally to create a streamlined estate
- Reducing the carbon emissions from our retained estate, through strategic investment and intervention
- Ensuring that performance standards are attached to every brief for capital development
- Providing opportunities for microgeneration
- Including sustainable energy production and carbon offsetting in site appraisals

One Public Estate

The One Public Estate supports locally led partnerships of public sector bodies to collaborate around their public service strategies and estate needs.

Derbyshire County Council Corporate Property hosts the Derbyshire One Public Estate Programme. Embedding this resource in the Asset Management team ensures that we are making strategic asset decisions within the wider context of the public estate and maximising opportunities for co-location, innovative solutions to shared service delivery and locality based review of our assets alongside those of our partners, as one 'system'.

Strategic Partners/Joint Ventures

The Council has entered strategic partnerships to deliver:

- Design Services
- Project and Programme Management
- Cleaning and Caretaking Services

- Grounds Maintenance
- Access to the marketplace for other property services and specialisms as appropriate

This drives greater efficiencies and enables a performance led approach, benefiting from private sector expertise and access to the skills market in support of the various programmes required to deliver the strategy.

Our LLP with Public Sector Partnerships has been named Develop Renew and it supports our Asset Management Strategy and Property 2025 programme with specific asset and portfolio reviews, where development potential has been identified and/or the partnership is able to add value to land and property assets. They provide land promotion, solutions for the management of portfolios, where there is limited rationale for the Council to hold them and development activities.

Helping to Deliver Other Corporate Strategies

Workplace and Wellbeing Strategy

The Council recognises the importance of the promotion and the maintenance of the physical and mental health, safety and wellbeing of its workforce.

Our workplace has a significant role to play in our sense of wellbeing. Asset led transformation delivers workplaces which can respond to the changing working environment. The rationalisation of the administrative accommodation can help drive change and reduce the reliance of the traditional workspace, thus assisting in reduced property costs.

The centralisation of property assets, so that we can provide consistent quality of spaces, a single point of contact and a defined service level agreement will provide certainty and accountability for service areas.

Our strategy will enable change and promote agile and flexible working where appropriate. Service Asset Management Plans and a Business Partner approach to working with services, ensures that we understand their future needs and that we have service led buy in to asset decisions.

Equality, Diversity and Inclusion Strategy

The Council will strive to deliver “A fair and inclusive Derbyshire, where all communities are strong places, where equality and diversity are seen as positive aspects of everyday life and where individuals get on well together and feel included in the communities in which they live, work or study”.

There is work to be done in ensuring that we can deliver on this pledge, but our asset planning process ensures that fitness for purpose is a consideration in all property decisions. Our suite of performance criteria for capital works will ensure that inclusion and accessibility are paramount in the design of new spaces, but also in the delivery of our workstreams.

Digital Strategy

The Council’s Digital Strategy is in development in the context of a rapidly changing digital landscape.

It will need to support digitally enabled transformation of services and working practices.

The public desires more effective digital services in the internet age, making a wide range of services more accessible and improving the experience customers have when they interact with the organisation.

This has a significant knock on effect for both our front line service delivery demand on our assets and the way in which our workforce engages.

Our Asset Management Strategy and the governance wrapped around it ensures that we can respond to and support Modern Ways of Working principles and opportunities in property decisions

Corporate Property Strategies

Property Maintenance Strategy

The strategy ensures all assets are maintained in an appropriate condition and in efficient operation to fully support the Council Plan and departmental service delivery. The strategy maintains property & land assets whilst maximising value from the available budgets by directing tailored maintenance services in line with asset categorisation to reduce the maintenance backlog and burden.

Maintenance definition – the proactive prevention or remedial correction of defects to the building fabric and its associated plant and equipment.

The strategy will cover the following areas:

- Condition surveys to support asset planning – rolling 5 year programme
- Premises reviews - annually
- Statutory compliance including H&S for the estate
- Reactive repairs (D2D)
- Planned preventative maintenance (PPM)

- Planned maintenance programmes (PMP)
- Whole Lifecycle Costing
- Reduction in maintenance backlog and burden
- Limit disruption to service delivery
- Dilapidations
- Aligning maintenance interventions with Asset Plan outcome
- Maximising available budgets

Estate Management Strategy

The Strategy protects and maximises value from the Estate throughout the full life cycle of assets. The strategy covers the following:

- Essential, accurate and reliable asset valuations
- Proactive lease management including expert-Landlord and Tenant advice
- Positive management of the Estate

- Protecting and challenging land and property
- Maximising returns from new Lettings and other income generation opportunities

Development

The design and project management functions of the Council were transferred to our development partner Concertus Derbyshire Ltd in two stages in 2020 and 2022, creating a commissioning model for the design of most capital projects.

Our Asset Management Strategy will therefore be supported by a suite of documents setting out the performance criteria for capital developments.

These will include sustainability and carbon footprint requirements for all new works and refurbishment projects, helping us to meet our carbon pledges and targets.

This suite of design standards will ensure that the running costs, carbon output, energy use and lifecycle costs are agreed in advance of any works commencing, so that the Council as client can predict future lifecycle costs for the assets

Introducing the Estate

Derbyshire covers an area of 255,000 hectares. The county lies in the centre of England, forming the north-west part of the East Midlands Region. It is bordered by four administrative counties (East Cheshire, Staffordshire, Leicestershire and Nottinghamshire) and seven metropolitan districts (Barnsley, Sheffield, Rotherham, Kirklees, Oldham, Stockport and Tameside).

Derbyshire County Council covers the entire county excluding Derby City. Within the area covered by Derbyshire County Council there are eight district council areas: Amber Valley, Bolsover, Chesterfield, Derbyshire Dales, Erewash, High Peak, North East Derbyshire and South Derbyshire. Derby City is served by the unitary authority of Derby City Council.

Derbyshire is predominantly a rural county and has a population of 785,765 (Source: 2016 Mid-Year Population Estimates, June 2016, Office of National Statistics (Nov 2017)). The main conurbation is Chesterfield, supporting a population in excess of 104,000. The remainder of the County is comprised of smaller towns and villages, mostly concentrated along the eastern and north-western edges of the County. A sparsely populated central core, much of which lies at altitudes of 300m or more, includes part of the Peak District National Park.

Some key demographic statistics for Derbyshire are:

Derbyshire's population will increase by 8% between 2016 and 2041 (this is lower than the predicted 10% increase for England);

The population aged 90 will more than double between 2016 and 2041;

In 2016, 62% of the Derbyshire population were of working age. By 2041 this figure is expected to drop to 55% meaning that 45% of the population will be children and older people. (Source: Derbyshire Observatory)

These changes in demographics will result in changes in demand for services and also the types of services required. It is therefore important that the Council has a robust Property Asset Management Framework in place to help facilitate these changes.

Property Strategies

Facilities Management Strategy

The objective of the Facilities Management Strategy is to build a dynamic, vibrant and proactive facilities management service; creating opportunity, value and consistency in approach to ensure that the Council's premises provide spaces that are fit for purpose and enable the Council to deliver its business objectives, provide well utilised, safe and functional spaces for employees, elected members, visitors, service users and members of the public.

This strategy will support the Asset Management Plan, providing data on premises, utilisation and ergonomic data, energy and cost performance to support the strategic planning process.

Facilities Management can play an important role in the business performance of the Council and contribute to savings by ensuring all of our spaces are fit for purpose, harmonic and well utilised and we are not hindered by 'dead' or wasted space.

- Space will be delivered that can adapt to changing environments, based on service department requirements to improve services and ensure our premises don't hinder performance
- Client liaison is vital to understand strategic development and end user satisfaction
- Developing space standards and targets and monitoring usage and performance
- Providing environments that focus on health and happiness to improve productivity
- Understanding the interaction between users and space
- Adapting spaces for corporate strategies
- Understanding and implementing technology solutions for premises management
- Undertaking change when required to make better use of space

Disposals and Acquisition Protocol

The Disposal and Acquisition Protocol provides a framework to be ambitious and add value from surplus and underutilised land and property whilst rationalising the Estate. The Council will:

- Deliver ambitious redevelopment and disposal opportunities
- Generate income to support delivery of services
- Release capital from the Estate to deliver the Capital Strategy
- Rationalise the Estate in line with Council Plan key actions
- Embed enterprising and innovative methods to deliver the Council Plan
- Provide a consistent and considered approach to the appraisal of assets for disposal

Introducing the Estate

The Property Portfolio and Composition of the Estate

The Council's land and property portfolio comprises over 4469 separately listed assets with a current aggregate book value more than £2.155bn. There is a wide range of assets in the Council's portfolio including homes for older people, day centres, country parks, libraries, adult education centres, schools, children's centres, and civic amenity sites, some of which are historic buildings. It includes land and buildings the Council leases in from other public sector and private sector landlords as well as the land and buildings the Council owns.

The primary objective for holding land and property is to enable the delivery of services to the people of Derbyshire and the strategic aim is to have appropriate and cost-effective buildings from which to deliver these services. It is therefore important that the Council reviews its assets regularly to ensure alignment with service delivery requirements.



Introducing the Estate

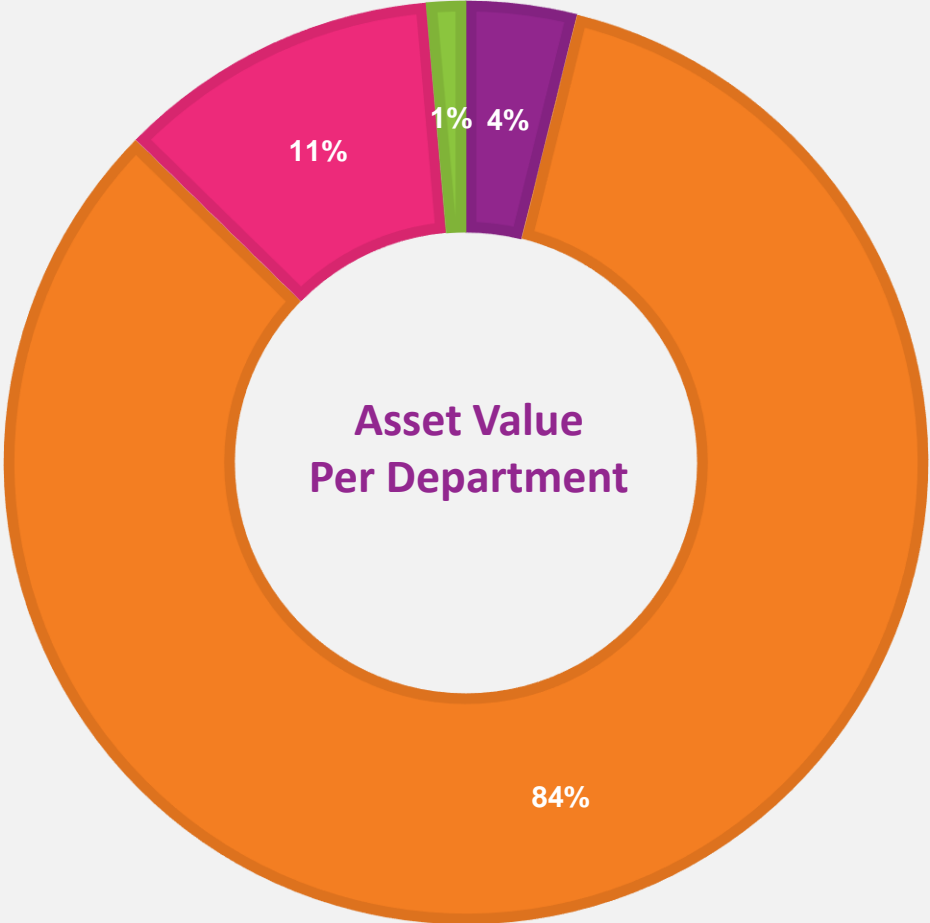
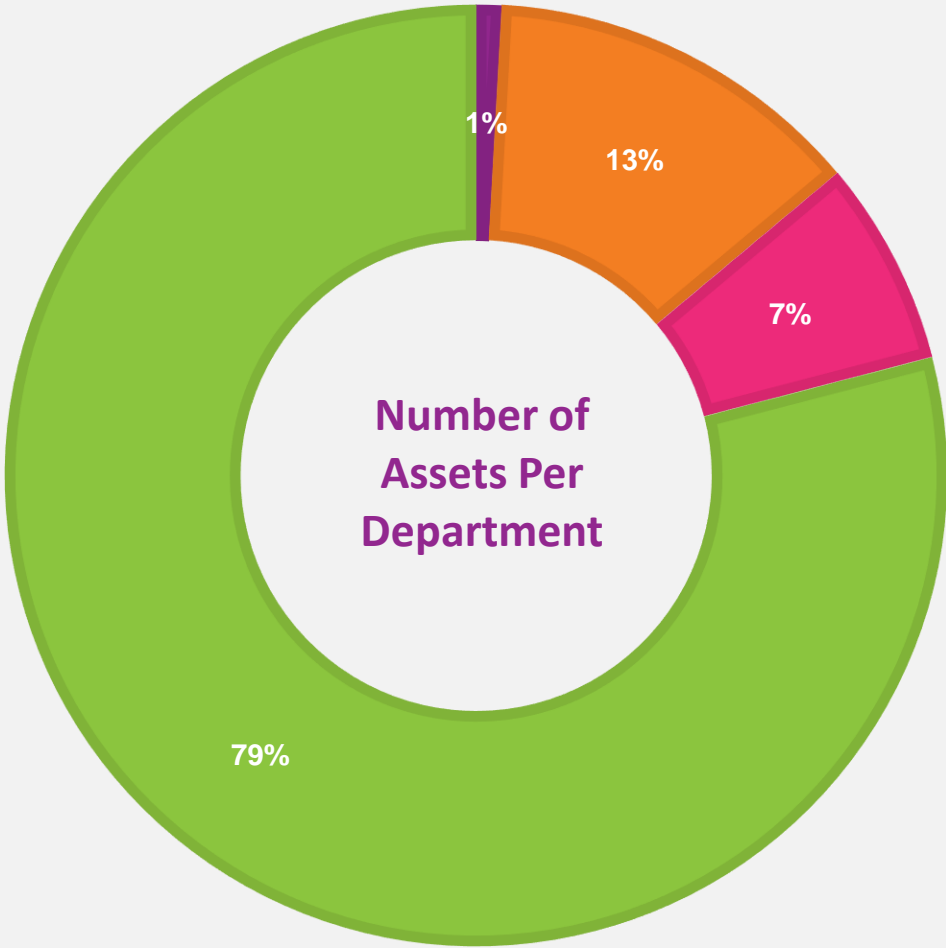
The table and pie charts below illustrate the nature and asset value of the Council's land and property estate across the Council's four service directorates (as at 31/03/2018):

Department	Property Type	Number of Assets	Asset Value (£) (as at 31/03/2018)*
Adult Social Care and Health	Residential	34	49,160,458
	Day Centres	22	30,188,423
	Others, e.g. workshops, supported living accommodation, land	17	3,871,012
Children's Services	Schools	477	1,682,928,298
	Children's Homes	12	11,335,649
	Others, e.g. youth centres, children's centres, family support centres, land	89	104,879,481
Corporate Services and Transformation	Administrative	29	85,618,654
	Libraries	44	39,118,796
	Tenanted Portfolio	65	11,406,021
	Others, e.g. museum, playing fields, land and record, register and coroner's offices	174	107,062,282
Place	Depots	16	6,575,023
	Civic Amenity Sites	13	12,122,743
	Land	3404	3,763,915
	Countryside Sites	65	5,838,462
	Others, e.g. managed properties and car parks	8	1,575,895
TOTAL		4469	2,155,445,111

*The Asset Valuations carried for accounting purposes are undertaken on a five year rolling programme with 20% of land and property assets being valued every year. This means that some Asset Valuations are five years old.

Introducing the Estate

Page 200



Key National Policy Drivers



Climate Change

As well as the global climate emergency and our responsibility to ensure that we do our utmost to protect our environment for future residents of Derbyshire and beyond, the impact of climate change on Council budgets is already a very real challenge.

The rising cost of fossil fuels creates an imperative to improve the energy efficiency of our buildings. In addition the incidences of extreme weather look likely to increase and there is a danger that years of chronic underinvestment in property maintenance will result in higher levels of damage to our assets.

Responding to Key National Policy Drivers

Public Sector Building Condition Challenge

Our portfolio consists of a wide variety of buildings from newly built assets to heritage assets, several hundred years old.

Our property data is inconsistent, as a result of a tendency to focus on the fundamental basics of statutory compliance, the piecemeal allocation of budgets and responsibility for assets across the service areas and the resultant lack of central accountability and the reduction in resources.

This creates a significant challenge, but it has been recognised that we need to address the backlog of maintenance liabilities and our Repairs and Maintenance Strategy will focus on this key area.

The five year programme of asset review and planning, resulting in the creation of an asset plan for every asset, based on accurate condition and other data, is key to ensuring that we understand the state of our estate and lead to the necessary intelligence for us to release or improve poorly performing assets and align our estate with our strategic values.

Right to Contest

The Right to Contest was created in 2014 and provides a mechanism for anyone to seek the sale of potentially surplus or redundant publicly owned land or buildings, where they could be put to better economic use.

Our programme to ensure that every asset has a plan in place, will enable us to respond to queries and defend the Council's position where necessary, whilst supporting the Thriving Communities approach of reducing bureaucracy to enable access to our assets where there is demonstrable community benefit.

The Hackitt Review

This Strategy places a renewed emphasis on pro-active asset management, including ensuring that our assets are compliant with operational policies and procedures, recognising and mitigating risks and working on a reactive basis.

Covid

Our corporate estate has had to respond to the pandemic. It has been a steep learning curve, but we rose to the challenge of enabling business continuity, whilst keeping our staff and our customers safe.

The Council took the opportunity to review our future working model and the Corporate Property team have delivered a new way of working in our CHQ, based on flexible and agile working.

Our strategy will ensure that this more agile approach is embedded in every decision that we make and our Service Asset Management Plans will help service areas to identify new working models for service delivery, which we can respond to in our asset planning for the future.

Our Strategy

Our Asset Management Objectives:

- Ensuring that we have the right buildings in the right place to support excellent and dynamic service delivery
- Creating the right kind of flexible spaces that work effectively and efficiently for everyone who uses them
- Being ambitious and enterprising in how we manage our buildings to maximise value for money, income and savings
- Strengthening partnerships to support colocation, co-delivery of services and more resilient communities
- Responding to the climate change agenda by reducing our carbon footprint

Underpinning all of this will be planned and preventative maintenance, robust and continuous asset challenge, performance benchmarking of our portfolio and performance monitoring.

NOW	FUTURE of the FULL PROPERTY PORTFOLIO
Benchmarking and Governance	Exemplary consistent service
Develop and implement energy policy	Net Zero Carbon Estate
Analyse property data and align assets to service delivery	No inefficient assets
Strategic asset reviews forecasting assets for disposals	Forecasting 25 year portfolio wide revenue savings and capital receipts
Develop and implement whole life cost model	All buildings to have a 25 year plan and budget projections
Identify and unlock development opportunities across the public estate	Innovative property development to benefit the community

Our Strategy:

Implement Corporate Landlord/Asset Optimisation Model

Asset Optimisation delivers optimal value from its assets at all times through their lifecycle. This is achieved by creating accountability and allowing for intelligent corporate decision making throughout the life cycle of an asset and the Estate.

The Model brings the responsibility and accountability for land and property asset management, including all budgets and decisions, centralised within Corporate Property.

The centralisation budgets and data enable automated performance reporting for individual assets and the full estate. Corporate Property and assets will be benchmarked against broad property market conditions, not limited only to Local Authorities or similar bodies

Implement a Continual Cycle of Robust Asset Challenge

Asset Challenge is the process of systematically challenging and reviewing our estate. Each asset is reviewed as part of a rolling programme to ensure that only the buildings and assets needed for the future are retained.

The process explores the purpose and utilisation of assets and draws on data and intelligence about the buildings and the services operating from them.

There are various types of Asset Challenges; individual assets, review of same type of assets e.g., libraries, leisure centres, administration buildings, commercial estate, service review (all service assets), area-based review (geographical), These are explained in more detail in the following pages.

All asset challenges are important, but they do not all result in rationalisation and disposal. Some lead to investment in improvements, redesign or redevelopment to maximise the space, co-locating with partners to maximise the benefits, increases in social value and other beneficial offers.

An Asset Challenge evaluates the strategic purpose for holding the asset, identifies opportunities and risks associated with the asset and analyses the performance of the asset. An analysis of this data, along with consultation with internal and external stakeholders of the asset determines an outcome as one of the following:

- Retain and manage in current form
- Retain and remodel
- Retain and redevelop
- Lease out (state whether commercial or community)
- Dispose – in the short term (within 5 years)
- Dispose – in medium term (within 5-10 years)
- Dispose – in long term (10+ years)

Our Strategy

How we review our assets:

Locality Reviews

- Links with partners, One Public Estate, Thriving Communities etc. new models of delivery and co-location opportunities
- Focus on the assets required to deliver excellent service in each area
- Implementing wider corporate objectives and cross cutting projects
- Identifying gaps in provision and finding innovative ways to address them
- Seeking opportunities to consolidate assets and reduce operational costs

Service Asset Planning

- Working with service areas to identify short medium and long term service asset requirements
- Innovative new models of service delivery
- Flexible spaces, enabling agile working in alignment with Modern Ways of Working

- Avoiding abortive work by understanding the long term goals
- Manage the transitional period
- Strategic level and operational level joint planning meetings to support service area buy in

Portfolio Reviews

- By service area or service delivery purpose
- By type or purpose – administrative, depot etc.
- By potential – industrial units, residential
- By opportunity – Carbon footprint or sustainable energy generation, income generating etc.

Individual Asset Reviews

Assets are triaged and programmed for review according to priority. Priorities include high holding costs, pending lease break or end etc.

Each asset has been categorised as:

- Operational/essential for business
- Having development potential
- Commercial and income generating
- Held for some other reason (historic, legacy etc)
- Surplus for disposal

Each asset will have an action plan and be managed according to its category.

- Fit to service strategy, invest to save, maintain, performance monitor, continually review, feasibility, implementation of project
- Manage commercially, maximise potential, performance manage, invest as required, continually review
- Innovation, thriving communities and other partnerships, invest to save, maintain, continually review
- Uplift potential value through planning, demolition etc, dispose for capital receipt

Our Strategy

The Importance of Service Asset Management Plans

Strategic asset management planning underpins Corporate Property's strategy. One of the key things separating local government from the private sector, in respect of asset management, is that everything we do relates back to the delivery of our public services.

Our Service Asset Management Plans (SAMP) set out how we will manage and maintain our assets in line with Council and service priorities. Developing a detailed understanding of our Service departments is critical to designing and managing an asset solution that meets their requirements. We require:

- An understanding of the Services strategic business objectives and goals
- Detailed 5-year workforce plan that outlines how headcount is likely to change in the future
- Allocation plan that demonstrates support to the Place agenda

What is a SAMP?

The Service Asset Management Plan (SAMP) is used to articulate a service's land and property needs through collaboration with Property and Service departments to identify short, medium- and long-term service asset requirements and opportunities. The aim is to influence how we manage and maintain our assets in line with Government and Council plans by addressing service property asset needs within the overall corporate property agenda.

The SAMP is a live document which is continually reviewed and updated by the Asset Management Business Partners who work alongside services as they change, grow, and develop strategies, policies, and deliverables.

The SAMP analyses the current and future asset requirements of the service; and considers whether the assets are fit for purpose, displays the service delivery aspirations, what buildings and spaces the service area need now and, in the future, identifies the gap and helps to inform the future capital programme.

This is all done by creating a programme of work relating land and assets to service strategies and needs via a set of short-, medium- and long-term projects.

This is the first SAMP for Derbyshire County Council and it will provide a baseline position bringing together the deliverables achieved over the last 18 months and our forward looking, asset management strategy over the next five years (2020/21–2024/25).

Why is a SAMP important?

The SAMP allows property services to be at the heart of the Council's business, to support people and places, and sets out our roadmap to aligning our property resources and services to the needs of our Services and the community.

It fundamentally allows property to work in a more strategic way, as the future vision is a collaboration by all departments we support, meaning we can forecast, prepare, and maintain the property estate in a proactive and sustainable way.

Our Strategy

What's in our Asset Plans?

Over a five-year programme, every asset will be reviewed in one or more of the above ways and will have a robust plan in place for its future management, according to its category.

The programme was prioritised for review according to a number of flags, including high holding costs, lease end dates or breaks, maintenance liability etc.

The asset review programme is constantly flexing to respond to arising opportunities or pressures.

The asset plans contain a brief description of the asset and the most up to asset data and condition information.

The properties are performance benchmarked against four criteria:

- Energy efficiency – weighted at 40%, the highest
- Running costs – three year average
- Maintenance Liabilities

Suitability/Fitness for Purpose

Performance is given a RAG rating from very poor to good. Whole life cycle costings are applied.

The asset is challenged with regard to:

- Why do we have the asset?
- What corporate objective does it help to deliver?
- Is it required to deliver the outcomes of a service plan?
- Does it align with a service delivery strategy?
- Could the service be delivered from another asset?
- What social value does the asset deliver for the Council?
- Are there any risks associated with holding the asset?
- Are there any opportunities which could be exploited – e.g. alternative uses, lease out?

- What are the barriers to exploiting these opportunities?

- What are the risks to exploiting these opportunities?

- If you had a blank canvas, would you replace the asset like for like on the same site?

The plans include an options appraisal, which covers whether the asset could form part of an asset rationalisation project, with the aim of reducing the number and cost of assets in a locality, with costs and benefits. They also include a development appraisal to determine whether the asset has any development potential and if so, whether the Council would be best to capitalise on that potential, either now or in the future.

The outcome is then summarised with an action plan and the actions are tracked to ensure they are implemented. The asset plans are live documents, which can be used to inform strategic decision making and asset management decisions. They can be adjusted in the light of new information and in any case will be reviewed as part of business as usual once the plans are all in place.

Our Strategy

What is a Locality Review?

A place-based approach to reviewing DCC assets will deliver savings in running cost, deliver capital receipts, cut carbon emissions, and provide better public access to public services. Place-based asset management ultimately leads to fewer but higher quality buildings that are better used.

Other benefits are the proximity of many public services under one roof will create synergies for joint working and economies from sharing resources. We are active members of the One Public Estate programme, working closely with other Public Sector organisations across the county to explore opportunities to reduce premises costs and make assets work better for our communities and customers.

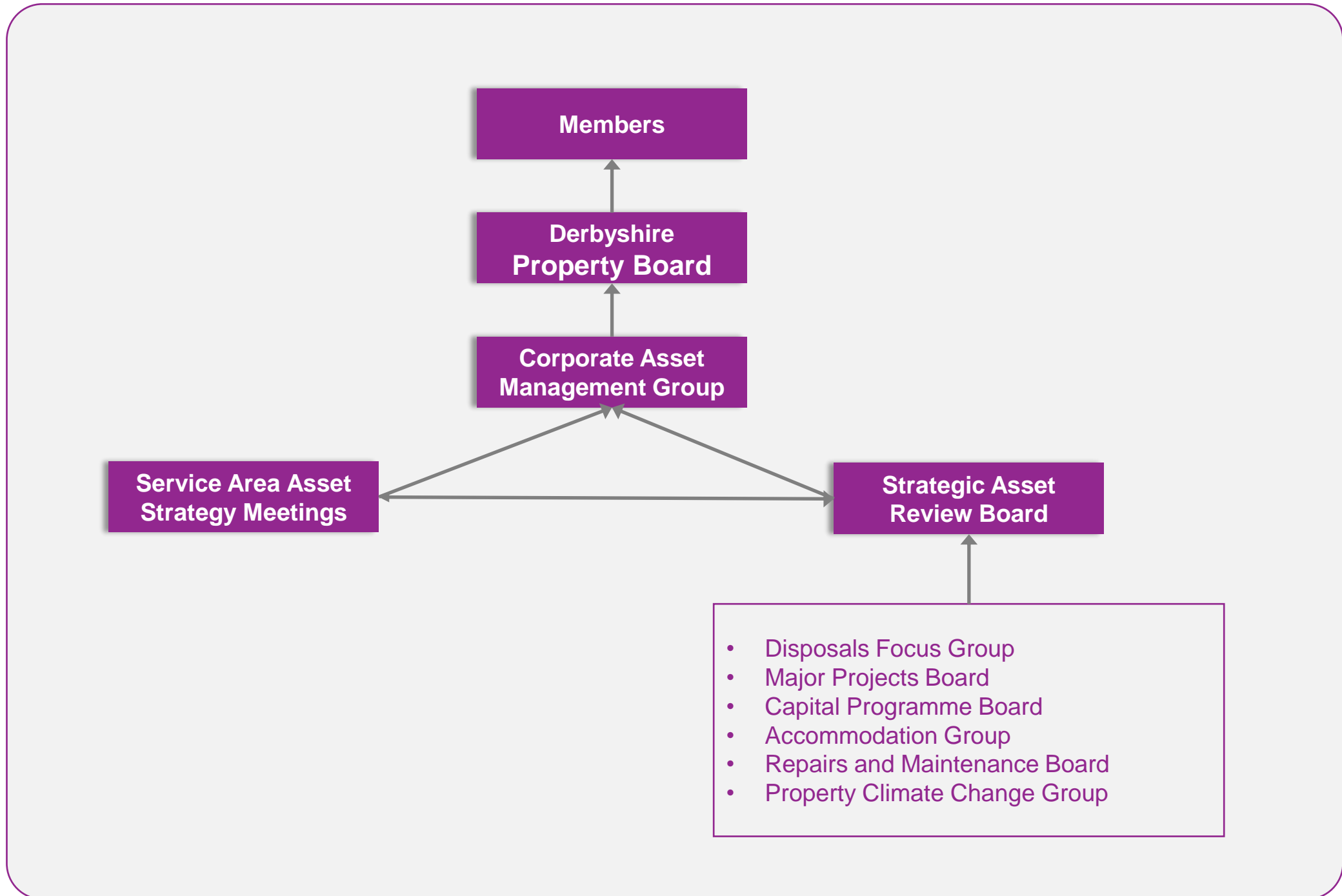
The aim of One Public Estate is to enable public sector providers to work together to get more from collective assets whether that's catalysing service transformation, unlocking land for new homes or regeneration, reducing asset running costs and generating income through capital receipts for sites no longer required in public service.

The main objectives of the local OPE programme are to:

- Jointly assess public sector assets & work together to improve service outcomes
- Support wider regeneration
- Support the net zero agenda
- Identify joint opportunities for the utilisation of assets
- Increase engagement and collaboration
- Overcome geographical or organisational boundaries
- Deliver best value through economies of scale, cash savings or shared learning
- Share risk management



Our Governance



Our Governance

The governance ensures that property decisions are made using the best of our property expertise, that there is a clear programme showing how service areas are involved in the planning and decision-making processes around their asset needs and that the strategy itself and strategic asset management decisions are overseen corporately, via the Corporate Asset Management Group (CAMG) and the Derbyshire Property Board.

The key board in Corporate Property is the Strategic Asset Review Board (SARB), which is attended by all senior managers within property, as well as all members of the Asset Management Team and key business partners from all support functions. The asset reviews and plans are signed off at this meeting and the key deliverables and outputs are captured, monitored and then reported into the Corporate Asset Management Group and others as appropriate.

From time to time additional core and sub-groups are added to the corporate property suite of governance meetings, to report into the Strategic Asset Review Board, for example a Property Climate Change Group has been established to agree the necessary actions and processes for reducing our carbon footprint.



Measuring Success and Performance

Year 1:

- ✓ Complete our Asset Management Strategy – to be reviewed annually & presented to members every 5 years
- ✓ Complete our Asset Management Plan - reviewed quarterly at SMT,
- ✓ First state of the estate report produced at end of year one
- ✓ 20% of all assets will have an asset plan in place - signed off by Strategic Asset Review Board (SARB) and Corporate Asset Management Group (CAMG)
- ✓ Set out how we will benchmark and measure property performance - agreed at SMT
- ✓ Set a target for the performance level we wish to eventually achieve
- ✓ Capital receipts will be programmed for 5 years - appropriate KPI attached and reviewed annually by SARB and CMT
- ✓ Revenue savings projected over next five years aligned to Corporate Property targets and year one achieved

- ✓ Complete the wider restructure of the property division - It will be complete
- ✓ Live Planned maintenance programme in place for next five years which meets the SAMPS - signed off SARB and DMT
- ✓ Property governance will be in place - reviewed by SARB and SMT, CAMG

Year 2:

- ✓ Asset Optimisation implemented - will get us to an efficient effective asset base
- ✓ SAMPS will have been written for all four divisions - signed off by CAMG
- ✓ End of year two we will have an energy policy - reviewed annually by SARB, CAMG and CMT
- ✓ Whole life cost model will have been developed - signed off at SARB and SMT
- ✓ By end of year 2 the Capital programme linked to the service plans will be drawn up - SARB and CAMG
- ✓ FM strategy in place (in 4 years we'll have started to deliver standardisation of spaces) - reviewed annually SARB, CAMG and CMT

- ✓ Disposals and Acquisition Protocol in place - reviewed annually SARB and SMT

By the end of 5 Years:

- ✓ All asset plans will have been reviewed and all assets have a plan in place - signed off by SARB and CAMG
- ✓ A rolling programme of reviewing the plans, according to priority, will be in place as BAU
- ✓ Plan outcomes will be programmed and tracked for delivery, as either disposal, development or retain and manage.
- ✓ A programme of rationalisation projects will be in place, based on our future corporate asset needs.
- ✓ A programme to get to carbon zero by 2032 will be in place
- ✓ 25 year portfolio wide revenue savings forecasted

Strategic aims:

- ✓ Long term plan is 80% of assets are in the good category
- ✓ Partnership working and place based service delivery including the one public estate programme

Introduction to The Asset Management Plan

The Asset Management Strategy is a Framework that aligns our estate to National, Corporate and Service objectives which sets out our vision and purpose, our strategic objectives and the programmes and activities we will put in place to deliver these over the next five years.

The Asset Management Plan is a live document which flows from the strategy and provides more detail of what we will do, how and when, with clear measurable targets.

The Asset Management Plan will be reviewed every six months by our Property SMT and the outcomes will be overseen by Corporate Asset Management Group.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 28 JULY 2022

Report of the Director of Corporate Property

**Corporate Property Procurement Strategy and use of Non DCC
Construction Frameworks**

(Cabinet Member for Corporate Services & Budget)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To seek Cabinet approval to a procurement strategy for the Corporate Property division and approve the use of five non-Derbyshire County Council frameworks for delivering construction projects.

4. Information and Analysis

4.1 Background

The Council's Procurement Strategy 2021 – 2026 provides a framework and delivery plan for all procurements undertaken by the Council. The

strategic aims of the Procurement Strategy include aligning procurement to best practice; ensuring Social, Economic and Environmental value is delivered through procurement activities and ensuring compliance with National Procurement Policy. Corporate Property as the division within the Council responsible for the management of the Council's property portfolio is responsible for delivering and commissioning construction and maintenance projects. Accordingly, a Corporate Property Procurement Strategy has been prepared to outline the procurement routes, systems, and processes, that County Procurement and Corporate Property will adopt to support Corporate Property deliver and commission projects and services. This Strategy also clarifies the roles and responsibilities of those parties involved in procuring and delivering works and services. A copy of the Corporate Property Procurement Strategy is attached at Appendix 2, this document is 'live' and will be updated periodically by Corporate Property as it reviews its procedures and its relationships with its supply chain.

In December 2020, the Cabinet Office published the Construction Playbook. This provides best practice guidance for contracting authorities on procuring and managing projects and programmes. One of the key recommendations is a Delivery Model Assessment (DMA). This is an analytical, evidence-based tool to reach a recommendation on how a project should be delivered, including the procurement route. The Construction Playbook acknowledges that there is not a one-size-fits-all approach for the procurement of public works and services, but it does recognise that Frameworks can be an efficient method of procurement and can provide an opportunity for economies of scale. A further recommendation within the Playbook is the adoption of Gold Standard Frameworks. These are Frameworks which meet best practice and embody the policies set out in the Playbook

4.2 Construction Frameworks

Periodically Corporate Property recommends using Frameworks for the procurement of a contractor to deliver construction projects. To date this has been on a project-by-project basis. Reflecting the principles in the Construction Playbook, it is proposed to move away from this piecemeal approach. In future a number of Frameworks will be evaluated on an annual basis and a small number identified as a pool of 'gold' standard Frameworks for the Council to use. Approval to use these Frameworks will be sought from Cabinet in accordance with the Council's Constitution, as detailed in Protocol 2. For each project the selection as to which Framework will be used will then be made using the DMA tool referred to above.

This annual approval of Frameworks to be used will avoid the production of individual procurement business cases for each requirement, thus reducing delivery time and transaction costs for each project. Producing a DMA for each project, to be approved by County Procurement and Corporate Property will provide an evidence-based audit trail to demonstrate value for money and best practice in line with the Construction Playbook.

The short list of Frameworks has been selected from an evaluation of a longer list of Frameworks having regard to the Council's Key Priorities. In twelve months' time when a new short list of Frameworks is presented to Cabinet for approval, a report on the current year's Frameworks will be included. The current short list of construction frameworks are:

- Crown Commercial Services (Modular Buildings & Construction)
- Department for Education (Construction)
- ESPO (Modular Buildings)
- NHS Shared Business Services (Modular Buildings & Construction)
- Scape (Construction)

4.3 Concertus Derbyshire Limited

Concertus Derbyshire Limited (CDL) has been established and appointed as the Council's design team and project manager for delivering construction projects. CDL are supporting the Council in delivering projects to time and to budget. The clarification of roles and responsibilities within the Corporate Property Procurement Strategy helps with this. The adoption of a smaller number of pre-evaluated Frameworks, also helps control cost and time.

5. Consultation

- 5.1 The Council's strategic partner CDL has been consulted in the preparation of this report. No additional consultation is required.

6. Alternative Options Considered

- 6.1 Alternative Option 1 Do Nothing – Corporate Property could continue to produce a separate procurement Business Case each time an external Framework has been identified as the optimal procurement delivery method. This is not recommended as each Business Case requires approval by the Director of Finance and ICT and Director of Legal and Democratic Services. This adds time and cost to the project, and an

unnecessary requirement when a Delivery Model Assessment is used, and it has already been established that the use of a Frameworks will deliver best value and the legitimacy and Terms and Conditions of the Framework have been verified as part of the Business case approval.

- 6.2 Alternative Option 2 Do Something Different – The Council could establish its own Frameworks. Although a Business Case under Protocol 3 would still be required, the process would be simpler than producing a Business Case for non-Council Frameworks. As the terms and conditions and value for money assessment would have been undertaken when the Council Framework was established. Whilst the Council's own Frameworks have their place, Government guidance identifies that there is significant cost and time wasted by public sector clients and bidders procuring multiple, speculative construction Frameworks that are not connected to specific pipelines. Accordingly, as there are a number of gold standard Frameworks already available to the Council, the option of establishing Council Frameworks is not recommended.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 None identified.

9. Appendices

- 9.1 Appendix 1 – Implications
9.2 Appendix 2 – Corporate Property Procurement Strategy

10. Recommendation(s)

- 10.1 That Cabinet:
- a) approves the Corporate Property Procurement Strategy.
 - b) approves the use of the following Frameworks to deliver construction projects for the next twelve months:
 - i) Crown Commercial Services (Modular Buildings & Construction)
 - ii) Department for Education (Construction)
 - iii) ESPO (Modular Buildings)

- iv) NHS Shared Business Services (Modular Buildings & Construction)
- v) Scape (Construction)

11. Reasons for Recommendation(s)

- 11.1 The Corporate Property Procurement Strategy, provides guidance on how Corporate Property works and services should be procured and delivered in accordance with best practice and the Council's Procurement Strategy.
- 11.2 In accordance with Protocol 2A of the Council's Financial regulations a Business Case has been approved by the Director of Finance and ICT and Director of Legal and Democratic Services for the use of five non-Derbyshire County Council Frameworks for the next 12 months. Call offs under the Frameworks will be by way either direct award or mini-competition depending on the terms of the framework and the conclusions of the Delivery Model Assessment.

12. Is it necessary to waive the call in period?

- 12.1 No

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Implications

Financial

- 1.1 There are no direct financial implications as a result of the approval of Property Procurement Strategy, however, the Business Case identifies that £30m of design and construction services could be provided via the external frameworks identified in Annex A of the Business Case over the next 12 months. Whilst Approval of the Strategy would mean that individual procurement Business Cases would not need to be prepared, it should be noted that any budget requirements for individual schemes would still be subject to the usual budget approval process as set out in Financial Regulations, prior to contracts being entered into.
- 1.2 In order to ensure Cabinet, remain informed on the amount of expenditure procured through the proposed Frameworks, a report will be produced towards the end of year which will recommend approval of the use of Frameworks for the following year and provide an update on the progress and amount procured during the current year.
- 1.3 Protocol 2 (A) of the Council's Procurement and Award Procedures, as set out in the Constitution is the protocol to follow when permission to use a non-Derbyshire County Council framework agreement is intended to be used. Protocol 2 (B) sets out the procedure route for call-offs from a non-Derbyshire County Council framework agreement which has been established under protocol 2(A). In accordance with Protocol 2 B , award of contracts from the non DCC Frameworks is a matter which is delegated to the Strategic Director
- 1.4 In accordance with Protocol 2 (A) a Business Case has been approved by the Director of Finance and ICT and Director of Legal and Democratic Services for the use of five non-Derbyshire County Council frameworks for the next 12 months. Call offs under the frameworks will be by way of either direct award or mini-competition depending on the terms of the framework and the conclusions of the Delivery Model Assessment.

Legal

- 2.1 The Procurement Strategy, including the use of non-Derbyshire County Council Frameworks, has taken into account the requirements of the Public Contract regulations 2015 and the Council's Constitution and Financial regulations.

- 2.2 The Director of Legal and Democratic Services is satisfied that the use of the non DCC Frameworks is in accordance with the County Council's Financial Regulations, and will provide advice as necessary on the 'call off' terms of the Frameworks and any contractual matters

Human Resources

- 3.1 None.

Information Technology

- 4.1 None.

Equalities Impact

- 5.1 None.

Corporate objectives and priorities for change

- 6.1 The Council Plan refresh 2022-23 has four priorities. One of which is high performing, value for money and resident focused services. Within this priority is an objective to achieve excellence in procurement and contract management. Implementing a Corporate Property Procurement Strategy and improving the procurement of contractors through the use of Frameworks supports this priority by driving value for money throughout the contract lifecycle.

Property and Asset Management

- 7.1 A Corporate Property Procurement Strategy and structured approach to appointing contractors through the use of gold standard frameworks helps support the implementation of the Council's Asset Management Strategy.

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CONTROLLED



Corporate Property Procurement Strategy

July 2022

Corporate Property Procurement Strategy

Document change control

Ver	Status	Date	Author (Role)	Details of Major Changes
V0.1	Draft	10/02/22	S Knight (Interim Programme Director)	Initial draft of master document for further input by stakeholders
V0.1	Draft	11/02/22	T Gerrard	Comments made
V0.1	Draft	15/02/22	S Knight	Track change amendments and comment of further text required
V0.2	Draft	22/02/22	S Knight	Amendments accepted and document updated
V0.3	Draft	15/03/22	S Knight	Amendments accepted and comments responded to from GM
V0.4	Draft	19/04/22	S Knight	Incl Amendments from Matthew Self
V0.5	Draft	05/05/22	S Knight	Updates following meeting on 21 April
V0.6	Draft	08/06/22	S Knight	As v5 removing comments and updates accepted, for July Cabinet report
V0.7	Draft	01/07/22	S Knight	Updated to reflect preferred frameworks & construction sub-contractors

Document distribution

Ver	Name (DCC unless specified)	Date	Role and Organisation	Reason
V0.1	Teresa Gerrard – County Procurement Philip Mulchinock – County Procurement Dave Massingham – Corporate Property Janet Scholes – Corporate Property Geraldine Massey – Corporate Property Stephen Brown – Corporate Property Robbie Yearl – Corporate Property Matthew Self – CDL Kirk Schartau – CDL	10/02/22	Business Improvement – Procurement sub-group	Initial draft of master document for further input by named recipients
V0.2	As v0.1	22/02/22	Business Improvement – Procurement sub-group	Updated draft for further input by named recipients
V0.3	As v0.1	15/03/22	Business Improvement – Procurement sub-group	Updated draft for further input by named recipients
V0.4	As v0.1	19/04/22	Business Improvement – Procurement sub-group	Updated draft for further input by named recipients
V0.5	As v0.1	05/05/22	Business Improvement – Procurement sub-group	Updated draft for further input by named recipients
V0.6	As v0.1	08/06/22	Business Improvement – Procurement sub-group	As v5 removing comments and updates accepted, for July Cabinet report
V0.7	As v0.1	01/07/22	Business Improvement – Procurement sub-group	Updated to reflect preferred frameworks & construction sub-contractors

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Corporate Property Procurement Strategy

Glossary

CDL	Concertus Derbyshire Limited. A JV company with Concertus Design & Property Consultants Limited to provide design and property consultancy services to deliver the Council's property improvement capital programme
CDM	Construction (Design and Management) Regulations 2015
DFG	Disabled Facilities Grant
DMA	Delivery Model Assessment. Is an analytical, evidence-based approach to reach a recommendation on how a contracting authority should structure the delivery of a project or programme. The Council uses a DMA to evidence the Procurement Route, Procurement Procedure and Form of Contract recommended for any particular project.
Develop Renew	PSP (Derbyshire) LLP. A JV Limited Liability Partnership with PSP Facilitating Ltd. This JV operates under the trading name <i>Develop Renew</i> . Its purpose is to facilitate the development, rationalisation and regeneration of Council land.
JV	Joint Venture
RIBA	Royal Institute of British Architects
VDL	Vertas Derbyshire Limited. A JV company with Vertas Ipswich Limited, which in turn is a subsidiary of the Vertas Group Limited. VDL provides facilities delivery services including caretaking, cleaning and grounds maintenance.

Corporate Property Procurement Strategy

Introduction

Derbyshire County Council's Procurement Strategy 2021 – 2026 provides a framework and delivery plan for all procurements undertaken by the Council. The strategic aims of Council's Procurement Strategy include aligning procurement to best practice; ensuring Social, Economic and Environmental value is delivered through procurement activities and ensuring compliance with National Procurement Policy. The Council's Procurement Strategy has three value drivers which shape procurement strategy and associated delivery plans, namely, effectiveness, efficiency and customer service.

Corporate Property as the division within the Council responsible for the management of the Council's property portfolio is responsible for delivering and commissioning construction and maintenance projects. Accordingly, this Corporate Property Procurement Strategy outlines the procurement routes, systems, and processes, that County Procurement and Corporate Property will adopt to support Corporate Property deliver and commission construction and maintenance projects. The three value drivers detailed in the Council's Procurement Strategy underpin this activity and inform the procurement delivery plan for the Corporate Property division.

The property related procurement activities relate to:

1. Construction
2. Disabled Facilities Grant
3. Property Maintenance
4. Facilities Management
5. Property Disposal & Regeneration
6. Purchase of building materials and supplies
7. Appointment of third-party advisors/support

Corporate Property Operating Model

In 2019 Corporate Property fundamentally changed its operating model. It became more strategic and less focused on delivery, moving to become an Asset Management based organisation. Asset Management is concerned with ensuring the Council's property portfolio fully supports the Council's strategic objectives detailed in the Council Plan and the service requirements of the front facing delivery departments.

In 2020 the division established three Joint Ventures (JV) to support the delivery of its operating model. These JVs are important to how Corporate Property delivers value for money and how procurement of the wider supply chain is undertaken. The three JVs are:

- Concertus Derbyshire Limited (CDL) – A JV company with Concertus Design & Property Consultants Limited to provide design and property consultancy services to deliver the Council's property improvement capital programme.
- Vertas Derbyshire Limited (VDL) – A JV company with Vertas Ipswich Limited, which in turn is a subsidiary of the Vertas Group Limited. VDL provides facilities delivery services including caretaking, cleaning and grounds maintenance.
- PSP (Derbyshire) LLP – A JV Limited Liability Partnership with PSP Facilitating Ltd. This JV operates under the trading name *Develop Renew*. Its purpose is to facilitate the development, rationalisation and regeneration of Council land.

Corporate Property Procurement Strategy

Each JV brings expertise to the Council and because of how each JV has been established, they also provide access to a much larger supply chain, this is further detailed in this Corporate Property Procurement Strategy.

In addition to the JVs, Corporate Property also has several sections within the Council that procure works and services from third party organisations. This mixed delivery model is a key feature of Corporate Property.

Corporate Property has a number of key strategic principles:

Value for Money is referenced in the Council Plan as a priority. For Corporate Property this will lead to the centralisation of property assets and budgets to ensure the most effective use of land and buildings. The division will adopt a portfolio approach to managing construction projects and programmes of work to secure efficiencies.

Commitment to Health and Safety in property projects and property management. There is a commitment to embed the following priorities into construction project and programme planning as part of a comprehensive approach to managing and improving occupational health and safety:

- complying with legal requirements by embedding the principles of the Construction (Design and Management) Regulations 2015 (CDM) in all projects and programmes
- reducing the cases of occupational lung disease, musculoskeletal disorders and work-related mental ill health including stress
- supporting small businesses to achieve improved risk management and control.

Improving Sustainability to reduce carbon emissions and improve wellbeing. This includes measures to reduce use of energy and or natural and manmade resources, to improve waste management, to improve employment and training opportunities, and otherwise to protect or improve the condition of the Environment or the well-being of people’.

1. Construction Procurement Strategy

The 2020 edition of the RIBA (Royal Institute of British Architects) Plan of Work attached at Appendix 1, defines the procurement strategy as: *‘The strategy that sets out the process for tendering and entering into a Building Contract with the contractor’*. Due to the number of different procurement routes that can be adopted, the RIBA Plan of Work does not include a specific stage for procurement, save that the Procurement Strategy needs to be considered from an early stage in a project as it has a fundamental impact on how a project is organised. For example, it will influence:

- Who employs the design team, particularly during Stage 4 (Technical Design)
- When the construction team are appointed
- When the construction team’s involvement begins
- Who might inspect the building works as they progress
- How the Project Programme is structured and how it manages risk
- Who is contractually responsible for Project Risks
- Who is responsible for the design
- When the specialist subcontractors become involved in the design work
- What information is required for inclusion in the Building Contract.

Corporate Property Procurement Strategy

The Construction Playbook¹, produced by the Cabinet Office in December 2020, identifies a number of key considerations to be addressed as part of the Procurement Strategy, these include:

- The contract award method (e.g. negotiation, direct award, frameworks, competitions).
- Who is responsible for design (e.g. architect, contractor).
- Who would take on the responsibility for coordination and integration.

This Corporate Property Procurement Strategy will also support the Council with addressing the triple constraint of time, cost and quality in the planning and delivery of construction projects. As convention dictates that only two of these drivers can be delivered in a construction project.

Construction Procurement Routes

There are many different routes by which the design and construction of a building can be procured. The selected route should fit the long-term objectives of the Council.

Considerations to inform the preferred procurement route will include:

- Speed
- Cost
- Quality
- Specific project constraints
- Risk
- Asset ownership
- Financing
- Specific Council objectives detailed in the Corporate Plan such as contribution to Net Zero, Local employment, apprenticeships, etc.

The main procurement routes are briefly described in the table below, together with a comparison of delivery by the Council's internal construction team. For any project the Council should determine the procurement route as early as possible and always before commencing Stage 4, Technical Design. Although the RIBA recommends that the procurement strategy should be determined at Stage 1.

Procurement Route	Advantages	Disadvantages
Traditional Procurement Separation of design from construction. The architect and design team are appointed on an individual basis by the client. The contractor is typically appointed after a competitive tender process and is then allocated the responsibility of coordinating the construction team including all subcontractors.	<ul style="list-style-type: none">• Very well established and understood by contractors• Typically has the architect as the lead consultant, thus the quality of product is at the forefront of the project	<ul style="list-style-type: none">• Separation of the design and construction teams• Can be slow if tender follows a fully worked up design. If design not worked up, variations can be expensive• Less ability of contractor to influence buildability of project

¹ HM Government (2020), The Construction Playbook – Government Guidance on sourcing and contracting public works projects and programmes. Cabinet Office.

Corporate Property Procurement Strategy

Procurement Route	Advantages	Disadvantages
<p>Design & Build (D&B) The focus is on collaboration with the contractor taking the more prominent role in the team and responsible for appointments. There are various forms of D&B. e.g. contractor appointed from start to finish or initial design as per traditional procurement and the design team novated to the contractor at a particular stage, such as after planning approval.</p>	<ul style="list-style-type: none"> • Contractor takes on all risks of appointments and sub-contractors • Simpler payments, i.e. only to contractor • Opportunity for price certainty though 'fixed price D&B contract' 	<ul style="list-style-type: none"> • Contractor has the responsibility to factor in time (prioritising ease of build) and costs (potentially reducing the quantity and quality of materials) • Lack of design clarity at tender stage may increase cost • Benefit of price certainty lost if variations required as not subject to competition
<p>Contract Management This route typically takes individual trade packages and tenders them out to separate contractor/subcontractor teams which are then directly appointed by the client.</p>	<ul style="list-style-type: none"> • The main benefit is cost – as it removes the main contractor 	<ul style="list-style-type: none"> • More complex, as there is inherently more management for the client. • Risk is predominately on the client, save that each works contractor will invariably provide guarantees and warranties
<p>DCC Internal Construction Team The Council has its own internal construction team which operates a hybrid of traditional and contract management. The internal team operate as a main contractor, appointing sub-contractors, however, the Council 'client' pays separately for all work packages.</p>	<ul style="list-style-type: none"> • Recruitment of Derbyshire based operatives • Easier to influence quality 	<ul style="list-style-type: none"> • Less cost and time certainty • Complex projects require sub-contractors

Procurement Procedure

Construction 2025 is the Government's long-term vision for '*...how industry and Government will work together to put Britain at the forefront of global construction*'. The report builds on some of the themes raised in the seminal Latham² report and Egan³ report, and strategies set out in other publications which have called for a change in the relationship between public authorities and the construction industry to ensure the public sector gets the most from its construction spend. The Latham report proposed that the client should be at the centre of the construction process and that the industry should move away from its adversarial structure, adopting a more integrated approach with greater partnering and teamwork. The Egan report is critical of the construction industry as a whole and recommendations include a focus on the customer, integrated processes and teams, replacing competitive tendering with long term relationships and that leading public sector bodies should become best practice clients.

² Sir Michael Latham (1994), Constructing the Team. Joint Review of Procurement and Contractual Arrangements in the United Kingdom Construction Industry

³ Sir John Egan (1998), Rethinking Construction. The report of the Construction Task Force.

Corporate Property Procurement Strategy

The Construction Playbook identifies the importance of getting projects and programmes right from the start. This includes setting clear outcome-based specifications, standardising design as far as possible, early supply chain engagement and adopting evidence-based processes to decide the most appropriate delivery model. The recommendation is a Delivery Model Assessment (DMA) to determine which delivery model offers the best value having regard to risk, client objectives, project profile, etc. The Council's DMA for construction projects is attached at Appendix 2.

Procurement Connection on the Council intranet provides a source of information with templates and a toolkit to assist with procurement activities. Also included is a Procurement Protocol Decision Tree to help in selecting the most appropriate Protocol depending on whether a Contract or Framework is to be used. (<https://www.derbyshire.gov.uk/site-elements/documents/pdf/business/procurement/procurement-and-award-procedures-decision-tree.pdf>)

Whilst Frameworks can provide an efficient method to procure construction works, if used inappropriately they can allow suppliers to inflate prices. Therefore, in accordance with the recommendations in the Construction Playbook there will be several Gold Standard⁴ Framework options to ensure competition and provide flexibility to the Council. Appendix 4 details the Frameworks that have been identified for use by Corporate Property to deliver construction projects where there is no internal delivery. Annually, Corporate Property and County Procurement will review the list of these recommended Frameworks and approval will be sought from the Council for a shortlist of approved Frameworks for use on construction projects.

Appendices 2, 3 and 4 provide further guidance on selecting the most appropriate Framework.

Appendix 2 – Corporate Property Delivery Model Assessment

Appendix 3 – Framework Decision Making Process

Appendix 4 – Corporate Property – Approved Frameworks

Form of Contract

Standard construction contracts with appropriate options should be selected, save where the project or programme justifies a bespoke approach. Standard contracts will be chosen from the following suites:

- NEC 3 or NEC 4, as published by the Institution of Civil Engineers
- JCT 2016, as published by the Joint Contracts Tribunal
- DCC Contract with standard Terms and Conditions

Should different forms of contracts be used for specific reasons, the business case will address this and agreement sought from legal services and county procurement beforehand.

⁴ Professor David Mosey (2021). Constructing the Gold Standard. An Independent Review of Public Sector Construction Frameworks. Centre of Construction Law, Kings College London

The Project Team

It is recognised by the RIBA that the relationship between the three principal parties, client team, design team and construction team has become increasingly complex. For example, aspects of building design are increasingly being carried out by specialist subcontractors, and the emphasis of modern methods of construction further complicates the project relationships. However, understanding the responsibility of each party and how that responsibility is addressed is important in setting contract terms.

The Council has an increasingly variable capital programme and to ensure it can access the appropriate level of expertise in its client team and design team, it has made the decision, like many local authorities to procure that expertise from a third party. In this case Concertus Derbyshire Limited (CDL) has been established and appointed as the design team. CDL is a joint venture company between Derbyshire County Council and Concertus Design & Property Consultants Limited (CDPCL). The Council has a 49% shareholding in CDL, with CDPCL being responsible for Companies House administration issues and preparing the statutory accounts. CDL has four executive directors, two from each shareholder, which means decision making is 50/50, notwithstanding the 51/49 ownership split. As a JV it operates in a uniquely collaboratively way with the Council, in effect providing the Council access to a commercially skilled '*quasi-internal*' design team. CDL is a 'Teckal' company, which is the common name for a company which benefits from contracts for works, services or supply from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process and is codified within the Public Contracts Regulations 2015. Accordingly, CDL can procure third parties to deliver services for itself and therefore to deliver services for the benefit of the Council.

Summarised in the table below are the primary responsibilities of the client team, design team and construction team, with an explanation of how these are addressed for the Council's construction projects. The text in bold is referenced in the RIBA Plan of Work.

Project Team	Main Responsibilities	How Addressed for DCC Construction Projects
Client Team	1. Set out the Client Objectives . Within the Council client refers to both Corporate Property and Council departments (service clients)	CDL has direct access to DCC service clients to assist agreeing their requirements. Property Business Partners (PBP) within Corporate Property to be informed and consulted. If further technical advice is required by a service client, this is to be provided by the Intelligent Property Client (IPC) within Corporate Property. The client objectives will be signed off by the IPC
	2. Develop the Project Brief , including functional requirements, the Project Budget and Project Outcomes	CDL will support DCC to prepare the Project Brief, Project Budget and Project Outcomes. These will be signed off by DCC.
	3. Agree on the most appropriate Procurement Strategy , and when the construction team will join the project team	CDL will recommend a Procurement Route and Procurement Procedure, having regard to the client objectives and nature of the project, using the DMA (Appendix 2). These will be signed off by DCC.
	4. Appoint the design team, with appropriate knowledge, skills and experience	CDL has been appointed as the design team and is responsible for any other design team appointments

Corporate Property Procurement Strategy

Project Team	Main Responsibilities	How Addressed for DCC Construction Projects
	5. Establish the Project Programme	CDL advise the Council on the project programme having regard to the client objectives.
	6. Review and comment on key aspects of the design as it progresses, including signing off finishes and fittings to be used in the project	CDL project managers with appropriate support from the design team advise DCC on progress and seek instructions from DCC as required. These will be signed off by DCC
	7. Sign off the Stage Report at the end of each stage	CDL project managers to advise project progress and when milestone stages have been completed
	8. Make payments to the design team, construction team and any client team members as the project progresses, in line with the relevant contracts	CDL project managers to advise DCC on any payments to be paid to third parties. CDL fees to be claimed by reference to the Project Budget above. CP to process payments.
	9. Manage stakeholder relationships and Project Risks	CDL project managers to coordinate stakeholder relationships, manage risks and prepare RAID logs as required. CDL to advise IPC and PBP if 'client management/expectations' require escalating
	10. Statutory Responsibilities under the Construction (Design and Management) Regulations	DCC appoints CDL as Designer (D) and where required, Principal Designer (PD) under the CDM regulations. IPC assesses competency (Skills, Knowledge, Experience SKE) of D/PD CDL assists the Client with the client duties: <ul style="list-style-type: none"> • project brief, • manages the F10 notice (where required) • existing preconstruction information • SKE assessment of Contractor and Principal Contractor DCC appoints Contractor and Principal Contractor
Design Team	1. The design team are responsible for the design of the building and for producing the information required to manufacture and construct it. The design team is led by the lead designer or project manager, who is responsible for coordinating the inputs and information from each team member. The core members of the design team typically comprise: Architect, Structural Engineer, M&E Services Engineer, Cost Consultant. Specialist consultants may also be required to address issues such as acoustics, sustainability, security, etc.	CDL is responsible for establishing the design team and advising DCC if specialist consultants are required and if appropriate how appointed. CDL also provide project management (PM). This is undertaken by either the lead consultant or a separately identified PM.

Corporate Property Procurement Strategy

Project Team	Main Responsibilities	How Addressed for DCC Construction Projects
	<ol style="list-style-type: none"> 2. Statutory Responsibilities under the Construction (Design and Management) Regulations 	<p>CDL is the Principal Designer whose role is to plan, manage, monitor and coordinate health and safety in the pre-construction phase of a project</p> <p>CDL support DCC with respect to the Client's CDM responsibilities</p>
Construction Team	<p>The construction team are contracted under the Building Contract* to undertake the construction works. Increasingly, contractors only manage the construction process using limited or no direct labour, with building work subcontracted in packages to subcontractors experienced in particular aspects of the project. Greater use of modular construction techniques is increasing this trend. Activities that are the responsibility of the contractor include:</p> <ol style="list-style-type: none"> 1. Site and construction health & safety 2. Site security 3. Shared plant hire 4. Secure approvals from statutory authorities in relation to temporary requirements, such as road closures 5. Prepare the Construction Programme 6. Identify the work into packages and procure it from the most appropriate subcontractors 7. Manage and coordinate the construction work of the different subcontractors 8. Deliver the completed project in line with the time, cost and quality requirements of the Building Contract*, and any statutory requirements 9. Assess and manage construction risks 	<p>CDL advise DCC on the procurement route and form of contract using the DMA (Appendix 2). CDL as agent for the Council manage the procurement of the main contractor, this includes the tender process, enquiries from interested parties, provision of information, etc.</p> <p>The Council award the contract based on a recommendation from CDL</p> <p>The Council pay the contractor based on recommendation from CDL</p>
Stakeholders	<p>Project Stakeholders are any party outside the project team who might influence the project. These might include, (this list is not exhaustive):</p> <ol style="list-style-type: none"> 1. Elected Members 2. Local planning authorities 3. Building control 4. Utilities companies 5. Community groups 6. Environmental bodies 7. Specialist interest groups 8. Insurance and warranty providers 	<p>CDL is responsible for advising the Council on how to respond to stakeholders. For complicated projects a Project Stakeholder Plan may be required.</p> <p>As a local authority the Council will continue to be involved with some stakeholders, the client, PBP and IPC may all be involved.</p>

* The Internal Construction team does not have a Building Contract as the Council cannot have a contract with itself.

The Council's Internal Construction Teams

In addition to utilising external third-party contractors, the Council also delivers some construction work itself. The principles of value for money, a commitment to Health and Safety and improving sustainability continue to apply to these internally led services. Invariably the internal construction teams will operate as a main contractor, sub-contracting packages of work as required. Summarised in the table below are the responsibilities of the parties involved in the delivery of construction projects by the internal teams and any procurement issues that arise.

Organisation	Construction Delivery Responsibilities	Procurement Responsibilities
Corporate Property: Property Construction section		
Corporate Property: Governance, Compliance & Performance section		
CDL		
Third party contractors		

2. Disabled Facilities Grant Funded Projects

(NB. To be completed following a review of the delivery of DFG projects)

3. Property Maintenance Procurement Strategy

(NB. To be completed following a review of the delivery of Property Maintenance)

The Council's Asset Management Strategy sets the framework for managing the Council's property portfolio, to ensure that the portfolio is sustainable, efficient and fit for purpose. Supporting the Asset Management Strategy is the Property Maintenance Strategy which seeks to protect the asset value of the estate by optimising the life of building components and minimise disruption to services as a result of unforeseen major defects or component failures.

The Council adopts a mixed approach to delivering property maintenance, utilising internal resources to address reactive maintenance and determine cyclical and planned maintenance activities. Third party resource is used to supplement the internal resource in undertaking cyclical and planned maintenance inspections/surveys and also deliver planned maintenance works. This mixed model enables the Council to prioritise maintenance spend on a risk and condition-based approach.

Corporate Property Procurement Strategy

The Property Maintenance Procurement Strategy addresses the procurement of the third-party resource. The RIBA Plan of Work also recognises maintenance and building use as key considerations in all stages of project design and delivery. For example, fire safety strategy and lifecycle maintenance.

Delivering Property Maintenance

Summarised in the table below are the responsibilities of the parties involved in the delivery of property maintenance and any procurement issues that arise. Statutory Compliance servicing is excluded from this summary and considered separately in view of the nature of this activity.

Organisation	Property Maintenance Responsibilities	Procurement Responsibilities
Corporate Property: Property Maintenance section		
Corporate Property: Governance, Compliance & Performance section		
CDL		
Third party consultants		

Statutory Compliance Servicing

(NB. To be completed following a review of the delivery of Property Maintenance)

Statutory compliance servicing is a particular type of planned maintenance and relates to activities to comply with the statutory health and safety of a building. It is separately referenced as it attracts particular responsibilities which need to be addressed in any procurement.

Examples of statutory compliance servicing include, fire risk assessment, water quality (legionella) management, gas and electrical safety inspections. Invariably the servicing is undertaken to a regular timescale, with inspections being annual, five yearly, etc., depending on the particular aspect of work. Arising out of these cyclical inspections are remedial repairs. Statutory compliance also extends beyond buildings the Council owns, to buildings it occupies where it has an employer responsibility to the welfare of its employees. Corporate Property and its supply chain undertake over 60 different types of compliance ('aspects'), which over 12 months approximates to 13,000 individual inspections.

Corporate Property Procurement Strategy

Organisation	Statutory Compliance Responsibilities	Procurement Responsibilities
Corporate Property: Property Maintenance section		
Corporate Property: Governance, Compliance & Performance section		
CDL		
VDL		
Third party consultants		

4. Facilities Management Procurement Strategy

(NB. To be completed following approval of the Facilities Management Strategy)

The Council's Asset Management Strategy sets the framework for managing the Council's property portfolio. Supporting the Asset Management Strategy is the Facilities Management Strategy which seeks to ensure that the property portfolio effectively supports the delivery of services delivered from its buildings. To enable the Council to provide consistent facilities management across all land and buildings, it has approved an Asset Optimisation Strategy. This provides that the majority of land and building assets and related budgets are managed centrally and as such land and buildings are managed as a corporate resource. This strategy also establishes clear roles, responsibilities, and obligations on Corporate Property as the '*corporate landlord*' as well as occupiers who use the land and buildings.

The Facilities Management section within Corporate Property is therefore an intelligent client function, supported by a supply chain that is responsible for facilities management delivery. The main facilities management deliverer to the Council is Vertas Derbyshire Limited (VDL). VDL is a joint venture company between Derbyshire County Council and Vertas Ipswich Limited (VIL). VIL is a company within the Vertas Group, which itself is a multi-service facilities management company, operating across the country. The Council has a 49% shareholding in VDL with VIL being responsible for Companies House administration issues and preparing the statutory accounts. VDL has four executive directors, two from each shareholder, which means decision making is 50/50, notwithstanding the 51/49 ownership split. As a joint venture, VDL operates in a uniquely collaboratively way with the Council, in effect providing the Council access to a commercially skilled and highly diverse '*quasi-internal*' facilities management delivery organisation. VDL is a 'Teckal' company, which is the common name for a company which benefits from contracts for works, services or supply from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process and is codified within the Public Contracts Regulations 2015. Accordingly, VDL can procure third parties to deliver services for itself and therefore to deliver services for the benefit of the Council.

Corporate Property Procurement Strategy

VDL has initially been established to provide caretaking, cleaning and soft grounds maintenance services to the Council. However, there is an expectation that there are other facilities management services currently undertaken by the Council or by other third parties which will be transferred to VDL.

Delivering Facilities Management

Summarised in the table below are the responsibilities of the parties involved in the delivery of facilities management and any procurement issues that arise.

Organisation	Facilities Management Responsibilities	Procurement Responsibilities
Corporate Property: Facilities Management section		
Corporate Property: Governance, Compliance & Performance section		
VDL		
Third party FM providers		

5. Property Disposal & Regeneration

Changes in local government funding has resulted in the Council viewing assets not simply as a means to support operational requirements, but also to deliver economic regeneration, generate capital receipts, revenue saving and new sources of income.

In 2020 the Council established PSP (Derbyshire) LLP (LLP), a JV in the form of a Limited Liability Partnership between the Council and PSP Facilitating Ltd (PSPF). The LLP now trades as *Develop Renew* and under the Localism Act 2001, the power the Council used to create the LLP it has a specific terms of reference. To:

- Facilitate the promotion, development, asset management rationalisation and economic regeneration on a project by project basis of Council land;
- Support the Council and other local authorities with their regeneration priorities, for example, meeting housing targets;
- Help the Council unlock value from its land and property portfolios; and
- Utilise private sector funding, resources and skills, resourced through the operation of the Partnership.

The LLP is not itself a “contracting authority” for the purposes of the Public Contracts Regulations 2015. However, the Council can transfer land or an interest in land to the LLP without a procurement process, and the LLP does not need to tender for any interest in Council owned land. Subject to considering value for money and compliance with other

Corporate Property Procurement Strategy

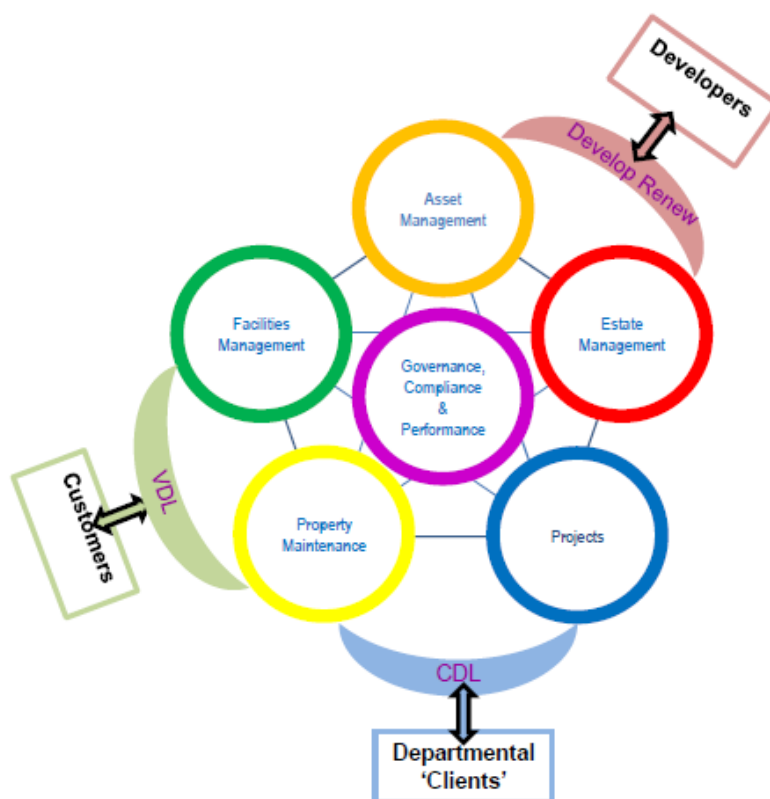
laws, specifically, State Aid and Section 123 of the Local Government Act 1972, Corporate Property therefore has a route to dispose and develop property. The propriety facilitation process within the LLP, ensures that any project delivered by the LLP will demonstrate value for money and meet the Council’s statutory legal and financial obligations. Alongside, CDL and VDL it also has access to any additional third-party expertise it may require for such purposes.

6. Building Materials and Supplies

(NB. To be completed following a review of the delivery of Property Maintenance and Construction services.

7. Third-Party Advisors/Support

The three joint ventures, CDL, VDL and Develop Renew, established in 2020 are an integral part of the operating model for Corporate Property as illustrated in the diagram below. They each enable the Council to access third party support efficiently and effectively and are the preferred routes to do so, subject to following due process.



Corporate Property Procurement Strategy

CDL and VDL

CDL and VDL are Teckal companies, which in accordance with the Public Contracts Regulations 2015 means they can be awarded contracts from the Council without having to go through a competitive tender process. However, to ensure the Council addresses its own fiduciary responsibilities due process should be followed.

The JV agreement between the Council and CDL is subject to a Services Contract dated 1 September 2020. This provides at Schedule 1 and Schedule 6 detail of the services that can be provided by CDL. If the Council wishes to procure additional services from CDL and CDL is willing and able to provide them, an amendment to the Services Contract will be required and notwithstanding the Teckal nature of the joint venture, prior approval of the Council is also required. This approval to be in accordance with the Council's Constitution and Financial Regulations.

The JV agreement between the Council and VDL is subject to a Services Contract dated 1 November 2020. This provides at Schedule 1 detail of the services that can be provided by VDL. If the Council wishes to procure additional services from VDL and VDL is willing and able to provide them, an amendment to the Services Contract will be required and notwithstanding the Teckal nature of the joint venture, prior approval of the Council is also required. This approval to be in accordance with the Council's Constitution and Financial Regulations.

The services contracts allow CDL and VDL to sub-contract all or any part of their obligations provided that the JV shall notify the Council of any such sub-contract as soon as reasonably practicable. However, as CDL and VDL have been established making use of the Teckal exemption, each are therefore Contracting Authorities when procuring services or works to deliver the tasks that have been awarded to them from the Council. Both joint ventures to prepare a Procurement Strategy for such services and works and as requested by the Council are required to demonstrate compliance when procuring third parties.

Develop Renew

The Develop Renew LLP has been established by the Council to support the disposal and development of Council property. The LLP may require third party support to do this. The LLP is not a contracting authority when procuring third party advisors.

8. County Council Regulations

The Council's Constitution

The Council's Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Constitution includes Articles, Procedures, Standing Orders and Protocols that are relevant for making procurement decisions.






Financial Regulations and Scheme of Delegation

The financial regulations are part of the Constitution and set out the financial policies of the Council. They provide clarity about the accountabilities of individuals - Cabinet Members and officers including the Monitoring Officer, the Chief Financial Officer and Strategic Directors. The procedures set out in the financial regulations should be read in conjunction with the Council's Standing Orders Relating to Contracts.

The Corporate Services and Transformation Department has a scheme of delegation that supplements the Financial Regulations and Standing Orders. It details the authorisation levels for amongst other things the award of contracts.






Appendices

Appendix 1: RIBA Plan of Work 2020

 <p>RIBA Plan of Work 2020</p> <p>The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.</p> <p>Stage Boundaries: Stages 0-4 will generally be undertaken one after the other. Stages 4 and 5 will overlap in the Project Programme for most projects. Stage 5 commences when the contractor takes possession of the site and finishes at Practical Completion. Stage 6 starts with the handover of the building to the client immediately after Practical Completion and finishes at the end of the Defects Liability Period. Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.</p> <p>Planning Note: Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a Planning Application is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See Overview guidance.</p> <p>Procurement: The RIBA Plan of Work is procurement neutral – See Overview guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the Procurement Strategy.</p> <p>ER Employer's Requirements CP Contractor's Proposals</p> <p>RIBA  Architecture.com</p>	<p>0 </p> <p>Strategic Definition</p>	<p>1 </p> <p>Preparation and Briefing</p>	<p>2 </p> <p>Concept Design</p>	
	<p>Stage Outcome at the end of the stage</p>	<p>The best means of achieving the Client Requirements confirmed</p> <p>If the outcome determines that a building is the best means of achieving the Client Requirements, the client proceeds to Stage 1</p>	<p>Project Brief approved by the client and confirmed that it can be accommodated on the site</p>	<p>Architectural Concept approved by the client and aligned to the Project Brief</p> <p>The brief remains "live" during Stage 2 and is deprecated in response to the Architectural Concept</p>
	<p>Core Tasks during the stage</p> <p>Project Strategies might include: - Conservation (if applicable) - Cost - Fire Safety - Health and Safety - Inclusive Design - Planning - Plan for Use - Procurement - Sustainability</p> <p>See RIBA Plan of Work 2020 Overview for detailed guidance on Project Strategies</p>	<p>Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals</p> <p>No design team required for Stages 0 and 1. Client advisers may be appointed to the client team to provide strategic advice and design thinking before Stage 2 commences.</p>	<p>Prepare Project Brief including Project Outcomes and Sustainability Outcomes, Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan</p>	<p>Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan, Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme</p>
	<p>Core Statutory Processes during the stage:</p> <p>Planning Building Regulations Health and Safety (CDM)</p>	<p>Strategic appraisal of Planning considerations</p>	<p>Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information</p>	<p>Obtain pre-application Planning Advice Agree route to Building Regulations compliance Option: submit outline Planning Application</p>
	<p>Procurement Route</p> <p>Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led</p>	<p>Appoint client team</p>	<p>Appoint design team</p>	<p>ER Appoint contractor</p>
	<p>Information Exchanges at the end of the stage</p>	<p>Client Requirements Business Case</p>	<p>Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements</p>	<p>Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan</p>

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in Bold Type.

Corporate Property Procurement Strategy

 <p>3</p> <p>Spatial Coordination</p>	 <p>4</p> <p>Technical Design</p>	 <p>5</p> <p>Manufacturing and Construction</p>	 <p>6</p> <p>Handover</p>	 <p>7</p> <p>Use</p>
outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →				
Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and Commissioning completed There is no design work in Stage 5 other than responding to Site Queries	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
Undertake Design Studies, Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan, Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual Building handover tasks bridge Stages 5 and 6 as set out in the Plan for Use Strategy	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Undertake seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes Adaptation of a building (at the end of its useful life) triggers a new Stage 0
Review design against Building Regulations Prepare and submit Planning Application See Planning Note for guidance on submitting a Planning Application earlier than at end of Stage 3	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Pre-contract services agreement Preferred bidder	Tender Appoint contractor ER CP Appoint contractor CP Appoint contractor			Appoint Facilities Management and Asset Management teams, and strategic advisers as needed
Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information If Verified Construction Information is required, verification tasks must be defined	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary
Further guidance and detailed stage descriptions are included in the RBA Plan of Work 2020 Overview.				

Appendix 2: Corporate Property Delivery Model Assessment

The delivery model assessment (DMA) is an analytical, evidence-based approach to reach a recommendation on how a contracting authority should structure the delivery of a project or programme. The diagram is taken from the Construction Playbook and is to be considered when three key decisions with respect to the delivery of construction projects are made.

Decision 1 – Procurement Route

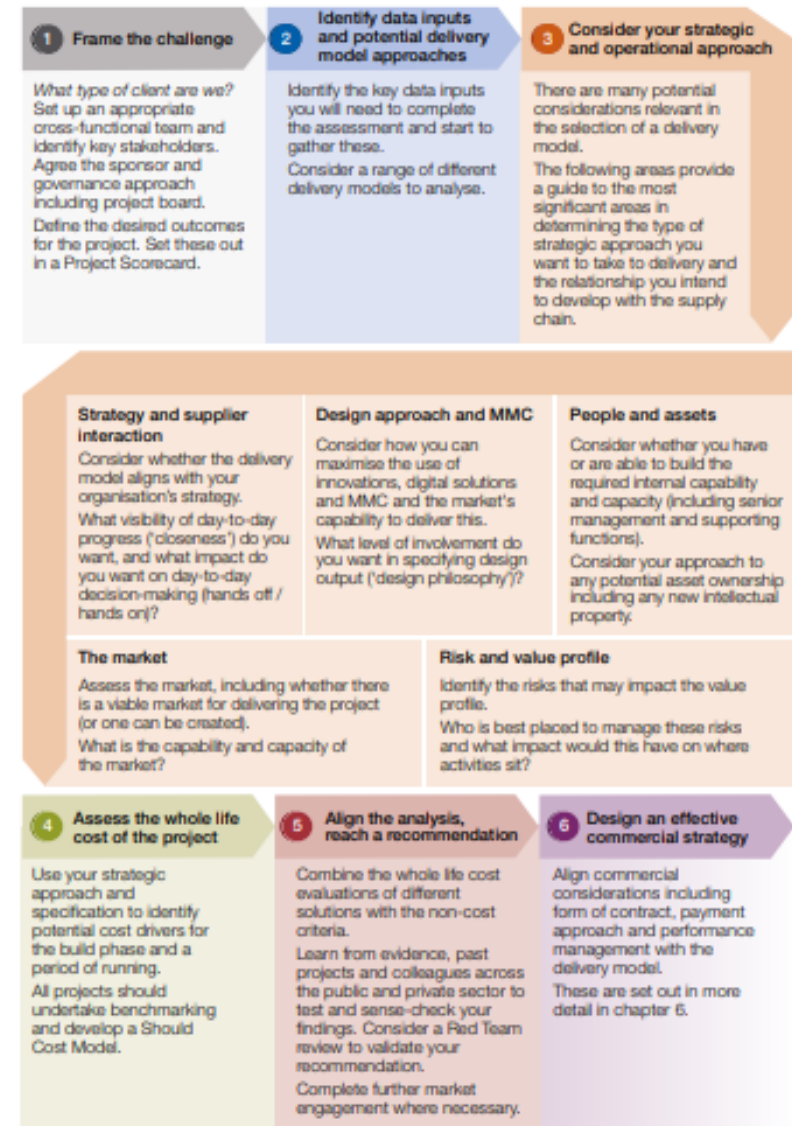
- Traditional Procurement, or
- Design & Build (D&B), or
- Contract Management, or
- DCC Internal Construction Team, or
- Other.

Decision 2 – Procurement Procedure

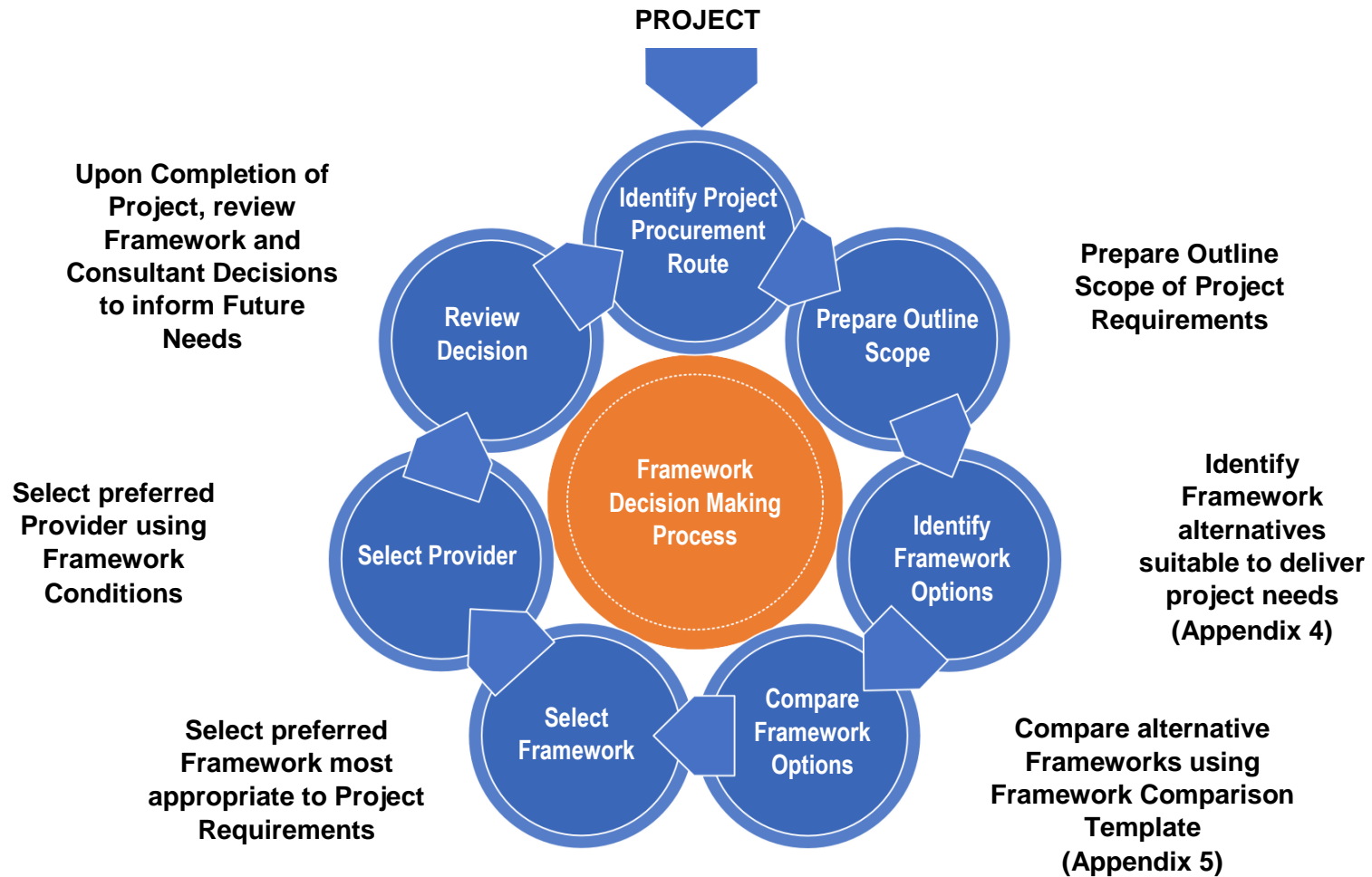
- Restricted Tender, or
- Open Tender, or
- Framework Agreement, or
- Other.

Decision 3 – Form of Contract

- NEC 3 or NEC 4, as published by the Institution of Civil Engineers, or
- JCT 2016, as published by the Joint Contracts Tribunal, or
- DCC Contract with standard Terms and Conditions, or
- Other.



Appendix 3: Framework Decision Making Process



Appendix 4: Corporate Property – Approved Frameworks

25 Frameworks from 13 different Framework providers have been compared. The Frameworks comprise, 3 for modular buildings and 22 for construction contracts. These Frameworks provide over 70 lots which the Council could access. The Framework providers are a mix of public and private sector organisations. The public sector providers include government bodies such as DfE and Crown Commercial Services as well as local authority owned consortium such as Scape and ESPO.

Whilst Frameworks can provide an efficient method to procure, the recommendation from the Construction Playbook is to use several Gold Standard Frameworks to ensure competition and provide flexibility. Accordingly, as Framework relationships require management it is proposed to focus on using only a few of the very large number of Frameworks that are available.

The Framework providers claim similar benefits of their Framework in terms of accessibility, value for money, social value, support to local supply chain and costs to use.

Accordingly, the 25 Frameworks have been prioritised for use as follows:

1. Public sector provider, being Government Supported or where the Council is a partner
2. Public sector provider, from a local authority consortium
3. Other Public sector Framework providers
4. Private sector providers

Priority 1 - Framework Providers:

- Crown Commercial Services (Modular Buildings & Construction)
- Department for Education (Construction)
- ESPO (Modular Buildings)
- NHS Shared Business Services (Modular Buildings & Construction)
- Scape (Construction)

It is expected that the Council will be able to meet all of its construction and modular building requirements from those providers identified as Priority 1. For Frameworks in Priority 1, an assessment has been undertaken to ensure there is sufficient choice and flexibility irrespective of contract value

Annually, the Council will review the Frameworks that have been used in that year and revisit which Frameworks will be used in the following financial year.

Appendix 5: Council's Commercial Pipeline for property related procurements

This will updated annually by Corporate Property and Corporate Procurement.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

28 July 2022

Report of the Executive Director of Children's Services

Proposal to close Wirksworth Infant School

1. Divisions Affected

1.1 Wirksworth

2. Key Decision

2.1 This is a key decision because pupils of the closing school could apply for schools outside of the locality, thus impacting two or more wards.

3. Purpose

3.1 To report on the outcome of the pre-publication consultation carried out by the Governing Body of Wirksworth Federation of Infant Schools on the proposed closure of Wirksworth Infant School ('the School'), and to seek permission to proceed to a statutory consultation on the proposed closure.

3. Information and Analysis

There are two infant schools in Wirksworth – Wirksworth Infant School and Wirksworth Church of England (CofE) Infant School. The two schools are federated under one full-time headteacher and they have a joint governing body. Despite rationalisation of staff and other resources the federation has a deficit balance and is projected to be unable to balance its budget over the medium term if it continues to operate two schools.

Both schools occupy buildings dating back to pre-1919. Wirksworth CofE Infant School had a project to replace a temporary building with a new purpose built EYFS classroom/outdoor play space and office extension in 2015, but still have one classroom in a modern modular building. The sites of both schools are well below the recommended Department for Education Building Bulletin 103 site areas (BB103), with Wirksworth CofE School measuring 2213m² and the Wirksworth Infant School measuring 989m². The two school sites have shortfalls in teaching and support space and there is no scope for expansion on either site. Each school currently has a Pupil Admission Number ('PAN') of 20 and net capacity of 60, giving a total of 120 places across the two schools. The teaching space at Wirksworth CofE Infant School comprises of 3 classrooms and a small hall. The school capacity was previously set at 87 by utilising half of the hall as a classroom. The teaching space at Wirksworth Infant School comprises of 2 classrooms, a small hall and a group/general teaching space. The school capacity was previously set at 90 with the general teaching/group space used as a third classroom. There are significant level changes in the school which are currently accessible with stairwells and due to the age of the building it does not lend itself to full accessibility. The School is designated as a rural school under the Designation of Rural Primary Schools (England) Order 2021 and the following matters were taken into careful consideration since there is a presumption against the closure of a rural primary school:-

- The scope for an extended school to provide local community services and facilities, for example, child care facilities, family and adult learning, healthcare, community internet access Wirksworth Town is well stocked for community provision and any future community provision need identified could be catered for at Wirksworth C of E Infant School
- Transport Implications and the overall and long-term impact on the local community of the closure of the school. Due to the proximity of Wirksworth C of E Infant and other surrounding schools this was considered not to be a significant factor.
- The size of the School and whether it puts the children at an educational disadvantage. The Governing Body have considered the reorganisation and if the closure proposal proceeds, it will enable to children to be taught in single year classes at Wirksworth C of E School.
- The loss of the School building as a community facility. The future use of the building will be considered dependant on the outcome of the statutory consultation.
- Wider School organisation and capacity of good schools in the area to accommodate displaced pupils – Wirksworth CofE Infant School is 200 yards away from the school and has an Ofsted rating of good.

Projections

The future pupil projections and the previous pupil numbers for the two schools are shown below.

	Historic					Current	Projections				
	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Wirksworth CE (Controlled) Infant School	76	79	65	60	54	47	38	41	39	37	35
Wirksworth Infant School	46	41	42	37	36	31	27	28	28	27	26
Total	122	120	107	97	90	78	65	69	67	64	61

The projections however do not include the pupils likely to come from the housing growth. The strategic housing growth in Wirksworth as identified in the Local Plan is shown in the table below:

Site Name	Size	No of houses	Planning Status	Infant yield
Land off Middleton Road/Cromford Road, Wirksworth (18/00741/OUT)	9.46 ha	151	Pending	13
Land at Middle Peak Quarry, Wirksworth	62 ha	645	Not yet submitted	55
Number of allocated dwellings		771		68

The Wirksworth notified site was located in the land off Middleton Road however it has now been moved to the Middle Peak Quarry site and there is provision for a new school to serve that development and possibly the whole of the town. The timing of that new school is however uncertain and is unlikely to be delivered before children start to be accommodated in the new houses. The site off Middleton Road is progressing and the existing schools will have to accommodate the pupils from that development. The additional 13 pupils and some of the 55 could therefore have to be accommodated in the existing school(s) in the interim period. If the outcome of the Statutory Consultation supported the closure of Wirksworth Infant School, the capacity at Wirksworth CofE Infant School could be increased back to 87 by utilising the hall. There would also be additional options to consider in regard of the existing Wirksworth Infant School building to further support the increase in pupil numbers.

5. Pre-publication Consultation

- 5.1 The Governing Body of Wirksworth Federation of Infant Schools undertook a pre-publication non-statutory consultation which took place from 25 April 2022 to 20 May 2022. The consultation does not form part of the statutory process under the Education and Inspections Act 2006 and School Organisation (Establishment and Discontinuance of Schools) Regulations 2013, but was considered as opportunity by the Governing Body to engage with the local school community and to seek their initial responses about the proposed closure of the School. A copy of the pre-publication consultation can be found at Appendix 2. There were 19 responses to the consultation. 12 responses were in support of the proposal and only 2 were against, the remainder of the respondents didn't state a preference; they only commented on their concerns or reasons why they believed the decision for the closure had been made. There were common themes to the responses and therefore they have been grouped together. The below summarise the responses to pre-publication consultation.

In support

12 respondents were in support of the proposal listing a better transition of students, straight year groups, unity of children and staff, budgets and the prevention of having to mix classes as positives.

9 respondents also referred to falling numbers, cost and falling budgets and that this helped them to understand why the decision had been made.

Against

2 respondents were against the proposal due to concerns around children's wellbeing and the impact of the unsettling impact for children who don't deal well with change.

Quality

6 respondents expressed satisfaction at the quality of both current existing infant school provisions.

Continuity of Education

13 respondents have expressed concerns regarding the continuity of education from the Infant Schools to the Junior School

Wirksworth infants and its use after closure

7 respondents expressed concerns around Wirksworth Infant school, and the sites plans after closure, hoping that the building would be maintained or used for other purposes which would benefit the Infant CoE school or community.

Space

2 respondents had concerns over classroom capacity and merging the students onto one site. Further concerns were also expressed by these respondents over losing the hall and the nurture room.

Closing the onsite kitchen

3 respondents expressed concerns over losing the onsite kitchen which is currently at the Wirksworth Infant school. The impact on school meal uptake, quality, quantity and options available being the main themes.

Of the 13, 12 of the respondents requested for the Local Authority to act into looking into the falling numbers of the Infants and the Junior schools and to look further into the pre-school, early years and Junior education in Wirksworth.

5 respondents also referred to parents choosing to send their children out of area and 2 noted the environmental impact of driving children to alternative schools.

6. Alternative Options Considered

6.1 Option 1 - Not to proceed. The school would remain open but the Governing Body would be unable to set a balanced budget, with the schools deficit balance predicted to be £128,130 by 2025-26.

Option 2 - Federation with another local school. The School is already federated with Wirksworth C of E Infant School. This was considered as an unviable option as there no other suitable schools in which the School could form a federation with. In any event it would not resolve the budget issues.

Option 3 - Conversion to Academy Status. This was considered to be an unviable option.

7. Implications

7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1 These are held on file in the Children's Services Development Section

- Census data
- Budgets for the school
- Pupil places planning data
- Housing trajectory

- Building repairs and maintenance costs

9. Appendices

- 9.1 Appendix 1- Implications.
- 9.2 Appendix 2- Wirksworth Federation of Infant Schools non-statutory Consultation
- Appendix 3 - Proposed Statutory Consultation Document

10. Recommendation(s)

That Cabinet:

Notes the responses to the non-statutory consultation on the proposed closure of Wirksworth Infant School and seeks permission to proceed to the issue of a Statutory Consultation.

11. Reasons for Recommendation(s)

- 11.1 In response to the support from the outcome of the pre-publication consultation.

12. Is it necessary to waive the call in period?

- 12.1 No

Report Author: Jenny Webster

Contact details: x35808

Implications

Financial

- 1.1 There are no financial implications to report at present. If members approve to proceed to statutory consultation, any financial implications will be reported to Cabinet at a later date dependant on the outcome of the statutory consultation.

Legal

- 2.1 The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 sets out the statutory processes for the consultation, proposal, and implementation requirements for the discontinuance of a maintained community school, which is further explained in the Department for Education's *'Opening and closing maintained schools: statutory guidance for proposers and decision makers'* (November 2019)

Human Resources

- 3.1 Staff currently at the School can be reallocated to roles at Wirksworth Infant CofE Infant School. This, alongside some recent staff turnover, means that redundancies are not anticipated if the School were to close.

Information Technology

- 4.1 None

Equalities Impact

- 5.1 The local authority is required to have 'due regard' to the duties set out in Section 149 of the Equality Act 2010 (the Public Sector Equality Duty, 'PSED') in determining these proposals. An Equality Impact Assessment will be undertaken as part of the consultation process to identify the equality implications of this proposal and any appropriate mitigation

Corporate objectives and priorities for change

- 6.1 Not applicable

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 Derbyshire County Council has a statutory duty to ensure there are sufficient primary and secondary school places and is committed to working in close partnership with schools, academy trusts, the dioceses and key partners to ensure that the supply of school places across Derbyshire is in the right location, is of sufficient size, is viable and of good quality. We know that schools can face challenges in meeting pupils' needs, particularly where pupil numbers are falling, and that in some cases, changes to the pattern of school organisation in an area can help secure the viability of schools, improve opportunities and raise standards.

Appendix 2

Consultation on the Proposed Closure of Wirksworth Infant School

This document is intended to set out the reasons why the Governing Body of Wirksworth Infant School intends to propose to the Local Authority (Derbyshire Country Council - LA) to close the School. This is known as the pre publication consultation period. If the Governing Body were to decide to propose to the LEA to close the school, the LA would be required to publish a formal notice and consult prior to a formal decision being made. It includes:

- Details of the rationale behind the Governing Body's proposal;
- The dates and times of information sessions where you can find out more;
- A link to the online consultation document (paper copies are also available).

Introduction and Background

The Governing Body of Wirksworth Infant School, following much discussion, has decided to consult on the proposal to close Wirksworth Infant School. If agreed, the proposal would mean that Wirksworth Infant School would close at the end of July 2023. This consultation will run from **25th April 2022 to 20th May 2022**, during which time you are invited to respond to the Governing Body's proposal.

In order for you to ask any questions you need to inform your understanding of the Governing Body's proposal, we are holding various open information sessions. You may wish to attend one of these sessions before responding to the consultation. They will take place at the school as follows:

- Parent Forums: Open Q&A with the Headteacher, Governor representatives and LA Officers

Wednesday 4th May 3:15pm at Wirksworth Church of England Infant School

Thursday 5th May 3.15pm at Wirksworth Infant School

Your views are extremely important to us, so please either access the consultation online at www.wirksworth-infant-federation.co.uk or alternatively you may request a paper copy from the school reception.

Please email your responses to the clerk to the Governors at antonia.donoghue@wirksworth-inf.derbyshire.sch.uk or by post to Wirksworth Infant School, Harrison Drive, Cemetery Lane, Wirksworth, Derbyshire DE4 4GZ or mark them in an envelope for the Clerk of Governors and hand into the school office.

All consultation responses must be completed and returned by 4 pm on Friday 20th May 2022.

All responses will be considered before deciding whether to request that Derbyshire County Council consider the closure of Wirksworth Infant School.

David Salt – Chair of Governors

Joanne Poyser – Headteacher

Statutory Consultation on the Closure of Wirksworth Infant School

There are two infant schools in Wirksworth – Wirksworth Infant School and Wirksworth CE Infant School which are 0.2 miles apart. The two schools are federated under one full-time headteacher and they have a joint governing body. Although federations are recognised as a way of enabling smaller schools to work more formally in partnerships to share costs, this has not addressed the financial challenges faced by the federation which has experienced difficulties in balancing its budget and despite rationalisation of the staff and other cuts, there are very few options left to achieve an acceptable budget.

The Buildings

Both schools are in buildings dating back to pre-1919. Wirksworth Church of England Infant School had a project to replace a temporary building with a new purpose built EYFS classroom/outdoor play space and office extension in 2015, but still have one classroom in a modular building. The sites of both schools are well below the recommended Department of Education Building Bulletin 103 site areas (BB103) with Wirksworth Church of England School measuring 2213m² and Wirksworth Infant 989m².

Each school currently has a Pupil Admission Number (PAN) of 20 and net capacity of 60, giving a total of 120 places across the two schools.

The teaching space at Wirksworth C E Infant School comprises of 3 classrooms and a small hall. The School capacity was previously set at 87 by utilising half of the hall as a classroom.

The teaching space at Wirksworth Infant School comprises of 2 classrooms, a small hall and a group/general teaching space. The School capacity was previously set at 90 with the general teaching/group space used as a third classroom. There are significant level changes in the school and it does not lend itself to full accessibility.

The accommodation at both schools is below that recommended in BB103 and both have shortfalls in teaching and support space. There is no scope for expansion on either site and an increase in the capacity of either school could only be achieved by reverting back to the previous room uses as described above.

Projections

The projections for the two schools are shown below.

	Actual	Projected			
	2021/22	22/23	23/24	24/25	25/26
Wirksworth CE Inf	47	45	49	46	45
Wirksworth Inf	31	35	36	35	34
	78	80	85	81	79

The projections however do not include the pupils likely to come from the housing growth.

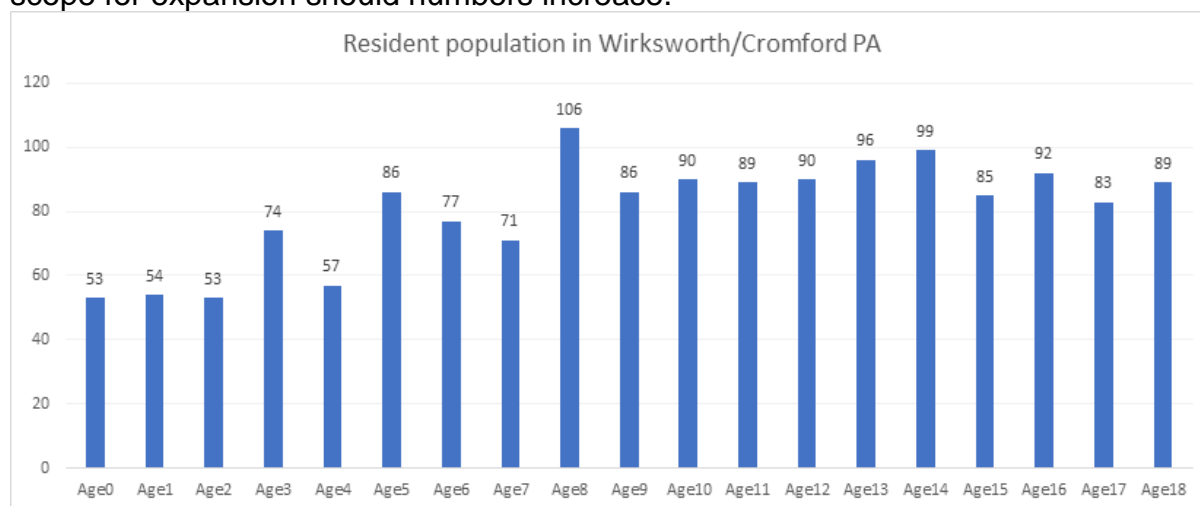
The strategic housing growth in Wirksworth as identified in the Local Plan is shown in the table below:

Site Name	Size	No of houses	Planning Status	Infant yield
Land off Middleton Road/Cromford Road, Wirksworth (18/00741/OUT)	9.46 ha	151	Pending	13
Land at Middle Peak Quarry, Wirksworth	62 ha	645	Not yet submitted	55
Number of allocated dwellings		771		68

The Wirksworth notified site was located in the land off Middleton Road however it has now been moved to the Middle Peak Quarry site and there is provision for a new school to serve that development and possibly the whole of the town. The timing of that new school is however uncertain and is unlikely to be delivered before children start to be accommodated in the new houses. The site off Middleton Road is progressing and the existing schools will have to accommodate the pupils from that development. The additional 13 pupils and some of the 55 could therefore have to be accommodated in the existing school(s).

Places Planning

The schools sit within the Wirksworth/Cromford Planning Area. Whilst there is some surplus projected for the next 5 years in Wirksworth, there is limited space capacity at other schools within the planning area which are small rural schools by nature and are likely to offer little scope for expansion should numbers increase.



Please note that this is current population and does not include those likely to move to new housing.

Admissions

Should Wirksworth Infant School close on 31 August 2023 it is proposed that, for admissions purposes, parents and carers of children at Wirksworth Infant School would be able to express a preference for a place at an alternative school. Parents and carers would be asked to complete an admissions application form and to name up to three schools they

would prefer their child/ren to attend. Parents and carers would be offered a school place either at one of their preferred schools named on the application form or, if this is not possible, at the nearest school to the child's home where a place is available. We would try to meet parents and carers preferences wherever possible but cannot guarantee to do so. The allocation of places would be made in line with the admissions policy as set out in the school admissions booklet which is available on the Derbyshire County Council website at <https://www.derbyshire.gov.uk/education/schools/school-places/apply-for-a-school-place.aspx>

For information about which schools have spare places and whether your child/ren would qualify for free home to school transport please contact the admissions team on 01629 533190 or admissions.transport@derbyshire.gov.uk

Impact on the Community

Consideration has been given into the impact on the community if Wirksworth Infant School were to close. Given the close proximity of Wirksworth C of E Infant School there is no negative impact as there will still be well regarded infant provision within the community.

Implementation

There is a defined statutory process in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 which must be followed before making a decision on the closure of a maintained school. This is supplemented by further guidance on the process published by the Department for Education. There are five stages to the statutory process which must be followed:

Consultation The publication of this consultation document marks a period of consultation during which the views of interested parties are sought and which will be considered by the local authority.

Publication Dependent upon the outcome of the consultation, the local authority will decide whether or not to publish statutory notices regarding the proposed closure.

Representation The representation period starts on the date of publication of the statutory notice and must last for a period of four weeks. During this period, any person or organisation can submit comments on the proposal to the local authority, to be taken into account before a final decision is taken.

Decision Within two months of the end of the representation period the local authority must make a decision on the proposal.

Implementation If the proposal is approved, Wirksworth Infant School would close on 31 August 2023.

Rural schools and the presumption against closure

The local authority acknowledges that there is a presumption against the closure of rural schools. This does not mean that a rural school will never close, but the case for closure should be strong and in the best interests of educational provision in the area. There are a number of factors set out in the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 that must be taken into account when proposing to close a rural primary school; the local authority has had regard to these and will continue to take them into account during the consultation process.

The consultation on this proposal will be from 5th September 2022 to 30th September 2022

The consultation document is available on the Derbyshire County Council website at www.derbyshire.gov.uk/council/have-your-say or by request from Jenny Webster on Tel: 01629 535808 or by e-mail to jenny.webster@derbyshire.gov.uk

Within four weeks of the publication of this notice, any person may object to or comment on the proposal by writing to the address or by sending an e-mail to the contact details below.

Jenny Webster, Development Manager, Derbyshire County Council, North Block, County Hall, Matlock, Derbyshire DE4 3AG or jenny.webster@derbyshire.gov.uk

The deadline for receiving responses is Friday 30th September 2022.



Carol Cammiss
Executive Director – Children’s Services



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

28 July 2022

Report of the Executive Director - Children's Services

Children's Services Capital Programme

1. Divisions Affected

1.1 County wide

2. Key Decision

2.1 This is key decision because it will result in the Council incurring expenditure totalling £9,642,556 and affects communities living or working in an area comprising two or more divisions/county electoral areas.

3. Purpose

3.1 To approve the Children's Services Capital Programme 2022-23 and approve allocations to individual projects and the allocation of Section 106 funding. To note the cancellation of funding for a previously approved scheme, allocations made under delegated powers and the receipt of funds received/returned to the Children's Services Capital Budget.

4. Information and Analysis

4.1 **School Condition Allocation** – On 22 March 2022, the DfE announced School Condition Allocations for 2022-23 which includes £10,306,108 for the Authority to allocate to projects in schools for which it is responsible for capital funding.

Basic Need Allocation – The Authority is responsible for providing new school places where required across the Authority including in Academies. This funding is known as Basic Need. The DfE also announced a two year programme of Basic Need allocations for 2023-24 (places needed by September 2024) and 2024-25 (places needed by September 2025) for new school places in Derbyshire totalling £21,204,935. This total was based on the following allocations:

2023-24	£16,755,972
2024-25	£ 4,448,963

- 4.2 As reported to Cabinet on 15 February 2022 there is a balance of £2,007,346 from the Basic Need and School Condition Allocation pre 2020-21, £1,994,790 from the 2020-21 School Condition Allocation, £2,747,898 from the 2021-22 School Condition Allocation giving an overall unallocated balance of **£6,750,034**.
- 4.3 Under the Children’s Services Financial Scheme of Delegation (section C), the Executive Director for Children’s Services and the Children’s Services Head of Development are permitted to sign off expenditure not included in the Capital Programme (funded from existing resources) up to a value of £250,000 and £75,000 respectively. Approvals made under delegated powers by the Children’s Services Head of Development for allocations from the Children’s Services Capital budget are set out in Appendix 2. The allocations total £477,322 from 2020-21 School Condition leaving a balance of £1,517,468 from the 2020-21 School Condition allocation, £1,474,950 from the 2021-22 School Condition Allocation leaving a balance of £1,272,948 from the 2021-22 School Condition allocation and an overall unallocated balance of **£4,797,762**.
- 4.4 On 5 October 2021 the Cabinet Member for Young People approved an allocation of £50,000 from 2020-21 School Condition to begin design work on an expansion scheme at Brailsford Primary School. It was established that capital funding could not be used to take the project to design stage and the funding was returned to the 2020-21 School Condition Allocation. The return of the funding was included in the circulated version of the Cabinet report of 15 February 2022 but was queried and removed from the published version and the balances adjusted accordingly. The query has now been answered and the removal of the funding confirmed. Alternative sources of funding are being investigated and the scheme will be progressed when the demand for places is more pressing.

- 4.5 A breakdown of the proposed programme for consideration and the return of funding to the Children’s Services Capital Budget are set out in Appendix 3 & 4 respectively. If the allocations set out in Appendix 3 are approved, together with the new DfE capital allocations and the returned funds as set out in Appendix 4, the unallocated balance of the Children’s Services Capital budget will be as detailed in the Appendix 1 – Financial Implications.

5. Consultation

- 5.1 Not applicable

6. Alternative Options Considered

- 6.1 The School Condition is an annual allocation of school condition capital from the DfE. This capital grant is to improve and maintain the condition of the school estate (buildings and grounds). The grant allocation is determined by the DfE and takes into account the information collected through the Property Data Survey programme. Basic need is an allocation from the DfE for providing new school places by either expanding existing schools or by establishing or new schools in Derbyshire. The allocation is determined by the DfE based on the data collected in the School Capacity Survey (SCAP).

The list of allocations has been drawn up to address the most pressing condition related issues at schools and to provide places where pupil projections indicate there will be pressure on places in a school place planning area. The funding is to ensure there is sufficient capacity at all the schools involved and that the accommodation is suitable to support the delivery of education.

The School Condition Allocation must be spent in accordance with the terms of the grant to improve and maintain the condition of the school estate and cannot be used for any alternative purposes. Similarly, the Basic Need Allocation must be spent in accordance with the terms of the grant to provide new school places.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1 These are held in the Children's Services Development Section.

9. Appendices

9.1 Appendix 1 – Implications

9.2 Appendix 2 - Approvals made under delegated powers

9.3 Appendix 3 – Allocations

9.4 Appendix 4 – Funds returned

10. Recommendation(s)

That Cabinet:

a) Notes the allocations made under delegated powers by the Executive Director for Children's Services and the Children's Services Head of Development

b) Notes the cancellation of the £50,000 funding approved for the expansion scheme at Brailsford Primary School.

c) Notes the receipt of the funds received/returned to the Children's Services Capital Budget as detailed in Appendix 4.

d) Approves the allocation of the £274,148 increased insurance contribution to the budget for the replacement Harrington Junior School.

e) Approves the allocation of £190,738 Section 106 funding to the extension and remodelling project at Wessington Primary School as detailed in Appendix 3.

f) Approves the Capital Programme 2022-23 and allocations totalling £2,384,262 from 2023-24 Basic Need and £7,258,294 from 2022-23 School Condition Allocation to the projects as detailed in Appendix 3

11. Reasons for Recommendation(s)

- 11.1 To inform Cabinet of the new DfE capital allocations, the approvals under delegated powers and the return/receipt of funds.
- 11.2 To address the most pressing maintenance issues in schools to ensure the school estate is maintained to a high level.
- 11.3 To ensure there is sufficient capacity at schools in the County.

12. Is it necessary to waive the call in period?

12.1 No

Report Author: Jill Beacham

Contact details: Jill.Beacham@derbyshire.gov.uk

Appendix 1

Implications

Financial

- 1.1 The financial considerations are as explained in section 2 of the report with detailed breakdowns of allocations included in Appendices 2&3.
- 1.2 The unallocated balance of the of the Children’s Services Capital budget is as set out in the table below:-

Year	Type of Funding	Opening Balance £	Funding Received/ Returned	Allocations in this Report	Balance £
Pre 2020-21	*Basic Need & School Condition	2,007,346			2,007,346
2020-21	School Condition	1,517,468	50,000		1,567,468
2021-22	School Condition	1,272,948			1,272,948
2022-23	School Condition		10,306,108 442,530 340,579 11,089,217	7,258,294	3,830,923
2023-24 (for schemes to be delivered by	Basic Need		16,755,972 500,000 17,255,972	2,384,262	14,871,710

September 2024)					
2024-25 (for schemes to be delivered by September 2025)	Basic Need		4,448,963		4,448,963
Total		4,797,762	32,844,152	9,642,556	27,999,358

The overall unallocated balance represents unallocated funds from the 2020-21 and 2024-25 together with unallocated funds from previous years Capital budgets. Work is in hand to provide a full breakdown of funds by years and this will be reported to Cabinet at a future date.

- 1.3 All goods, works and services required to undertake the identified projects in the report will be procured and awarded in accordance with the Council's Financial Regulations. In-line with the Council's Financial Regulations this report also seeks approval from Cabinet to obtain permission to commence the procurement process. The projects will be considered as included within the Council's Forward Procurement Plan and any subsequent contract award will be in accordance with the Council's Departmental Scheme of Delegation. It should be noted that these procurement exercises will normally take the form of a competitive tender process, but should it be decided that using a Framework is the best option, a separate report will be submitted seeking approval

Legal

- 2.1 The funding allocations are made in accordance with the local authority's financial regulations.
- 2.2 The LA has a duty to secure efficient primary and secondary education and further education to meet the needs of the population of their area under sections 13 and 13A of the Education Act 1996.

Human Resources

- 3.1 None

Information Technology

4.1 None

Equalities Impact

5.1 No impact.

Corporate objectives and priorities for change

6.1 Not applicable.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 To maintain the safe condition of the school estate.

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Appendix 2

Approvals by the Executive Director of Children's Services

School	Scheme	Funding Yr/Type	Approved	Amount £
Belper School and Sixth Form Centre	S106 extension to 6 th form block and internal remodelling - additional funding	2020-21 SCA	17/5/22	139,233
Parkside Community School	Replacement floor in Science Lab - additional funding	2020-21 SCA	17/5/22	101,486
Total 2020-21 SCA				240,719
Buxton Junior School	Window & Door framing Project	2021-22 SCA	20/05/22	55,000
Buxton Junior School	Mechanical Ventilation	2021-22 SCA	20/05/22	150,000
Charlotte Infant & Nursery School	Window & Door Framing Project	2021-22 SCA	20/05/22	140,000
Coton in the Elms Primary School	Window & Door Framing Project	2021-22 SCA	20/05/22	150,000
Creswell Junior School	Window & Door Framing Project	2021-22 SCA	20/05/22	150,000
Curbar Primary School	Asphalt Flat Roofing	2021-22 SCA	20/05/22	45,000
Hunloke Park Primary School	Flat Coverings & Insulation Project	2021-22 SCA	20/05/22	100,000
Longmoor Primary School	Control gear project	2021-22 SCA	20/05/22	40,000
Morley Primary School	Heating Plant Project	2021-22 SCA	20/05/22	65,000
New Mills School	Wiring Project	2021-22 SCA	20/05/22	143,500
New Mills School	Pitched Coverings & Insulation Project	2021-22 SCA	20/05/22	100,000
Pinxton Nursery School	Flat Coverings & Insulation Project	2021-22 SCA	20/05/22	80,000
St. John's CE (C) Primary School (Ripley)	Window & Door Framing Project	2021-22 SCA	20/05/22	180,000
The Brigg Infant School	Wiring Project	2021-22 SCA	20/05/22	76,450
Total 2021-22 SCA				1,474,950

Glenhome Children's Home	Transfer of funds from the refurbishment budget for Spring Cottage to the budget for Glenholme to meet the shortfall.	N/A	17/5/22	110,000

Approvals by the Children's Services Head of Development

School	Scheme	Funding Yr/Type	Approved	Amount £
Baslow St Anne's CE Controlled Primary School	Heating scheme – additional funding	2020-21 SCA	11/01/22	30,600
Killamarsh Infant School	Electrical rewire – additional funding	2020-21 SCA	11/01/22	39,500
Chellaston Fields Academy	Additional external space to support temporary arrangements resulting from the delayed opening of the new Clover Leys Academy	2020-21 SCA	24/01/22	50,000
Rowsley CE Primary School – Wye Cottage	Creation of new access prior to disposal – additional funding	2020-21 SCA	27/04/22	65
Hallam Fields Junior School	2 classroom block – additional funding	2020-21 SCA	27/04/22	29,602
Shirland Primary School	Classroom extension scheme – additional funding Canopy	2020-21 SCA	27/04/22	3,292 32,000
Matlock Bath Holy Trinity CE Primary	Roofing scheme – additional funding	2020-21 SCA	27/04/22	143
Darley Dale Primary School	Roofing scheme – additional funding	2020-21 SCA	27/04/22	11,477
The William Allitt School	Heating scheme – additional funding	2020-21 SCA	27/04/22	360
The Pingle Academy	Coal to gas conversion scheme – additional funding	2020-21 SCA	27/04/22	10,357

The Park Infant and Nursery School	Windows & doors and structural works scheme – additional funding	2020-21 SCA	27/04/22	20,730
The Mease Spencer Academy (New Hilton Primary)	Sprinklers – additional funding	2020-21 SCA	27/04/22	8,477
Total 2020-21 SCA				236,603
Eureka Primary School	IMP resurfacing & landscaping scheme – additional funding	2018-19 IMP/Contingency	27/04/22	11,225

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Appendix 3: Allocations

Basic Need

- Basic Need schemes- the provision of new school places.
- Allocations to projects to provide new places that will ultimately be funded by signed Section106 (S106) developer agreements and the Community Infrastructure Levy (CIL) but where it is prudent to commence projects to provide sufficient places in advance of that funding being received. When the S106/CIL funding is received, this will be reported to Cabinet and the Capital Programme will be reimbursed.

School	Nature of Scheme	Scheme	Funding Yr/Type	Amount £
Poolsbrook Primary School	CIL	Modular classroom - in 2020, DCC applied to Chesterfield Borough Council (CBC) for CIL funding for an expansion at Poolsbrook Primary School and were successful in being awarded 450K. Development is working with CBC to arrange the transfer of the funding against a legal agreement however to avoid delays with the project and any increase in costs, the proposal is to fund the project in advance and reimburse the Capital Budget once the CIL funding has been received.	2023-24 BN	450,000
Tibshelf Community School	S106	Classroom block - On 11/7/19 £50,000 BN was allocated to commence design of the scheme. Previous S106 contributions totalling £326,347 and £35,878	2023-24 BN	375,000

		<p>were approved on 9/8/2016 and 11/1/2018. On 9/9/21 further S106 contributions totalling £833,564 were approved, together with £154,211 SCA, increasing the budget to £1,400,000. Sprinklers and associated building works and wi-fi/ broadband have been added to the project and together with a general increase in materials and labour the cost has risen to £1,775,000 leaving a shortfall of £375,000. Additional S106 and indexation payments are expected which will reimburse the Capital Budget when received.</p>		
Harpur Hill Primary School	S106	<p>2 classrooms & internal remodelling. On 26/7/18 £50,000 BN was allocated to commence design work to expand the school to 2fe. New housing is starting to come on stream and pupil projections support the need to progress the scheme beyond design. The scheme is costed at £1,475,000. S106 totalling £1,557,343 will be available reimburse the Capital Budget when received.</p>	2023-24 BN	£1,425,000
Hunloke Primary School	S106	<p>3 classroom block – on 9/9/21 £968,005 SCA and a Section 106 contribution of £56,995 were allocated to the scheme giving a total budget of £1,025,000. A further Section 106 agreement for £410,364</p>	2023-24 BN	125,000

		will reimburse the Capital Budget when received. Additional drainage and landscape have been identified during the design process and the costs have risen to £1,150,000 leaving a shortfall of £125,000.		
Wessington Primary School	S106	Small extension & remodelling. The scheme has been costed at £200,000 and S106 contributions totaling £190,738 (Matlock Road 14/00147/OL & 16/00419/FL) are available to allocate to the scheme. £9,262 is required to progress the scheme.	2023-24 BN	9,262
		Total		2,384,262

School Condition – Buildings at risk, condition & suitability

- Building at risk - replacement for time-expired/very poor condition building.
- Suitability improvements, especially to address safeguarding issues.
- A joint match funding allocation. Schools can bid for 50% funding for projects addressing condition priorities in schools. The terms of the funding have been revised to focus on urgent condition issues as supported by the Area Surveyors.

School	Nature of Scheme	Scheme	Funding Yr/Type	Allocation £
New Mills School	Building at risk	Demolition and replacement of sports pavilion with a modular changing facility. A capital receipt of £15k from the sale of a 249.46m ² area on the edge of the playing field is available to fund associated equipment.	2022-23 SCA	200,000
New Breadsall Primary School	Suitability improvements	Replacement school - On 27/1/15, Cabinet approved up to £3.55m capital receipts and £1.2m borrowing for the transfer of the Erewash PRU	2022-23 SCA	333,819.

		Brookside Road, Breadsall, to a building in Ilkeston and to transfer Breadsall Primary School into a section of the vacated PRU building. £1.75m was identified for the school project. On 21/2/17, the funding for the school element of the project was increased to £2m. On 31/1/19 Cabinet approved the cancellation of the School refurbishment project and approved a new build on the site. On 24/1/19 Cabinet approved a further £1.8m towards the new build scheme. On 12/10/20 the £189,679 balance of the budget to transfer the Erewash PRU was transferred to the New Breadsall Primary project. On 26/6/21 an urgent decision by the Executive Director approved a further £967,326 bringing the total budget to £4,957,005. The project has been beset by delays and due to significant increases in construction material/labour costs the cost has risen to £5,290,824. An additional £333,819 is required to meet the shortfall.		
Joint Match Funding	condition improvements	Match funding scheme for minor school improvement schemes.	2022-23 SCA	500,000
		Total		1,033,819

School Condition – capital maintenance & contingency

- Capital maintenance major items – these are projects over £40,000 for primary schools and £100,000 for secondary schools.

- Children's Services contribution to Insurance Maintenance Programme for schemes between £20,000 and £40,000 for primary schools and between £50,000 and £100,000 for secondary schools and contingency capital maintenance (Projects below that level are a school responsibility, which can be met using Joint Match Funding or IMP).

School	Scheme	Funding Yr/Type	Amount £
William Levick Primary School	Re-cladding & Structural Works	2022-23 SCA	100,000
New Bolsover Primary School	Floor replacement	2022-23 SCA	120,000
Heage Primary School	Floor replacement	2022-23 SCA	200,000
Ashbourne Primary School	Fire alarm replacement and emergency lighting	2022-23 SCA	47,000
Brookfield Primary School	Fire alarm replacement	2022-23 SCA	65,450
Bolsover Infant and Nursery School	Electrical rewire	2022-23 SCA	45,000
Firfield Primary School	Replacement of pitched roof covering	2022-23 SCA	450,000
Wirksworth Junior School	Replacement floor & stairs	2022-23 SCA	100,000
Killamarsh Infant School	Heating renewal	2022-23 SCA	80,000
Heath Fields Primary School	Window & Door Framing	2022-23 SCA	110,000
Lady Manners School (Site 01)	Replacement of pitched roof covering	2022-23 SCA	275,000
Buxton Infant School	Replacement flat roof coverings & insulation	2022-23 SCA	150,000
Cavendish Junior School	Ceiling replacement and toilet refurbishment	2022-23 SCA	40,000
The Park Infant and Nursery School	Window & Door Framing and external cladding renewal	2022-23 SCA	250,000
Duke of Norfolk CE Primary School	Electrical rewire	2022-23 SCA	169,650
Belper School and Sixth Form Centre	Electrical rewire	2022-23 SCA	1,888,875

Hasland Infant School	Electrical rewire	2022-23 SCA	150,000
Bradwell Junior School	Electrical rewire & fire alarm replacement	2022-23 SCA	110,000
Netherseal St. Peter's CE (C) Primary CE Voluntary	Boiler replacement	2022-23 SCA	50,000
Mapperley CE Voluntary Controlled Primary School	Replacement of pitched roof covering	2022-23 SCA	180,000
Heage Primary School	Floor replacement	2022-23 SCA	200,000
Riddings Infant and Nursery School	Floor replacement	2022-23 SCA	126,500
Killamarsh Junior School	Heating renewal	2022-23 SCA	90,000
Etwall Primary School	Replacement of pitched roof covering & insulation	2022-23 SCA	53,000
New Mills School	Refurbishment of science labs	2022-23 SCA	160,000
Lady Manners School (Site 01)	Window & Door Framing	2022-23 SCA	125,000
Harpur Hill Primary School	Playground resurfacing	2022-23 SCA	250,000
Gorsey Brigg Primary School	External cladding replacement	2022-23 SCA	60,000
Marsh Lane Primary School	Electrical rewire	2022-23 SCA	79,000
School condition	– capital maintenance		5,724,475
	– Children's Services contribution to IMP projects with a value between £20k and £40k for primary and £50k and £100k for secondary and contingency capital maintenance.		500,000
	Total		6,224,475

Funding Year	Type	£
2023-24	Basic Need	2,384,262
2022-23	School condition – condition & suitability	1,033,819
2022-23	School condition – capital maintenance	6,224,475
	Total	9,642,556

Schools will be required to provide up to one year's Devolved Formula Capital (DFC) to schemes approved in the Capital Programme in accordance with the Authority's approved policy (Schools Devolved Capital Contributions to Local Authority Schemes – Cabinet, 20 March 2007).

NB All amounts are based on budget costs and it may be necessary to seek further approvals where additional works are identified and/or costs increase during the course of the project.

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Appendix 4: Funds Received/Returned to Childrens Services Capital Budget

Description	Funding Yr/Type	£
Harrington Junior – increase in the insurance contribution for the replacement school. To be added to the current budget to address future shortfalls.	N/A	274,148
David Nieper – balance of 2011-12 SCA funding approved for condition works at the School prior to the building of the new School are available to return to the working budget. .	2022-23 SCA	442,530
Former Church Gresley Infants School – the site was originally to be sold to fund the replacement School. However, after the completion of the new School it was agreed to lease the building with the funding shortfall being met from the 2011-12 BN budget. The lease has now been surrendered and the site sold. The capital receipt from the sale is now available to return to the working budget	2023-24 BN	500,000
Savings from approved Joint Match Funding (JMF) schemes from 2012-13 to 2015-16 are available to return to the working budget.	2022-23 SCA	340,579

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 14 July 2022

Report of the Executive Director - Place

**Bus Service Improvement Plan – Acceptance of Funding and Approval
of Delegated Powers to Agree Bespoke Variations**
(Cabinet Member for Highways, Assets and Transport)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned (this is currently defined as £500,000) and/or it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 This report seeks approval to delegate decisions to alter and vary the Enhanced Partnership Plan and the Enhanced Partnership Scheme to align with the Bus Service Improvement Plan funding in anticipation of funding from the Department for Transport.

3.2 This report also seeks approval to delegate the decision, in accordance with the Council's Standing Orders, to accept the final funding award from the Department for Transport.

4. Information and Analysis

- 4.1 The Enhanced Partnership for Derbyshire has been prepared in accordance with Section 138 of the Transport Act 2000, and guidance by the Department for Transport (DfT).
- 4.2 The DfT requires each Enhanced Partnership (EP) to be jointly run by a board that represents the Local Transport Authority, local bus operators, and other stakeholders, and be led by an independent chairperson. The Derbyshire EP Board structure is in place and is governed by an agreed Terms of Reference. The EP Board is supported by a Wider Stakeholder Group, which involves representatives from interested bodies including district/borough councils, the Peak District National Park, adjacent transport authorities, and community groups.
- 4.3 The EP comprises two key documents, the Enhanced Partnership Plan (EPP), and the Enhanced Partnership Scheme (EPS). These documents, which outline the commitments of the Council and Qualifying Bus Operators, were agreed in principle by Cabinet on 10 March 2022 (Minute No. 64/22 refers), the final wording approved on 29 March 2022 under Delegated Powers, and came into effect from 31 March 2022. This date was the original target date set by the DfT, which the Council was keen to meet to demonstrate reliability in delivery. In meeting the deadline, it necessitated conditions to be applied to the commitments of the EPP and EPS linked to, and dependent upon, the original Bus Service Improvement Plan (BSIP) funding request of £105m (over 5 years). However, as the indicative award is now £47m (over 3 years), the commitments need to be scaled back accordingly and aligned with the funding being offered.
- 4.4 The EPS allows for “Bespoke Variation Arrangements”, which is permitted under legislation, and includes alterations to the “Made” EPP and EPS, provided the changes are jointly agreed between the affected bus operators and the Council. Simplistically, changes can be agreed to the EPS when the Council and 50% of the operators of “Qualifying Local Services” support the change. If notice of a request for change is tabled, there are five working days to call a meeting of the EP Board, during which time the Council attendees need to reach an agreed position. For information, there are six representatives from the Council on the EP Board, including the Cabinet Member for Highways and Transport, the Support Cabinet Member, the Executive Director – Place, and three senior officers. To enable these short timescales to be met delegated powers need to be in place.
- 4.5 Although the EP Board has powers to implement Bespoke Variations, significant and strategic powers remain the responsibility of Cabinet.

The Council's powers are granted under The Transport Act 2000 and include the authority to postpone all or part of the Enhanced Partnership (Section 138 I) and Revoke the Enhanced Partnership (Section 138 O). These decisions are of strategic importance, and do not fall within the Bespoke Variation Arrangements.

- 4.6 On 4 April 2022, the DfT informed the Council of an indicative award of £47m BSIP funding, comprising both revenue and capital funding, subject to receipt of further details. This funding offer was just under half of the original funding bid for. Cabinet delegated authority to accept this funding on 10 March 2022.
- 4.7 At the time of this report, the final amount has yet to be confirmed by the DfT, indeed it may be July or August 2022 before it is known. Therefore, to avoid delay in accepting the final funding settlement and commencing the programme, approval is sought for delegated approval to be granted to the Executive Director – Place, in consultation with the Cabinet Member - Highways, Assets and Transport. If the final award is confirmed at the time of this meeting, Cabinet will be updated verbally.
- 4.8 Now it is clearer what is and is not being funded by DfT, it is necessary to make variations to the EPP and EPS to confirm the measures to be delivered and to remove any obligations which remain unfunded. However, this can only be completed once the DfT confirms the final funding allocation. Delaying making the variations will delay drawdown of the funding as the DfT has advised the EPP and EPS variations must be in place first. Therefore, the approval of this delegation to be used alongside the Bespoke Variation Arrangements, will minimise delays in accessing the funding and in turn delivery of benefits to bus users.
- 4.9 Looking forward, it is also possible that the EPP and EPS will need further variation. Examples of Variations permissible under the Bespoke Variation Arrangements include changes in specification, or alterations to the timescales for the delivery of obligations of either the Council or Bus Operators.
- 4.10 To allow Cabinet to focus on strategic decisions and the EP Board to make required changes, this report proposes that Cabinet retain the power to extend the Partnership's lifespan, or to unilaterally terminate the Partnership. For operational continuity, it is proposed to delegate approval to the Executive Director – Place, in consultation with the Cabinet Member – Highways, Assets and Transport (both of whom sit on the EP Board) and allow them to make changes for and on behalf of the Council.

5. Consultation

- 5.1 Wider stakeholder consultation was undertaken on the drafting of the original Enhanced Partnership. The EP Board will consider when variations proposed to the Enhanced Partnership warrant further consultation either with the Wider Stakeholder Group or more widely.

6. Alternative Options Considered

- 6.1 The alternative to granting delegated powers is to retain decision making with Cabinet, however, this does not meet the timescales set out in the EPS and it is likely to slow down the work of the Partnership and delivery of the BSIP.
- 6.2 Not delegating approval to accept the final funding allocation from the DfT may jeopardise the grant award and delay the commencement of work schemes. This may have a detrimental impact on the overall programme, which is already challenging as the period of delivery has reduced to three years, backdated from April 2022 to 31 March 2025.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 Cabinet Report: Approval to Make the Enhanced Partnership for Bus Services in Derbyshire and to Accept Bus Service Improvement Plan Funding: 10 March 2022 (Minute No. 64/22).
- 8.2 Cabinet Member Decision – Highways, Assets and Transport report: Approval to Make the Enhanced Partnership for Bus Services in Derbyshire and to Accept Bus Service Improvement Plan Funding (Cabinet Member for Highways, Assets and Transport) 29 March 2022 (Decision Reference. D449).
- 8.3 The Enhanced Partnership Plan and Scheme can be viewed on the following links:
- [Derbyshire EPP 29.03.22 - final.pdf \(derbysbus.info\)](#)
 - [Derbyshire EPS 29.03.22 - final.pdf \(derbysbus.info\)](#)

9. Appendices

- 9.1 Appendix 1 – Implications.

9.2 Appendix 2 - Summary of the anticipated changes to be made to the Enhanced Partnership Scheme, subject to the final decision on the BSIP funding by DfT, and approval to vary the Enhanced Partnership Scheme taken using the Bespoke Variation arrangements set out in the Enhanced Partnership Scheme and permitted under Section 138E of the Transport Act 2000.

10. Recommendations

That Cabinet:

- a) Authorises the Executive Director - Place, in consultation with the Cabinet Member - Highways Assets and Transport, delegated powers to:
 - i. Agree the Council's position on the final wording of amendments to the Enhanced Partnership Scheme to align with the final Bus Service Improvement Plan funding decision of the Department for Transport and agree these (or variations thereto) with bus operators, in line with the Bespoke Variation Arrangements within the Enhanced Partnership Scheme.
 - ii. Agree the Council's position on any future changes to the Enhanced Partnership Scheme in line with the Bespoke Variation Arrangements within the Enhanced Partnership Scheme.
 - iii. Accept the final funding allocation from the DfT for the Bus Service Improvement Plan and Schemes, in line with the Grant Determination letter issued by the DfT at the time of award.
- b) Retains powers to Extend, Vary (under Section 138 K) or Revoke (under Section 138 O) the Enhanced Partnership.

11. Reason for Recommendations

11.1 Granting delegated powers allows the Council to respond to Enhanced Partnership operational and delivery matters in a timely fashion and in line with the agreed EPS Bespoke Variation Arrangements whilst retaining strategic changes for Cabinet.

12. Is it necessary to waive the call in period?

12.1 No.

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details:

Implications

Financial

- 1.1 To implement the measures set out in the BSIP, the Council had anticipated that the funding requirement from the DfT would be £105m over the initial five years of the programme starting from 2022-23. DfT provisionally indicated in its letter of 4 April 2022, it is prepared to award £47m over this year and the next two financial years, subject to further details being submitted by a final deadline of 30 June 2022. After this date, it is anticipated that final confirmation will be announced.
- 1.2 The Enhanced Partnership allows the Council to lock in minimum standards from most local bus operators in return for the investment being made by both the Council and Government.

Legal

- 2.1 The Enhanced Partnership Plan and Scheme, were prepared and “Made” in accordance with the legal requirement of The Transport Act 2000. The Derbyshire Enhanced Partnership Plan and Scheme included the option of Bespoke Variation Arrangements, as permitted under Section 138 E of the Transport Act 2000. This allows changes to be made quicker and more efficiently.
- 2.2 The Transport Act 2000 also provides the Council with further powers to Postpone all or parts of the Enhanced Partnership (Section 138 I), make variations (Section 138 K) and powers to revoke the Enhanced Partnership (Section 138 O).

Human Resources

- 3.1 None.

Information Technology

- 4.1 The BSIP proposals include provision for a significant expansion in the number of bus stops with Real Time Information displays and the wider availability of integrated tickets, valid for use on any operator, or service. These would be progressed through existing agreements.

Equalities Impact

- 5.1 Bus services are particularly important to a range of disadvantaged groups, such as young people, older people, women and those from

economically deprived communities, all of which make a higher proportion of their journeys by bus than the population as a whole.

- 5.2 The ability to vary the EP and the measures associated with the BSIP will protect and, where funding allows, enhance the quality of bus services available and will contribute towards the wider levelling up agenda across all communities and ambitions for driving 'good growth'. The recommendations set out in this report will minimise delays in drawing down funding and delivery of improvements to benefit bus users.

Corporate objectives and priorities for change

- 6.1 This proposal will help deliver the following Council Plan priorities: Resilient, Healthy and Safe Communities; High Performing, Value for Money and Resident-Focused Services; A Prosperous and Green Derbyshire. Specifically, creation of an Enhanced Partnership will also enable the delivery of Place Directorate priorities around sustainable transport and travel.
- 6.2 The main aim of the BSIP and EP is to generate additional use of bus services and in turn encourage modal shift away from the private car. If this happens it will have a positive impact on the Council's wider environmental sustainability objectives and support the targets set in the Climate Change Strategy: Achieving Net Zero. Specific measures such as introducing low emissions buses is a key element of the BSIP proposals with the number of vehicles with Euro 6 or better emissions standards forming one of the targets progresses is monitored against.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 None.

Part A - Amendments to the Enhanced Partnership Scheme

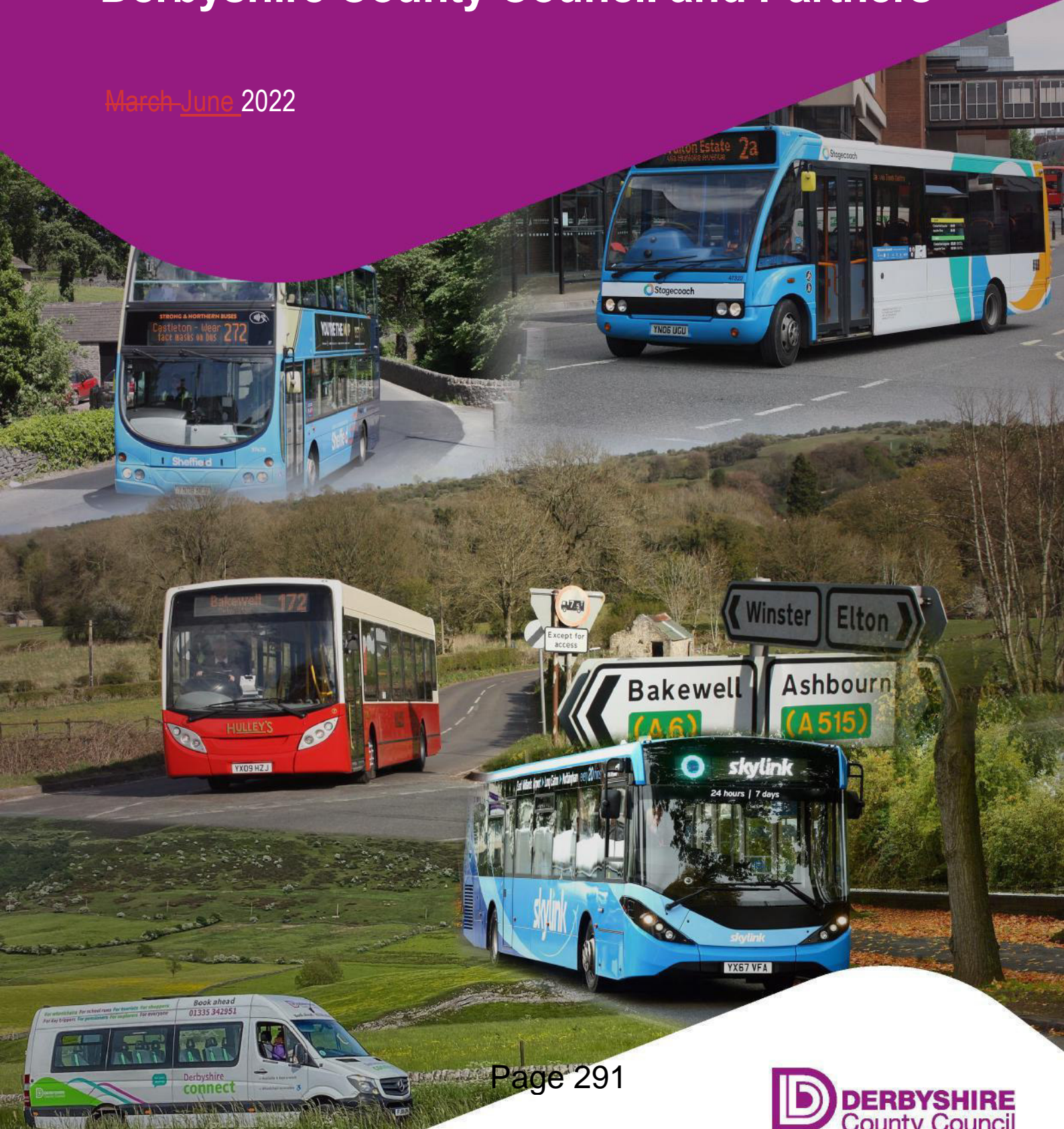
The following sets out the likely changes to the EPS, subject to DfT’s final funding decision and the Enhanced Partnership Board approval to vary.

Section	Changes to make
Specific interventions (linked to BSIP funding)	Remove funding conditionality text, and better define funded interventions. Remove those not funded. Mindful that the EP is 5 years with extensions, where BSIP funding is for 3 years and is revenue, then actions may require end dates (e.g. marketing)
Other funding and investment commitments	Changes – BSIP and LTP funding can be confirmed (or otherwise – see above) and Table 3.2 amended.
Obligations on bus operators	Additional text added linked to use of BSIP funding, e.g. obligation to accept young people/job seeker discounted products. Where DfT are funding BSIP investments, that reduce operator cost, DfT are expecting the saving to be reinvested into the BSIP via the EP. Changes needed to remove unfunded BSIP actions to reduce bus emissions.
Level of detail	Measures, baseline and targets to be added. This is currently under discussion with bus operator partners.

Enhanced Partnership Scheme

Derbyshire County Council and Partners

March-June 2022



Part 2 – EP PlanScheme

Derbyshire County Council Enhanced Partnership Plan for buses has been prepared in accordance with Section 138H of the Transport Act 2000 and is Made in accordance with Section 138G by Derbyshire County Council

Document version

2.12.21	DY	First draft to Council for comments
8.12.21	DY	Revised following Council comments and new data
9.12.21	DY	Final Council amendments
10.1.22	DY	Exempt schedule updates
25.1.22	DY	Revised following Operator Consultation and EP Board meeting
2.03.22	DY	Final for Cabinet Approval
29.03.22	DY	Final approved, watermarks removed, approval date added
<u>24.05.22</u>	<u>DY</u>	<u>Amends made linked to BSIP funding provisional DfT decision</u>
<u>1308.06.22</u>	<u>LC</u>	<u>Amends post EP Board meeting</u>

Against the challenge of falling passenger numbers, exacerbated by the COVID pandemic. Derbyshire County Council (“the Council”) and our Bus Operator partners are determined to grasp the opportunity provided through the National Bus Strategy to build “Bus Back Better” and reverse this trend.

This Enhanced Partnership will help deliver the vision for countywide coordinated sustainable transport services through the delivery of a bold and ambitious Bus Service Improvement Plan (BSIP).

This Enhanced Partnership Scheme, and the accompanying Enhanced Partnership Plan sets out the Council’s and Bus Operator’s plans to start the transformation of local bus services over the next five years.

[Building on local investment and the £47m allocated over 3 years by the Department for Transport.](#)



Enhanced Partnership Scheme Content

This Enhanced Partnership Scheme has been developed by Derbyshire County Council (“the Council”), in consultation with Bus Operators to drive bus improvements for passengers over the five-year period starting from 31 March 2022. This document fulfils the statutory requirements for an Enhanced Partnership Scheme. In accordance with statutory requirements laid down in Section 138 of the Transport Act 2000, this Enhanced Partnership Scheme document sets out:

- Scope of the Enhanced Partnership Scheme and commencement date
- Obligations on Derbyshire County Council
- Obligations on Bus Operators
- Governance arrangements

The Enhanced Partnership Scheme can only be put in place alongside the associated Enhanced Partnership Plan. Therefore, this document should be read alongside the Enhanced Partnership Plan for Derbyshire.

The Enhanced Partnership Scheme has been jointly developed by the Council, and those Bus Operators that provide local bus services in the Enhanced Partnership Scheme area. It sets out obligations and requirements on the Council as both the Local Transport Authority and Local Highway Authority and the Operators of local bus services in order to achieve the intended improvements, with the aim of delivering the objectives of the associated Enhanced Partnership Plan.

This version of the Enhanced Partnership Scheme was updated in [date to be inserted] following the decision by the Department for Transport to award £47m which was part of the original BSIP bid made by Derbyshire County Council and partners. The amendments remove the conditionality linked to the funding and in doing so remove unfunded actions from both the Operator and Council Partnership obligations. The changes were made in accordance with the Bespoke Variation process outlined below.

Scope of the Scheme and Commencement Date

Map of the Enhanced Partnership Scheme Area

This Enhanced Partnership Scheme will support the improvement of all local bus services operating throughout the Derbyshire County Council area, excluding Derby City, as illustrated in Figure 1.

Figure 1 – Derbyshire Enhanced Partnership Area (excludes Derby City)



Commencement Date

The Enhanced Partnership Plan and Enhanced Partnership Scheme were “made” on 29th March 2022 and will start on 31 March 2022, with subsequent milestone dates by which certain facilities and measures and bus service operator obligations will be introduced. These are set out in the following two sections.

The Enhanced Partnership Plan and Scheme both come into effect from 31 March 2022 and last for a minimum of 5 years, with the option to extend the Enhanced Partnership for up to an additional 5

years in line with our ambitious BSIP. This is to allow the planning to be further developed and for the Enhanced Partnership Plan and Scheme to respond to longer-term local transport needs and changing travel demands. This also reflects the uncertainty of future funding from the DfT beyond the initial five years and wider external circumstances.

The Council confirms that it has provided the required notice under S138G(1) providing the full details of the scheme to the parties directly affected by this Plan and Scheme.

Exempted Services

This Enhanced Partnership Scheme covers all registered Local Bus Services with three or more stopping places (in each direction) operating within the Enhanced Partnership Scheme area, these are classed as "qualifying local services".

This Enhanced Partnership Scheme will exclude from the qualifying local services' obligations, the bus services falling within the following locally agreed exemptions:

- **Supported Services** – Emergency contracts let to retain services for a short term of up to 6 months;
- **Excursion or Tour Services** - Registered local services that are excursions or tours or operate for a limited period of up to 7 days to allow people to access a sporting, concert or similar event;
- **Section 22 Services** – Services operated under Section 22 of the Transport Act 1985 (community bus services);
- **Cross-Boundary Services** - Registered local bus services that have no greater than 10% of the service mileage within the Enhanced Partnership Scheme area, and/or do not stop at more than one stop (in each direction) within the Enhanced Partnership Scheme area. For clarity the 10% is calculated as the average of the outbound and inbound registered mileage percentage calculated separately, within the Enhanced Partnership Scheme area;
- **Infrequent Services** - Services which operate on no more than 2 days per week (excluding Sundays and Bank Holidays), that is unless these services operate in coordination with one or more other services such that they offer substantially similarly routed services on more than 2 days per week;
- **Coaches** - Services operated by vehicles that by law do not permit standing;
- **Adjacent Local Transport Authority Funded Services** – Services operating under contract to Local Transport Authorities outside of the area of this Enhanced Partnership, where the adjoining authority supports the majority of journeys; and,
- **School or Work Services** - Bus services which operate no more than twice a day on a weekday during school term times and with the primary purpose of providing home to school bus services. Work services are defined as irregular services timed only to serve shift start and finish times at a single site or business park.

Contracted bus services operating at 31 March 2022 will not need to comply with the vehicle requirements set out in this document for the remaining duration of the current contract period. Any services procured after the making of the Enhanced Partnership Scheme must comply with these requirements.

A list of qualifying local bus services (as of January 2022) is given in **Schedule A**, note this may change as services change and fall in or out of the exempted service criteria above.

Obligations of Derbyshire County Council

This section lists the specific interventions that the Council will deliver as its part of this Enhanced Partnership Scheme. It details what will be provided by the Council, when and for how long, mindful that the Enhanced Partnership lasts a minimum of five years from 31 March 2022.

The Council as the Local Transport Authority and Local Highway Authority is responsible for the delivery of the facilities and measures set out below.

Summary of obligations on Derbyshire County Council

Through this Enhanced Partnership Scheme the Council will continue to provide and maintain the facilities and undertake the measures as outlined in **Table 3.1**, for the duration of the Enhanced Partnership Scheme, subject to any enhancement detailed in **Table 3.2**:

Table 3.1 – existing facilities and measures

Facility/location	Measures	Responsibility
<p>'Contraflow' Bus Lanes:</p> <ul style="list-style-type: none"> • Chesterfield, Beetwell Street from Hipper Street eastbound. Enables access to St May's Gate. • Chesterfield, Knifesmithgate. Full length westbound. Continues in to Rose Hill Bus Lane, q.v. • Chesterfield, Rose Hill from Glumangate to Rose Hill East. Continuation of Knifesmithgate Bus Lane, q.v. • St Augustines, St Augustines Avenue from Bacons Lane to St Augustines Road northbound. Not currently used by any local bus service. • Ilkeston, South Street from Coronation Street northbound. Enables access to Wharncliffe Road (Market Place) northbound bus stops. • Ilkeston, Albert Street. Full length northbound, Enables access to Wharncliffe Road (Market Place) eastbound and southbound bus stops. 	Retention of the contraflow bus lanes, maintenance and vehicle enforcement.	Derbyshire County Council
<p>Bus Gates:</p> <ul style="list-style-type: none"> • Chesterfield, Holywell Street at Saltergate / Cavendish Street junction. Enables access to Cavendish Street. • Chesterfield, Church Way from Church Lane northbound to Burlington Street. Enables access to Stephenson Place / Cavendish Street / Knifesmithgate. • Tupton, Brimington Road at Rother Way junction. Enables eastbound buses to right turn on to Chesterfield Road (A619) – all other traffic compulsory left turn here. 	Retention of the bus gates, maintenance and vehicle enforcement.	Derbyshire County Council

Facility/location	Measures	Responsibility
<ul style="list-style-type: none"> Loundsley Green, Bus Link Road. Allows buses through from Cheedale Close to Green Farm Close (across Loundsley Green Road). Operates both ways. Chesterfield, Park Road at Markham Road (A619) junction, northside. Allows access for buses to / from New Beetwell Street. Operates both ways. 		
214 Realtime Information displays	Maintain at-stop Realtime information displays	Derbyshire County Council
Bus Service financial support	Continue to support services at the current levels <u>(or as varied through the Bus Network Review)</u> , nett of Parish Council and S106 support, and reimburse concessionary travel in line with DfT Guidance and related legislation. Funding £14m pa	Derbyshire County Council
Street lighting	Maintain street lighting at current levels in the vicinity of bus stops	Derbyshire County Council
19 Bus shelter clusters, hubs and stations - provision and upkeep	Maintain and repair	Derbyshire County Council
Parking and traffic offence enforcement	The Council will use its powers and resources to enforce Traffic Regulation Orders, to improve compliance and make journey times for bus reliable.	Derbyshire County Council
Bus timetable information	Website– timetable information for all registered local bus services will continue to be provided.	Derbyshire County Council
Bus Service Mapping	Website - maps will continue to be made available, showing all bus services in Derbyshire, including summary information on service frequencies.	Derbyshire County Council

Facility/location	Measures	Responsibility
Roadwork management	To report roadworks see Schedule B	Derbyshire County Council

Through this Enhanced Partnership the Council will work to provide new and upgraded facilities and additionally undertake the measures outlined in **Table 3.2**. These the new facilities and additional measures will form part of this Enhanced Partnership Scheme only when funding has been confirmed. They will be introduced into the Enhanced Partnership via the Variation process outlined in Governance Section below, at which point delivery dates shall be agreed:

Table 3.2 – Additionally Proposed Facilities and Measures

Facility/location	Measures/interventions	Responsibility and delivery date
Enhanced service provision	<p>1. Deliver corridor shelter, real time and wider information and other bus stop improvements. On the following corridors:</p> <ul style="list-style-type: none"> • £2m in 2022/23 provisionally allocated to A632 and A619 from Chesterfield, but this may vary <u>60% of bus stops fitted with Realtime information displays.</u> • Bus stop accessibility improvements £110,000 • Countywide bus stop infrastructure improvements including timetable display cases, signage and bus shelter lighting £58,500 • Belper bus station £35,000 • Buxton Market Place bus hub upgrade £121,000 <u>Deliver Hub and bus stop improvements at key locations agreed as part of the Hub Prioritisation study, and also also linked to hubs arising from the Bus Network Review.</u> 	<p>Derbyshire County Council in consultation with Bus Operators</p> <p>Subject to BSIP funding from DfT</p> <p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval By April 2023</p> <p>Subject to Council LTP funding approval Cost <u>£4,245k</u> By April 202<u>5</u></p>

Facility/location	Measures/interventions	Responsibility and delivery date
	<p><u>See Schedule C for plan of potential hub locations (subject to BUs Network Review).</u></p>	
	<p>2. Introduce new DRT services to better connect rural communities into Transport Hubs, <u>with extended hours of operation and modern booking system. Or alternative solution arising from the Bus Network Review.</u></p>	<p>Derbyshire County Council in consultation with Bus Operators, <u>informed by the Bus Network Review.</u></p> <p><u>Cost £4,345k</u></p> <p><u>Spring 2023 to March 2025</u></p> <p>Subject to BSIP funding from DfT</p>
	<p>3. The County will consult with and seek to agree 4 timetable change dates, being the only dates on which qualifying local services may change, subject to consideration of adjacent authority change dates</p>	<p>Derbyshire County Council in consultation with Bus Operators</p> <p>To come into effect from the first service change date 70 days after January 2024</p>
	<p>4. Supporting Service Levels <u>and better improving key locations, linked to the Bus Network Review, but with a focus on access to jobs and the visitor economy</u></p>	<p>Derbyshire County Council</p> <p><u>Cost £8,065k</u></p> <p><u>March 2023 to March 2025</u></p> <p>Subject to BSIP funding from DfT</p>
	<p>5. Serving Key Attractors—review improvement needed and implement with Bus Operator agreement.</p>	<p>Derbyshire County Council</p> <p>Subject to BSIP funding from DfT</p>
<p>Bus Priority</p> <p><u>See Schedule C for plan</u></p>	<p>4. Fully role out UTC SCOOT priority for buses across Derbyshire</p> <ul style="list-style-type: none"> • 6 Junctions by April 2022, these are: Hornsbridge St Augustines/A61 Storforth Lane/A61 Park Road/Markham Road West Bars Gyrotory Saltergate/Clarence Road • Up to 35<u>All signal controlled</u> junctions to have bus priority detection added (junctions to be determined.) 	<p>Derbyshire County Council</p> <p><u>Initial 6 junctions b</u>By April 2023</p> <p><u>Cost £214k</u></p> <p>£214,000 subject to Council LTP funding approval</p> <p><u>All existing junctions (as of April 2022) fitted and operational in a phased rollout completed by April 2025</u></p> <p><u>By April 2023 – 60 junctions</u></p>

Facility/location	Measures/interventions	Responsibility and delivery date
	<p>13. Once UTC is fully rolled out at bus gate approaches, late running buses fitted with working AVL will be given immediate priority.</p> <ul style="list-style-type: none"> • 2 bus gates for April 2022, these are: Brimington Road Holywell Cross 	<p><u>By April 2024 – 100 junctions</u> <u>By April 2025 – 131 junctions</u> <u>Cost £1,883k</u></p>
	<p>5. Undertake a corridor by corridor review of bus routes, as prioritised with Bus Operators, and undertake agreed actions by dates to yet to be agreed on primary routes, starting with the A619 and A632 corridors, jointly with Nottingham County Council. Implement bus lanes, new signal controls (with bus priority) and <u>automated enforcement of bus gates, covering the corridors shown in Schedule C.</u></p> <ul style="list-style-type: none"> • Service 77 – Upgrades to key stops along the route including new shelters and electronic Real Time Information displays £379,500 • Service 43 – Accessibility improvements around bus stops new shelters and Real Time Information displays at key stops £221,000 • Service 1 – Upgrades to key stops along the route including new shelters, Real Time Information displays and pedestrian accessibility improvements £302,000 	<p>Derbyshire County Council in consultation with Bus Operators, <u>and where relevant adjoining Authorities.</u></p> <ul style="list-style-type: none"> • Agree corridor prioritisation – June 2022 <u>Design work and prioritisation of initial corridors March 2023</u> • Implementation on a corridor by corridor basis February 2023 to April 2025 <p><u>Cost £15,718k</u></p> <ul style="list-style-type: none"> • Undertake and report on 1 corridor review every 6 months. Implementation depends on BSIP funding <p>Subject to Council LTP funding approval</p> <ul style="list-style-type: none"> • By April 2023 <p>Subject to Council LTP funding approval</p> <ul style="list-style-type: none"> • By April 2023 <p>Subject to Council LTP funding approval</p> <ul style="list-style-type: none"> • By April 2023 •
	<p>11. Roadwork management modify the <u>Council's own and Utility works under the Permit system</u> to better manage non-emergency works on major bus routes to reduce impact on buses and allow better planning</p>	<p>Derbyshire County Council <u>Phase delivery to April 2025</u> <u>Cost £2,460k</u></p>

Facility/location	Measures/interventions	Responsibility and delivery date
	<p>and passenger communications via Operators</p> <p>Where emergency works occur the Council will notify Operators as soon as practicable after the Council has been made aware of the works.</p>	
	12. Increased parking enforcement	<p>Derbyshire County Council</p> <p>Subject to BSIP funding from DfT</p>
Simplified and increased value ticketing	<p>15. Lower Fares for Key Groups – negotiate common discount with Bus Operators for targeted users with concessionary support via BSIP-if necessary</p> <ul style="list-style-type: none"> • 3 Month job seeker £1 flat fare • 16-19 years discount extended to age 21 and up to 50% tapered discount 	<p>Derbyshire County Council</p> <p><u>Autumn 2022 – to March 2025</u></p> <p><u>Cost £1,050k</u></p> <p>Plus</p> <p><u>Cost £29,100k</u></p> <p>Subject to BSIP funding from DfT</p>
	15. Promotional Ticketing Offers – jointly agreed and promoted	<p>Derbyshire County Council</p> <p>Subject to BSIP funding from DfT</p>
	16. Contactless Payment and Fare Capping <u>building on Mango</u> – put in place fully contactless Electronic Ticket Machines (ETMs) <u>subject to BSIP</u> support for smaller Bus Operators <u>in line with the BSIP bid</u> , then agree how and <u>phasing to when to</u> roll-out fare capping.	<p>Derbyshire County Council</p> <p><u>Rollout and tap on/off support for smaller operators across 2023/24, phased by operator</u></p> <p><u>Cost £6,000k</u></p> <p>Subject to BSIP funding from DfT for smaller Bus Operators</p>
	19. Qualifying Agreements Introduced – agree operator acceptance of others’ products in key areas and prepare associated Qualifying Agreement(s)	<p>Derbyshire County Council working with Bus Operators</p> <p>January 2023</p>
Integration with other modes, specifically Rail	<p>20. Improving Connections – develop plans for Transport Hubs, especially to improve rural community connectivity. Derbyshire County Council are</p>	<p>Derbyshire County Council</p> <p>Subject to BSIP funding from DfT</p>

Facility/location	Measures/interventions	Responsibility and delivery date
	currently undertaking a study to inform this work.	
	21. Park and Ride – develop <u>strategy and plans for</u> out of town hubs the location and details to be agreed, but including serving the Peak District National Park, <u>potentially seasonal.</u>	Derbyshire County Council <u>Feasibility study cost £50k</u> <u>Report April 2023</u> Subject to BSIP funding from DfT
Common identity and provision of infrastructure such as upgraded shelters	6. Bus Shelter Provision – evaluate with Borough and District Councils future options to improve provision and better manage maintenance <ul style="list-style-type: none"> Council contribution to support Borough and District partners fund and maintain shelters £150,000 	Derbyshire County Council in consultation with Borough and District Councils 31 March 2027 <u>By April 2023</u>
	7. Marketing Campaign – develop and implement a joint marketing plan with Bus Operators <u>centred on the “One Derbyshire” brand (or similar on a potential sub-regional geography), with a clear call to action focused solely on bus use, and a bias towards the new and enhanced ticket products.</u>	Derbyshire County Council working with Bus Operators <u>Cost £1,050k Plus £75k for the first two years.</u> <u>Sept 2022 to March 2025</u> The scale of the campaign will be subject to BSIP funding
	22. Brand for buses in Derbyshire – agree and roll out “One Derbyshire” <u>(or similar on a potential sub-regional geography),</u> with Bus Operators, a bus network brand that supports bus route branding.	Derbyshire County Council working with Bus Operators Subject to BSIP funding
	23. <u>One stop website – Implement under “One Derbyshire” brand (or similar on a potential sub-regional geography).</u> 23. <u>All operator APP - Implement under “One Derbyshire” brand (or similar on a potential sub-regional geography), communication channels will</u>	Derbyshire County Council working with Bus Operators <u>and potentially other East Midland partners</u> <u>Cost £350k plus £90k Customer Charter plus £375k community champions</u> <u>March 2023 to March 2025</u>

Facility/location	Measures/interventions	Responsibility and delivery date
	<p><u>provide timetable information, allow journey planning and allow customer feedback in line with the Customer Charter. This may be delivered in partnership with other East Midland areas.</u></p>	<p>Subject to BSIP funding</p>
<p>Upgrading and expansion of traditional and real-time <u>Better customer communications and information systems</u></p>	<p>25. Realtime information provision – Increase Hubs/stops with displays to achieve 60% coverage</p> <ul style="list-style-type: none"> • Installation of more electronic Real Time Information screens at key stops along the route in Borrowash, Draycott, Breaston, Long Eaton, Sawley and Sandiacre, adjacent to Chatsworth House car park £192,000 • Swadlincote bus station £36,000 • Key stops along the route in Bakewell, Matlock Bath, Cromford and Wirksworth £106,000 	<p>Derbyshire County Council</p> <p>Subject to BSIP funding</p> <p>Subject to Council LTP funding approval</p> <p>By April 2023</p> <p>Subject to Council LTP funding approval</p> <p>By April 2023</p> <p>Subject to Council LTP funding approval</p> <p>By April 2023</p>
	<p>Improved roadside information – Standardise and improve information under Implement <u>Develop enhanced disruption communications</u> under “One Derbyshire” brand <u>to include operator and passenger communications via social, online and written media.</u></p>	<p>Derbyshire County Council</p> <p><u>Cost £70k</u></p> <p>Subject to BSIP funding to purchase and install poster cases at stops</p>
	<p>26. <u>25.</u></p> <p><u>Bus timetables – maintain paper and on-line timetables and maps, subject to passenger demand for paper.</u></p>	<p>Derbyshire County Council</p>
<p>Supporting activities</p>	<p>14. Planning Policies and Procedures – review how planning and public transport might be better integrated</p>	<p>Derbyshire County Council, working with Local Planning Authority partners in consultation with Bus Operators</p>

Facility/location	Measures/interventions	Responsibility and delivery date
	15. Review of Parking Charges	Derbyshire County Council in consultation with Borough and District Councils Review complete by 31 March 2027
	34. Annual survey – Commission Transport Focus to undertake annual surveys <u>for the first 3 years</u>	Derbyshire County Council <u>Cost £75k</u> <u>Baseline Oct 2022</u> <u>Year 1 Oct 2023</u> <u>Year 2 Oct 2024</u>

The measures in Table 3.2 will be provided subject to due process being followed and completed such as public consultation, Council approvals, Traffic Regulation Orders being successfully "Made", and funding being made available by the Department for Transport. If Planning Consent and land acquisition is ~~required~~required, the above is conditional upon those processes being successfully completed.

Monitoring of Bus Journey Times

The Council will monitor bus journey times in the Enhanced Partnership Scheme area by collecting and analysing Automatic Vehicle Location (AVL) data and reporting these on a quarterly basis. The following measures will be made and compared with a first quarter baseline (after the Enhanced Partnership Scheme is made):

This data will be published on the Council website and used to identify the need for further possible measures, facilities and influence on the management of roadworks in the Enhanced Partnership Scheme area.

Requirements relating to Bus Operators

This section describes the standards of service that those operating registered “qualifying local services” in the Enhanced Partnership Scheme area must meet and the date for compliance.

Network and Frequencies

Bus Operators will be restricted to the 4 service change dates set by the Council in consultation with Bus Operators. The dates will be agreed by the end of 2022 and shall come into effect from the first service change date which will be at least 70 days after 1 January 2024, to allow the network to be more responsive to passenger recovery following Covid-19 in the short-term. The following services are exempt from this requirement (see above for definitions). Also exempt are changes of a temporary nature linked to external events such as road closures/events etc.

- Cross-Boundary Services
- Adjacent Local Transport Authority Funded Services
- School and Work Services

Single fare change date

Also exempt are changes of a temporary nature linked to external events such as road closures and events etc. Bus Operators will also collaborate with the Council on an agreement to limit fare increase dates after 1 April 2027 (again to support recovery of the market from Covid-19) to a single jointly agreed annual date or dates, for example the single annual date may be on differing date for young person tickets linked to the academic calendar, with fares for other passengers increasing at a date earlier in the year.

For cross-boundary services it is recognised that the fare change date may be dictated by a cross-boundary EP date, the working of this will need to be agreed, in the event that cross-boundary fare dates are different.

Any agreement will form part of a future Enhanced Partnership Scheme or be incorporated in an agreed variation, however in this case at least 75% or more of the operator vote (as defined) below will be required to support this specific variation. For clarity Derbyshire County Council shall not vote on this matter but will be expected to express their view on the variation to the Enhanced Partnership proposed prior to any operator vote.

For clarity, fare reductions can take place on any date, and these reduced fares may increase on any date provided that they do not exceed the price of the previous “high fare” price within 12 months from the date the “high fare” was last increased.

Bus Network

Bus Operators will work constructively with the Council to enhance the bus network to better serve visitor attractions and wider network ~~improvements.~~ improvements. This is subject to financial viability. However the ability to retain the existing network in the light of Covid-19 impacts is dependent upon the Council securing BSIP funding for this purpose.

Vehicle Standards

Vehicles used on “qualifying local services” will be required to meet, or exceed, specified standards, dependent on their type and age.

All vehicles operating within the “Enhanced Partnership Scheme Area” must meet the following requirements, by the date specified:

- Emissions standards:
No bus operating in the Enhanced Partnership area shall be replaced with a bus of a lower Euro engine specification.

The following bus standards shall be assessed at the Enhanced Partnership area, rather than at an individual route or Operator level.

- 35% Euro 6 (or certified equivalent retrofit emission system) as at June 2021
- 95% Euro 6 or better (or certified equivalent retrofit emission system) by end 2029/30
- For Bus Operators with a depot fleet of under 10 buses and operating in the Derbyshire County Council area, these dates will be extended by 12 months, with a requirement to achieve 100% Euro 6 or better by end 2030/31.
- Notwithstanding the above, from 1 April 2023 all registered buses above 22 seat capacity shall have digital recording CCTV installed for safety and security. This will provide images of all passenger areas inside the vehicle for safety and security and also forward facing images from the vehicle to help identify traffic issues.
- Notwithstanding the above, from 1 April 2023 all newly purchased buses above 22 seat capacity, shall have fitted and working onboard Audio/Visual communications provided to provide passengers with next stop and final destination communications, this shall be in operation at all times each fitted bus is in service and shall suitably cater for passengers with hearing or visual impairment.
- Notwithstanding the above, Automatic Vehicle Location equipment will be installed and will feed into the Council real time information system. Joint work between operators the Council will be undertaken to improve system integration.
- All Bus Operators licenced with 10 or more “qualifying local services”, ~~and~~ and operating in the “Enhanced Partnership Scheme Area” will be required to work with the Council to develop investment plans to move to a non-fossil fuel fleet.
- ~~No later than April 2026 the first hydrogen buses will be introduced onto agreed route(s) between the Council and the Operator(s) introducing the vehicles, subject to a meaningful level of funding being provided to contribute to both vehicle purchase and recycling facilities. **This is subject to BSIP funding.**~~

Ticketing Schemes

Regardless of fleet size from 1 April 2023, all buses will provide passengers the option to purchase any of the full range of ticket products retailed on-bus, through contactless payment.

The Derbyshire Wayfarer multi-operator ticket shall be extended across the full "Enhanced Partnership Scheme Area" as a bus only product, in addition to the multi-modal tickets, and 4 weekly (or monthly) product also introduced from 1 January 2023. This shall be priced at a level no higher than existing operator equivalent fares for travel within (broadly) the same area and shall only increase annually on a date to be agreed by December 2022 by the Enhanced Partnership Board. All product fares shall only increase in line with commercial fare increases.

Operators will introduce, with funding from Derbyshire County Council job seeker and 16-21 up to half fare products and jointly evaluate these products to assess if they are cost neutral to extend beyond the initial period detailed in Table 3.2 above, and if they are to be extended unchanged or with an agreed variation for the duration of the Enhanced Partnership.

From January 2024 more localised Derbyshire Wayfarer multi-operator products shall be introduced for bus only travel, as agreed by the Enhanced Partnership Board. The products must carefully balance the need to offer customers the best value ticket option against the need to maintain a ticket product range that is straightforward for users to understand and Operators to retail.

From 31 March 2022 Contactless Payment – shall be available on services operated by Bus Operators with a fleet in excess of 10 buses operating as a "qualifying local service".

During the first ~~5-2~~ years of the Enhanced Partnership Scheme, the Council will work with Bus Operators to put in place smart ticketing, and expand the Mango account based ticket, or similar and broadly equivalent (as agreed with Derbyshire County Council), across all operators, and which supports the Derbyshire Wayfarer and Bus Operators own products should they wish.

Additionally the Enhanced Partnership will work to put in place fare capping to allow passengers to use their smart card, or other contactless travel options, and only be charged up to the maximum fare for day, week or 4-week (or monthly) travel.

Where two or more Bus Operators share corridors in excess of 2 miles and at a combined frequency of 4 buses per hour (daytime on a weekday) then they shall agree with the Council to accept each other's tickets valid on the shared section of route, subject to the Council putting in place the necessary Qualifying Agreement(s). Subject to the Council's agreement and the Qualifying Agreement(s) being in place this shall be implemented by 1 January 2023 provided that agreement is reached on a "revenue lies as it falls" basis, if not it also depends on common ticket validation being in place.

Providing Information to the Public

From 31 March 2023, Bus Operators will:

- provide multi-operator ticket information prominently on display at or near the point of entry to buses on "qualifying local services" using information provided by the Council, and as agreed at the Enhanced Partnership Board.
- display details of relevant planned route changes and timetable changes on vehicles at least 2 weeks prior and 1 week following the change.
- produce in both printed and on-line format timetables of all "qualifying local services" they operate, until the Enhanced Partnership Board, in consultation with the Wider Stakeholder Group agree the demand for paper products has materially declined.

So that a more complete bus offer is communicated in a way which is readily understood by the public, where Bus Operators provide their own publicity mapping and information to promote their bus network, they must also provide details all other "qualifying local services" operating in the

same area, to a broadly comparable level of detail in terms of route and summary timetable with details provided of the operator(s) at their own expense and where detailed timetable information can be found. This information must be kept under review and changes, as notified to the Bus Operators by Derbyshire County Council, must be accurate and updated at least every 6 months.

Notwithstanding the above clause about promoting all operator services in an area, through this Enhanced Partnership Operators are encouraged to work with the Council to pool information financial resources to produce shared information at lower overall cost, with any and all savings jointly reinvested in improved passenger information and marketing to promote bus, as jointly agreed between those parties pooling funding.

Bus Operators producing maps and timetables must also include a prominently text box explaining about the real-time system operating across the Enhanced Partnership Scheme Area and how the public can access the public facing information, using text provided by the Council and agreed at the Enhanced Partnership Board no later than 1 December 2022.

Bus Operators producing maps and timetables must provide the Council "qualifying local services" at sites agreed between the Council and Bus Operators, and adequate stock shall be provided at all times.

Where the Council provides Bus Operators with route disruption information, Bus Operators shall communicate this to their passengers, in a timely manner in line with the protocols agreed.

[The estimated collective operator contribution to information and marketing is £650k per annum.](#)

Customer Charter

In collaboration with the Council and bus user representatives, Bus Operators will put in place a Passenger Charter covering as a minimum "qualifying local services". This shall set out what passengers should expect from all Bus Operators, who to contact if the service falls short of these standards along with a contact email address, and fair compensation for failure to deliver to the standards set out, including reimbursement of a taxi ride home in the event that the last bus home failed to run, or departed early as a result of operator failures. Exception examples: compensation might be avoided due to very include weather, emergency utility works, industrial action, and other cases where the changes have been pre-notified to customers in advance (road works, planned utility works etc.).

Exceptions

It is understood that from time to time temporary and short-term exceptions may be needed to the above standards, where it is better to operate a sub-standard service than not run a service, examples include (but not limited to) bus-factory recall, industrial action, ticket machine network failure. In such circumstances the Operator shall agree with the Council the variation needed, duration and reason. The Operator will agree reasonable and proportionate customer mitigation measures and communication with the Council, and these shall be funded by the Operator. The Council will also notify the Enhanced Partnership Board as soon as practicable and not wait to the next meeting.

EP Scheme Management and Governance

The future governance arrangements for the Enhanced Partnership are set out below.

Governance

The Enhanced Partnership will be overseen and managed by an Enhanced Partnership Board, along with the Wider Stakeholder Group who will be consulted as part of any review or future Enhanced Partnerships or variations to this one.

A BSIP and Enhanced Partnership Board has already been formed to oversee the preparation of this Enhanced Partnership Plan and Scheme, and before that the BSIP. It will now evolve to oversee the delivery of both the EPP and EPS. The Board is currently Chaired independently by Professor Margaret Bell, Science City Professor of Transport and Environment at the University of Newcastle and former Derbyshire resident. Its membership includes Derbyshire County Council elected members responsible for transport; representative Bus Operators and community transport providers. Any future Chair of the Board and the Group shall be determined by its members.

When a change is needed to the Enhanced Partnership or it is extended or terminated, all operators of “qualifying local services” will be invited to the Board meeting or equivalent agreed, to exercise their vote in person or through a nominated and pre-notified individual already attending the Board, other than the Independent Chair.

The BSIP and Enhanced Partnership Board will also be supported by a Wider Stakeholder Group which will report into the Enhanced Partnership Board Representatives. Both administered by the Council.

The **Enhanced Partnership Board** will meet at least quarterly, sooner by agreement, with meeting dates set at least one quarter in advance, except where the Chairperson determines that an emergency meeting is required:

- Manage the partnership and report upward to the individual bodies represented.
- Oversee the planning and delivery of the BSIP and Enhanced Partnership commitments.
- Under the lead of the Council, review the Partnership and the performance of both the BSIP and Enhanced Partnership, and oversee the publication of performance data on the Partnership and more widely the delivery of the BSIP in a way that is readily accessible to the public and stakeholders.
- In the spirit of partnership to challenge under performance and constructively agree a plan to address areas of underperformance.
- Seek the views of the Wider Stakeholder Group on matters of performance, wider community feedback, impacts of the Partnership delivery.
- Consult the Wider Stakeholder Group on enhancements being delivered where this is appropriate and would add value.
- Consult the Wider Stakeholder Group on extensions and variations to the Enhanced Partnership.

- Consider the option to extend, vary or revoke the Enhanced Partnership using the bespoke arrangements provided herein as well as the Statutory tools under Section 138 of the Transport Act 2000 (as varied), after consultation with the Wider Stakeholder Group.
- Consider and where appropriate act on the feedback from the Wider Stakeholder Group.

The **Wider Stakeholder Group** will:

- Have an independent chair
- Meet at least twice a year.
- Review the performance of the Partnership on matters of performance, wider community feedback, and impacts of the Partnership delivery
- Consider and comment on potential investment projects when asked by the Enhanced Partnership Board
- Consider and comment on potential changes to the Enhanced Partnership
- The minutes of this meeting will be sent to the Enhanced Partnership Board for their information and where appropriate action.

In addition, there are also Statutory Consultees such as the Chief of Police, Competition and Markets Authority, and Traffic Commissioner not covered by the two groups below, who have been consulted on this Enhanced Partnership.

The Enhanced Partnership Board and the Wider Stakeholder Group will initially comprise the following invitees, however these may be varied, by agreement, over time.

Enhanced Partnership Board:

- Independent Chair
- Derbyshire County Council
- Representative Bus and Community Transport Operators
- Chair of the Wider Stakeholder Group

Wider Stakeholder Group

- Wider bus and Community Transport Operators
- Derbyshire Borough and District Councils
- Peak District National Park Authority
- Derby City Council and other neighbouring local transport authorities (who may be invited to the Board if the agenda suggests there are material cross-boundary issues to discuss)
- Businesses and representatives (LEP/EM Chamber)
- University and FE Colleges
- Transport Focus
- Local User Groups representatives
- Confederation of Passenger Transport
- Bus Users UK
- Train operating companies.
- Disability Groups
- Ethnic community groups

Dispute Resolution

If there is a dispute about the interpretation of the specification and application of any of the obligations set out in this EPS (as amended), and agreement cannot be reached at the BSIP and Enhanced Partnership Board this needs to be resolved.

In such circumstances the matter under dispute will not be voted upon, until the matter has been discussed by the line managers of the most senior person representing each partner organisation eligible to vote (unless that person is the Managing Director or equivalent).

This senior group will discuss the matter in dispute, work to reach an agreed position in a timely fashion. Once a way forward has been reached the senior group will then refer their recommendation back to the BSIP and Enhanced Partnership Board to implement as advised.

If this senior group cannot themselves reach agreement, then the matter shall be resolved by the independent chair exercising their casting vote.

BSIP and Enhanced Partnership Board – Bespoke Variation Arrangements and decision making

Under the powers at Section 138E of the Transport Act 2000, this Enhanced Partnership Scheme has chosen to include Bespoke Variation Arrangements. Variations discussed in this section are subject to the voting mechanism also as set out below, and have been prepared in line with the statutory objection mechanism as set out in The Enhanced Partnership Plans and Schemes (Objections) Regulations 2018.

Variations could cover one or more of the following:

- Exercising the timescale extension options to extend this Enhanced Partnership from 5 and up to 10 years.
- Changes in specification or the timescale in the delivery of the obligations of either the Council or Bus Operators.
- Agreement to revoke the Enhanced Partnership.
- Changes to the Enhanced Partnership Board and the Wider Stakeholder Group.
- Definitions of what constitutes “qualifying local services”.

Consideration will be given to potential Enhanced Partnership Scheme variations highlighted either by the Council or one of the organisations represented on the Enhanced Partnership Board, or by any operator of a “qualifying local service” not attending the Board.

The proposer of a variation should demonstrate how this might contribute to achieving the objectives set out in the BSIP, EP Plan and current local transport policies. Such requests should be in writing and submitted to Deborah.Oddy@derbyshire.gov.uk Mark.Hudson2@derbyshire.gov.uk¹. The Council will forward all requests onto all Enhanced Partnership Board members within 5 working days.

¹ If this email address needs to change this will be communicated to all Operators and the Enhanced Partnership Board.

The Enhanced Partnership Board can also decide to review specific elements of the scheme on an ad-hoc basis. Enhanced Partnership Board members should contact the Council using the email address in the above paragraph (as amended) explaining what the issue is and its urgency.

In consultation with the independent chair of the Enhanced Partnership Board, the Council will then decide whether to table at the next scheduled meeting, or make arrangements for all or the necessary Enhanced Partnership Board members to meet more quickly.

If there is not the full agreement of all partners present, then the proposed variation will be put to Enhanced Partnership Board Voting Parties and a decision taken in line with the voting rights described above.

Voting and votes

In line with the legislation and guidance related to Enhanced Partnerships, when exercising the Bespoke Variation Arrangements, the BSIP and Enhanced Partnership Board voting rights are only vested in the Council, and the Bus Operators of "qualifying local services", attendance at meetings which necessitate a vote will be broadened to include all operators of "qualifying local services".

No vote shall be taken until the non-voting members of the Enhanced Partnership Board, in attendance at the meeting, have been invited to and had opportunity to share their views in the meeting. The meeting may agree to defer a vote to hear the view of a party not present by general agreement.

Bus Operators who are eligible to vote and are not able to attend the meeting, may nominate a party in attendance at a meeting to vote on their behalf, other than the independent Chairperson. Where this is the case, the Chairperson shall be notified in person or in writing prior to the vote taking place, and the Chairperson needs to be clear how the vote is delegated at both First and Second Stage Vote, see below. A meeting may be suspended for a reasonable (but no longer) period, as specified by the Chairperson, to allow this to happen.

First Stage Votes require a simple majority decision, where a vote is equal the change being voted on shall fail and the status quo maintained. The Chairperson does not have a casting vote. Where a positive first vote is achieved, a Second Stage Vote is then applied, whereby if 50% or greater of Operators, measured by number, support the change the motion is carried.

- Operators are defined as companies of registered services, rather than owning groups.
- The first stage votes shall be split equally between the Council and the Bus Operators, with the Operator votes being allocated directly in proportion to the registered operating miles of "qualifying local services" within the Enhanced Partnership area, as at the 1 April in the current or preceding year, whichever is the more recent.
- The Second Stage votes are based one vote per Operator company of one or more "qualifying local service".
- The Second Stage Vote is only based on those Operators who support or oppose the change under consideration. Companies who fail to vote or who abstain are discounted from the calculation.

Second Stage Vote worked examples – for guidance

It is assumed that the First Stage Vote supports the change being voted upon. In the Second Stage Vote, the calculations and outcome are illustrated through the examples below:

- 18 operators – 12 vote in favour of the change, 6 vote against, the change is approved.
- 18 operators – 6 vote for the change, 12 vote against, the change is not approved and the status quo remains.
- 18 operators – 9 vote for the change, 9 vote against, the change is approved.
- 12 operators at the meeting – 6 operators have not delegated their vote and don't ~~attended~~attend the meeting. 7 vote for the change, 5 against, the change is approved.
- 18 operators - 2 abstain. 8 vote in favour of the change, 8 vote against, the change is approved.
- 18 operators - 5 abstain. 6 vote in favour of the change, 7 vote against, the change is not approved and the status quo remains.

As discussed above, the variation necessary to introduce the single fare increase date (only) into the Enhanced Partnership, shall follow separate bespoke vote arrangements involving the Bus Operators of "qualifying local services" only.

Failure to agree

Failure to agree may trigger the formal variation process as set out in Part 2 of the Transport Act 2000 Section 138L (2) (c), as opposed to the Bespoke Variation Arrangements discussed above, this is at the sole discretion of the Council. In this case the proposed variation will be advertised on the Council's website and emailed to Operators of registered local services in the Council area. If the proposed variation passes the operator objection mechanism, the Council will make the Enhanced Partnership Scheme variation, subject to the approval of Elected Members.

Examples of changes and exercising the extension option

At the annual review the Partnership will review the progress being made against the deliverables and also the targets, and where necessary adjust these to take account of changing circumstances, broadly:

- Where better progress has been made against targets, adjusting to more ambitious targets if it is considered that the improved progress can be sustained; and
- Recalibrating timescales for targets which prove to be more difficult to achieve than envisaged, so that monitoring takes place against more realistic timescales. This may trigger the Bespoke Variation Arrangements

The results of the Enhanced Partnership monitoring will be made public by being published on the Council's website.

The option to extend the Enhanced Partnership Plan and Scheme beyond 31 March 2027 (or any previously extended date), shall be a jointly agreed decision, or if agreement cannot be agreed by all parties it shall be based on the voting arrangements set out above.,. The extension can be for any agreed period of time or number of extensions provided it does not extend beyond 31 March 2032.

The Enhanced Partnership Plan and Scheme can be extended on the same terms, but if terms are being varied or revised, the Enhanced Partnership Board will consult with the Wider Stakeholder Group first and consider the points made by that group and its attendees.

Performance Review/Reporting

Bus performance data will be published every 6 months and the Enhanced Partnership Board shall consult with and consider the Wider Stakeholder Group's comments on performance data, Transport Focus research and progress on delivery of schemes.

Once considered by the Enhanced Partnership Board, the results of the reviews and the performance data will be made available to the public on the Council's website www.derbyshire.gov.uk

The purpose of measuring the following is to:

- Understand how the bus offer across Derbyshire is delivering for passengers.
- Show the effect of the investment being made and demonstrate how it is delivering improvements.
- This is to help us understand the areas where things are going well, so we can tell current and potential customers.
- It will also help us understand where things are not going so well and allow us to dig into the issues and put things right.
- We also will report progress against these measures to the WSG and seek their feedback on whether their experience and what the measurements tell us align.

Additional data and reporting:

- Where significant corridor improvement (or other investment) is being made, localised data will be collected to measure the before/after change. The before/after results will be reported to the Enhanced Partnership Board and the Wider Stakeholder Group.
- Bi-annually, Transport Focus report measures of customer satisfaction across the passenger journey stages. We will report to the EPB and WSG on this information, benchmarking to other comparable areas and look at local trends in their data.

Monitoring of Bus Journey Times

The Council will monitor bus journey times in the Enhanced Partnership Scheme area by collecting and analysing Automatic Vehicle Location (AVL) data and reporting these on a quarterly basis. The following measures will be made and compared with a first quarter baseline (after the Enhanced Partnership Scheme is made).

This data will be published on the Council website and used to identify the need for further possible measures, facilities and influence on the management of roadworks in the Enhanced Partnership Scheme area.

Measures and Targets - See Schedule D.

Consideration of Effect of the EPS

Neighbouring areas

As described the local bus network is largely self-contained, with some limited cross boundary services providing links to adjacent towns and cities. The impact of this EPs has been discussed with local operators and cross-boundary Council's consulted on these plans. Where services operate with material support from a cross-boundary authority we feel that it is for that authority to specify the services operated, although we would work with that authority to ensure that services follow the fares and ticketing arrangements set out in this Enhanced Partnership, where they operate in Derbyshire.

The EPSP does not seek to alter service routes or tackle over bussing as these are not issues locally, however it does seek to manage times buses arrive at the busier stops to avoid bunching, congestion and localised pollution. Therefore, in terms of bus routes and service frequency there is no impact on adjoining areas and if and where local timing of services are introduced, this will be done to improve punctuality and address problems caused by buses bunching, this should assist timekeeping in adjacent areas.

Small and medium-sized operators

The needs of small and medium-sized operators (SMOs) have been considered in the development of the Enhanced Partnership, with opportunities for all bus operators to participate in its preparation. This has either been achieved through individual discussions or through consultation.

The Plan seeks to support improvements in all aspects of bus provision, regardless of the size of operators providing services. With the Enhanced Partnership, smaller operators have confirmed they are able to comply with the improved bus quality standards, subject to funding being made available by DfT. Small operators with 10 or less buses in their fleet will have additional timescales to meet the bus investment timescales for Euro 6 buses and are exempt from having to work with the Council on moving towards a non-fossil fuel fleet, this is because smaller operators are unlikely to have the resources or expertise to lead this work, and are more likely to follow the path others have taken and proven.

Investment in contactless ticketing will be provided to smaller operators, subject to the BSIP bid being successful.

Competition

The Enhanced Partnership has been subject to the Competition Test as set out in Part 1 of Schedule 10 of the Transport Act 2000. The assessment, undertaken by Consultants SCP, supporting Derbyshire County Council and shared with the Competition and Markets Authority, concluded that there will be no adverse impact on competition. And that the EP Plan and Scheme is justified because:

- (a) it is with a view to achieving one or more of the following purposes:
- securing improvements in the quality of vehicles or facilities used for or in connection with the provision of local services;
 - securing other improvements in local services of benefit to users of local services; and
 - reducing or limiting traffic congestion, noise or air pollution.
- (b) its effect on competition is or is likely to be proportionate to the achievement of that purpose or any of those purposes. The Competition and Markets Authority has also been consulted on the proposals as required by section 138F of the Transport Act 2000

Appended at **Schedule B** is Derbyshire County Councils Competition Test in full. Noting that this does not form part of the Enhanced Partnership Scheme, and will be kept under review and may be updated by the Council at any point, with recourse to the EP Board or need for a requirement to vary the Enhanced Partnership Scheme.

Glossary of terms

Term	Definition
Bus Rapid Transit (BRT)	Higher capacity bus based transit system, typically operating on dedicated "roads" with priority given to the buses where they interact with other vehicular road users
Bus Service Improvement Plan (BSIP)	A document setting out how buses are to be improved in Derbyshire over the next decade and beyond. This is prepared in line with Guidance published by the DfT and is linked to the Councils declaration to pursue an Enhanced Partnership
Demand Responsive Transport (DRT)	Bus services aimed at targeted areas and/or passengers which do not operate to a fixed timetable or route for part or all of its journeys
Department for Transport (DfT)	The Department responsible for the National Bus Strategy and making <u>£47m</u> funding to <u>help</u> deliver <u>interventions</u> <u>BSIP's possible</u> .
Electronic Ticket Machines (ETMs)	As well as dispensing regular tickets and facilitating contactless payment, ETMs' read smart cards, including concessionary passes, they can also allow more complex fare capping to be implemented when paired with a "back office". ETMs also report on passenger use
Enhanced Partnership	A Partnership approach set out in the Transport Act 2000 and amended by the Bus Services Act 2017, where the Council can impose requirements on Bus Operators to be able to run services in the area
Enhanced Partnership Plan (EPP)	EP Plan - this is a high-level vision and objectives for bus services in the local area and closely follows or replicates relevant sections of the BSIP
Enhanced Partnership Scheme (EPS)	EP Scheme - this sets out the precise detail of how the BSIP vision and objectives will be achieved, including any commitments made by the local authority or standards to be met by Bus Operators
Local Highway Authority	The local authority responsible for highway provision and maintenance within an area
Local Transport Authority	The local authority responsible for transport planning and certain public transport functions within an area
Local Transport Plan	A statutory document prepared by a local transport authority setting out its policies for the encouragement of safe, integrated efficient and economic transport within its area and its proposals for implementation of those policies
National Bus Strategy - Bus Back Better (BBB)	This is the Government's Bus Strategy, published in 2021, setting out how the Government wish to see bus services improved and requiring Local Transport Authorities to either follow the bus Franchising Route or the Enhanced Partnership route to improve bus services. There is always the do-nothing option, but this has been discounted as it would result in the immediate loss of funding to support bus services in the area
Section 106 developer funding	Funding secured by an obligation placed upon a developer under Section 106 of the Town & Country Planning Act 1990
Urban Traffic Management and Control (UTMC)/Urban Traffic Control (UTC)	Using SCOOT, this is the software and hardware that allows traffic signals to be actively managed to respond to differing traffic demand and to afford late running buses automatic priority

Schedule A:

List of qualifying bus services (as of January 2022)

Note these services may change from being exempt to not being exempt as services change and fall into or out of the Exempt Service definitions set out above, this Schedule does not form part of the Enhanced Partnership Scheme.

Operator	Service no.	Route description	Exempted	Reason
Andrews of Tideswell	26	Tideswell, Fountain Square opp Toilets - Bakewell, Lady Manners School adj Bus Park	Yes	School and Work Services
Andrews of Tideswell	040	Whaley Bridge, Buxton Road adj Bridgemont - Chapel-en-le-Frith, High School bus park	Yes	School and Work Services
Andrews of Tideswell	100	Yorkshire Bridge, Ashopton Road Opp Lydgate Lane - Bakewell, Lady Manners School adj Bus Park	Yes	School and Work Services
Andrews of Tideswell	101	Castleton, How Lane Bus Station - Bakewell, Lady Manners School adj Bus Park	Yes	School and Work Services
Andrews of Tideswell	471	Darley Dale, Dale Road North adj Broad Walk - Matlock, Lumsdale adj Highfields Upper School	Yes	School and Work Services
Andrews of Tideswell	940	Grindleford, Main Road opp Playing Field - Bakewell, Lady Manners School adj Bus Park	Yes	School and Work Services
Andrews of Tideswell	019	Newhaven - Lady Manners School, Bakewell	Yes	School and Work Services
Arriva Midlands	2	Derby - Shelton Lock - Chellaston - Melbourne - Swadlincote	No	
Arriva Midlands	2A 2B	Derby to Chellaston via Allenton	Yes	Cross-Boundary Services
Arriva Midlands	7	Derby - Stenson Road - Sinfin	Yes	Cross-Boundary Services
Arriva Midlands	29 29A	Swadlincote - Ashby - Coalville - Leicester	Yes	Cross-Boundary Services
Arriva Midlands	38	Derby - Sinfin Lane - Sinfin	Yes	Cross-Boundary Services
Ashbourne Community Transport	Derbyshire Connect - Ashbourne	Ashbourne area DRT	No	
Ashbourne Community Transport	Derbyshire Connect - Swadlincote	Swadlincote area DRT	No	
Ashbourne Community Transport	Derbyshire Connect - Buxton	Buxton area DRT	No	

Operator	Service no.	Route description	Exempted	Reason
Ashbourne Community Transport	Moorlands Connect	Ashbourne & Staffs Moorlands DRT	Yes	Adjacent LTA funded
Ashbourne Community Transport	DC	"Derbyshire Connect" Ashbourne area demand-responsive service	No	
Ashley Travel	118	Bolsover - Shirebrook	Yes	School and Work Services
Ashley Travel	123	Killamarsh, Bridge Street SE-bound adj Parkside Centre - Eckington, School Bus Park	Yes	School and Work Services
Ashley Travel	124	Killamarsh, Bridge Street SE-bound adj Parkside Centre - Eckington, School Bus Park	Yes	School and Work Services
Ashley Travel	127	Killamarsh, Sheffield Road adj Leisure Centre - Eckington, School Bus Park	Yes	School and Work Services
Ashley Travel	564	Eckington - Immaclualte Conception Sch, Spinkhill	Yes	School and Work Services
Ashley Travel	565	Whitwell - Immaclualte Conception Sch, Spinkhill	Yes	School and Work Services
Bagnalls	215	Winshill, Newton Rd Opp Dalebrook Rd - Etwall, John Port School Bus Park	Yes	School and Work Services
Bagnalls	217	Repton, Springfield Road adj Longlands - Etwall, John Port School Bus Park	Yes	School and Work Services
Bagnalls	221	Willington, Hall Lane opp Old Hall Drive - Etwall, John Port School Bus Park	Yes	School and Work Services
Bagnalls	238	Overseal, Woodville Road opp St Matthews Church - Newhall, Sunnyside adj William Allitt School	Yes	School and Work Services
Bagnalls	239	Short Heath, Shorth Heath opp No141 - Newhall, Sunnyside adj William Allitt School	Yes	School and Work Services
Bagnalls	244	Netherseal, Church Street opp St Peters Church - Woodville, Burton Road adj Granville School	Yes	School and Work Services
Bagnalls	BS	Lichfield City Station - Catton Hall (Bloodstock Festival)	Yes	School and Work Services
CT4N	14	Ilkeston - Stanton-by-Dale - Sandiacre	No	
CT4N	16	Long Eaton - Wilsthorpe Meadows - Fields Farm	No	
CT4N	29	Long Eaton - New Sawley - Sandiacre	No	

Operator	Service no.	Route description	Exempted	Reason
D&G	16	Buxton - Leek - Hanley	Yes	Cross-Boundary Services
D&G	108	Ashbourne - Waterhouses - Leek	Yes	Cross-Boundary Services
Derbyshire Community Transport	Derbyshire Connect - North East	North East area DRT	No	
Derbyshire Community Transport	Derbyshire Connect - South East	South East area DRT	No	
Derbyshire Community Transport	Derbyshire Connect - East	East Area DRT	No	
First South Yorks/Hulleys	271 272	Sheffield - Hathersage - Bradwell - Castleton	No	
Glovers Coaches	001	Cross o Hands - QEGS	Yes	School and Work Services
Glovers Coaches	005	Great Cubley -Queen Elizabeth Grammar School	Yes	School and Work Services
Glovers Coaches	007	Boylestone - QEGS	Yes	School and Work Services
Glovers Coaches	008	Ashbourne QEGS - Ashbourne Osmaston school	Yes	School and Work Services
Glovers Coaches	411	Parwich, Dam Lane adj The Green - Ashbourne, Queen Elizabeth's School Bus Park	Yes	School and Work Services
Glovers Coaches	735	Long Lane - QEGS	Yes	School and Work Services
Glovers Coaches	443	Dovedale - QEGS	Yes	School and Work Services
Glovers Coaches	411	Parwich - QEGS	Yes	School and Work Services
Harpurs	205	Kings Newton, Pack Horse Road adj Nettlefold Crescent - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services
Harpurs	207	Kings Newton, Main Street opp Old Packhorse Inn - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services
Harpurs	209	Melbourne, Robinsons Hill, E-bound adj Shaw House - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services

Operator	Service no.	Route description	Exempted	Reason
Harpurs	210	Barrow upon Trent - Chellaston Academy	Yes	School and Work Services
Harpurs	218	Findern, Rykneld Road, SW-bound adj Micklemeadow - Etwall, John Port School Bus Park	Yes	School and Work Services
Harpurs	219	Barrow upon Trent, Twyford Road adj School - Etwall, John Port School Bus Park	Yes	School and Work Services
Harpurs	230	Hatton, Appletree Road opp Coopers Croft - Etwall, John Port School Bus Park	Yes	School and Work Services
Harpurs	242	Weston-on-Trent, Main Street adj The Green - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services
Harpurs	276	Normanton Hotel - Littleover School	Yes	School and Work Services
Harpurs	285	Derby, Radbourne Lane - Ecclesbourne School, Wirksworth	Yes	School and Work Services
Harpurs	286	Coxbench, Alfreton Rd opp Holbrook Rail Crossing - Duffield, Wirksworth Rd opp Ecclesbourne School	Yes	School and Work Services
Harpurs	322	Shardlow - Long Eaton School	Yes	School and Work Services
Harpurs	335	Mugginton, Church Lane adj Taghole Lane - Duffield, Wirksworth Rd adj Ecclesbourne School	Yes	School and Work Services
Harpurs	360	Duffield, Town Street adj Co-op - Belper, Belper School Bus Park	Yes	School and Work Services
Hawkes Tours	11	Stanley - Kirk Hallam College	Yes	School and Work Services
Hawkes Tours	208	Melbourne, Market Place, N-bound opp Church Street - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services
Hawkes Tours	216	Repton - John Port Academy	Yes	School and Work Services
Hawkes Tours	222	Willington - John Port Academy	Yes	School and Work Services
Hawkes Tours	229	Church Broughton - John Port Academy	Yes	School and Work Services

Operator	Service no.	Route description	Exempted	Reason
Hawkes Tours	243	Shardlow, Aston Lane, NE-bound adj West End Drive - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services
Hawkes Tours	247	Weston-on-Trent, Main Street adj The Green - Chellaston, Chellaston Academy adj Bus Park	Yes	School and Work Services
Hawkes Tours	444	Draycott, Square, Victoria Road adj Market Street - Sandiacre, Friesland School Bus Park	Yes	School and Work Services
Hawkes Tours	892	Mickleover, Ladybank Road opp Westhall Road - Etwall, John Port School Bus Park	Yes	School and Work Services
Hawkes Tours	428	Hilton - John Port Academy	Yes	School and Work Services
Hawkes Tours	891	Mickleover - John Port Academy	Yes	School and Work Services
Hawkes Tours	Spondon Matchday Shuttle	Spondon - Derwent Parade, Derby	Yes	Excursion and Tour
Hawkes Tours	Pride Park Matchday Shuttle	Morledge - DCFC ground	Yes	Excursion and Tour
High Peak Buses	030	Dove Holes (Brick row) to Buxton Community School	Yes	School and Work Services
High Peak Buses	4	Buxton (Sylvan Park) to Edensor (for Chatsworth House)	Yes	School and Work Services
High Peak Buses	440	Hangingbridge (Dove Garage) - Parkside Junior School, Ashbourne	Yes	School and Work Services
High Peak Buses	58	Macclesfield - Buxton - (Bakewell - Chatsworth)	No	
High Peak Buses	60 60A	Macclesfield - Rainow - Whaley Bridge - New Mills - Hayfield	No	
High Peak Buses	61	Buxton - New Mills - Glossop	No	
High Peak Buses	76 77	Buxton Town Service (Brownedge and Sherwood Road)	No	
High Peak Buses	113 114	Ashbourne to Derby or Belper via Hulland Ward	No	
High Peak Buses	185 186	Burlow - Harpur Hill - Buxton - Fairfield Estate	No	
High Peak Buses	190	Buxton - Peak Forest - Chapel - Chinley - Whaley Bridge	No	
High Peak Buses	199	Buxton - Chapel - Whaley Bridge - Stockport - M/c Airport	No	
High Peak Buses	389	New Mills Town Services	No	
High Peak Buses	390	Whitfield - Glossop - Old Glossop	No	
High Peak Buses	393	Padfield - Hadfield - Glossop - Shirebrook Park	No	

Operator	Service no.	Route description	Exempted	Reason
High Peak Buses	394	Glossop - Gamesley - Marple - Stepping Hill Hospital	No	
High Peak Buses	441	Ashbourne - Newhaven - Buxton	No	
High Peak Buses	442	Ashbourne - Hartington - Warslow - Longnor - Buxton	No	
High Peak Buses	TP	"Transpeak" Matlock - Bakewell - Buxton	No	
High Peak Buses	X99	Buxton - Hartington - Alton Towers	Yes	Infrequent Services
Hulleys	018	Wardlow, A623 opp Mires Cafe, W-bound - Bakewell, Lady Manners School adj Bus Park	Yes	School and Work Services
Hulleys	025	Baslow, Hulleys Garage - Hope, Hope Valley College Bus Park	Yes	School and Work Services
Hulleys	048	Calver, Calver Sough Northbound - Hope, Hope Valley College Bus Park	Yes	School and Work Services
Hulleys	017	Stoney Middleton, The Avenue Adj Toll Bar - Bakewell, Lady Manners School adj Bus Park	Yes	School and Work Services
Hulleys	X16	Matlock - Morrisons, Chesterfield	No	
Hulleys	X98	Sheffield - Mansfield (Ingoldmells Summer Excursion)	Yes	Infrequent Services
Hulleys	55 55A	Alfreton - Clay Cross - Wingerworth - Chesterfield	No	
Hulleys	63	Chesterfield - Clay Cross - Ashover - Matlock	No	
Hulleys	78	Hartington - Staveley - Chesterfield/Royal Hospital	No	
Hulleys	110 111	Ashbourne - Brassington - Carsington - Wirksworth - Matlock	No	
Hulleys	170 X70	Chesterfield - Baslow - Bakewell - Buxton	No	
Hulleys	171 172	Bakewell - Youlgreave - Stanton - Winster - Matlock	No	
Hulleys	173	Castleton - Tideswell - Litton - Monsal Head - Bakewell	No	
Hulleys	178	Bakewell - Shutts Lane - Over Haddon - Bakewell	No	
Hulleys	257	Bakewell - Eyam - Bamford - Sheffield	No	
Hulleys	170 X70	Chesterfield - Baslow - Bakewell - Buxton	No	
Hulleys	X71	Sheffield - Chesterfield - Bakewell - Hartington - Alton Towers	Yes	Infrequent Services
Hulleys	X98	Sheffield - Chesterfield - Ingoldmells	Yes	Infrequent Services
Hulleys / Stagecoach Yorkshire	84	Chesterfield - Brampton - Holymoorside	No	

Operator	Service no.	Route description	Exempted	Reason
Johnson Bros	10	Bolsover - West Notts College	Yes	School and Work Services
Johnson Bros	11	Tibshelf - West Notts College	Yes	School and Work Services
Johnson Bros	12	Shirebrook - West Notts College	Yes	School and Work Services
Johnson Bros	JBT1	Barlborough - Valley school - Worksop	Yes	School and Work Services
Kinchbus	SKY	"Skylink" Derby - Shardlow - EM Airport - Loughborough - Leicester	Yes	Cross-Boundary Services
Linburg	229	Church Broughton - John Port Academy, Etwall	Yes	School and Work Services
Linburg	111	Ilkeston - Friesland School	Yes	School and Work Services
Linburg	89	Chesterfield, Packers Row - Dronfield	Yes	School and Work Services
Linburg	222	West Park Sports Centre, Long Eaton - Friesland School	Yes	School and Work Services
Linburg	038	Whaley Bridge - Chapel en le Frith High School	Yes	School and Work Services
Linburg	039	Whaley Bridge - Chapel en le Frith High School	Yes	School and Work Services
Linburg	042	Whaley Bridge - Chapel en le Frith High School	Yes	School and Work Services
Littles	282	Borrowash to Spondon (West Park School)	Yes	School and Work Services
Littles	011	Stanley Darbyshire to Kirk Hallam Community College	Yes	School and Work Services
Littles	450	Ilkeston, Straws Bridge to John Flamstead School	Yes	School and Work Services
Littles	449	Cotmanhay to Kirk Hallam	Yes	School and Work Services
Littles	9 9A	Derby - Spondon - Ockbrook/Borrowash circulars	No	

Operator	Service no.	Route description	Exempted	Reason
Littles	73	Derby - Aston-on-Trent - Weston-on-Trent	No	
Littles	140	Matlock - Crich - Alfreton	No	
Littles	141	Alfreton/Ripley - Nether Heage - Crich/Matlock	No	
Littles	142	Alfreton - Crich - Belper - Nether Heage	No	
Littles	143	Ripley - Ambergate - Belper	No	
Littles	144	Ripley - Ambergate - Crich	No	
Littles	147	Ripley - Marehay - Denby - Street Lane	No	
Littles	149	Alfreton - Mickley - Tibshelf - Hilcote - Sutton	No	
Littles	150	Matlock - Wessington - Alfreton - Clay Cross	No	
Midland Classic	X39	Nottingham Road, Derby to Centrum 100, Burton on Trent	Yes	School and Work Services
Midland Classic	X6	Derby to Edensor (for Chatsworth House)	Yes	Infrequent Services
Midland Classic	X6	Burton upon Trent, High Street to Derby	Yes	Infrequent Services
Midland Classic	009	Burton upon Trent to Ashbourne	Yes	School and Work Services
Midland Classic	125 126 127	Netherseal to William Allit School	Yes	School and Work Services
Midland Classic	213	Stanhope to Repton Primary School	Yes	School and Work Services
Midland Classic	4	Burton - Newhall - Swadlincote - Midway	No	
Midland Classic	8	Burton - Newhall - Swadlincote - Goseley	No	
Midland Classic	9	Burton - Swadlincote - Ashby - EM Airport	No	
Midland Classic	19	Burton - Swadlincote - Overseal - Ashby	No	
Midland Classic	21 21E	Swadlincote - Linton - Burton	No	
Midland Classic	22	Swadlincote - Coton - Rosliston - Walton - Burton	No	
Midland Classic	24	Swadlincote - Lower Midway	No	
Midland Classic	401	Burton - Tutbury - Hatton - Uttoxeter	No	
National Express	240	Heathrow Airport - Bradford	Yes	Coaches
National Express	311/351	Bradford - Bristol	Yes	Coaches
National Express	319	Bradford - Oxford	Yes	Coaches
National Express	320	Bradford - Cardiff	Yes	Coaches

Operator	Service no.	Route description	Exempted	Reason
National Express	321	Bradford - Aberdare	Yes	Coaches
National Express	324	Sheffield - Brixham	Yes	Coaches
National Express	350	Liverpool - Stansted Airport	Yes	Coaches
National Express	440/441	Derby - London	Yes	Coaches
National Express	465	Huddersfield - London	Yes	Coaches
National Express	560	Barnsley - London	Yes	Coaches
National Express	564	Halifax - London	Yes	Coaches
Notts & Derby	244	Alvaston Keldholme Lane to Saint Benedict Catholic School	Yes	School and Work Services
Notts & Derby	15	Derwent Street, Derby to Derby, Pride Park Stadium	Yes	Excursion and Tour
Notts & Derby	DP1	Derby to Donington Park	Yes	Excursion and Tour
Notts & Derby	238	Sinfin to St Benedicts via Dairyhouse Rd	Yes	School and Work Services
Notts & Derby	239	City centre to St Benedicts via Normanton	Yes	School and Work Services
Notts & Derby	240	Alvaston, Blue Peter to Darley Abbey, Broadway Hotel	Yes	School and Work Services
Notts & Derby	222	Wilsthorne Road, Long Eaton to Friesland School, Sandiacre	Yes	School and Work Services
Notts & Derby	261	Chellaston, Glenwood Road to Saint Benedicts School	Yes	School and Work Services
Notts & Derby	111	Derby Road, Ilkeston to Friesland School, Sandiacre	Yes	School and Work Services
Notts & Derby	2	Nottingham Road/ St Marks Road to Ashbourne, Moy Park Factory	Yes	School and Work Services
Notts & Derby	DP2	East Midlands Parkway Station to Donington Park	Yes	Excursion and Tour
Notts & Derby	302	Chaddesden - Darley Abbey	Yes	School and Work Services
Notts & Derby	403	Hilton to Broadway, Darley Abbey	Yes	School and Work Services
Notts & Derby	433	Derby, Browning Street to Saint Benedicts Catholic School	Yes	School and Work Services
Notts & Derby	234	The Hollow Littleover to Saint Benedicts Catholic School	Yes	School and Work Services

Operator	Service no.	Route description	Exempted	Reason
Notts & Derby	255	Aston on Trent to Saint Benedicts Catholic School	Yes	School and Work Services
Notts & Derby	59 59A	Derby - Smalley - Stanley Common - Ilkeston - Shipley View	No	
Notts & Derby	70	Derby - Allenton - Chellaston - Barrow-on-Trent	No	
Notts & Derby	71 72	Derby - Holbrook - Belper (Town Service)	No	
Notts & Derby	137 138	Belper - Holbrook Moor - Kilburn - Heanor - Langley	No	
Notts & Derby	X52	Nottingham - Derby - Ashbourne - Alton Towers	Yes	Infrequent Services
Powells Bus Company	128	Westthorpe, Westthorpe Road adj West End Hotel - Eckington, School Bus Park	Yes	School and Work Services
Powells Bus Company	129	Westthorpe, Westthorpe Road adj West End Hotel - Eckington, School Bus Park	Yes	School and Work Services
Powells Bus Company	138	Killamarsh, Bridge Street SE-bound adj Parkside Centre - Eckington, School Bus Park	Yes	School and Work Services
South Pennine CT	351	Glossop - Woodhead - Holmfirth	Yes	Cross-Boundary Services
Stagecoach East Midlands	1	Alfreton - Newton - Tibshelf - Sutton - Mansfield	No	
Stagecoach East Midlands	12 12B	Shirebrook - Warsop - Mansfield	No	
Stagecoach East Midlands	23 23A 23B	Langwith - Shirebrook - Pleasley - Mansfield	No	
Stagecoach East Midlands	53 53A	Sheffield - Eckington - Clowne - Bolsover - Mansfield	No	
Stagecoach East Midlands	148	Codnor - Ripley - Alfreton	No	
Stagecoach East Midlands	151	Alfreton - Outseats & Peasehill Estates	No	
Stagecoach East Midlands	152 153	Alfreton - Sleetmoor Lane - Somercotes - Lower Birchwood	No	
Stagecoach East Midlands	209	Worksop - Norton - Langwith - Warsop - Edwinstowe	Yes	Cross-Boundary Services
Stagecoach East Midlands	231	Alfreton - South Normanton - Pinxton	No	
Stagecoach East Midlands	PRO	"Pronto" Chesterfield - Glapwell - Mansfield - Nottingham	No	
Stagecoach Manchester	219	Manchester - Ashton - Stalybridge - Glossop	No	
Stagecoach Manchester	237	Glossop - Hadfield - Stalybridge - Ashton	No	

Operator	Service no.	Route description	Exempted	Reason
Stagecoach Manchester	358 360	Hayfield - New Mills - Marple - Stockport	No	
Stagecoach Yorkshire	130	High Lane to Eckington School	Yes	School and Work Services
Stagecoach Yorkshire	169	Elton to Highfields School	Yes	School and Work Services
Stagecoach Yorkshire	470	Winster to Highfields School	Yes	School and Work Services
Stagecoach Yorkshire	1 1A	Newbold - Chesterfield - Duckmanton - Bolsover - Hillstown - Langwith	No	
Stagecoach Yorkshire	2 2A	Loundsley Green - Chesterfield - Walton	No	
Stagecoach Yorkshire	2B	Yew Tree - Walton - Chesterfield	No	
Stagecoach Yorkshire	5	Chesterfield - Newbold circular	No	
Stagecoach Yorkshire	25 25A	New Whittington - Chesterfield	No	
Stagecoach Yorkshire	26 26A	Crystal Peaks - Killamarsh - Kiveton Park	Yes	Adjacent LTA funded
Stagecoach Yorkshire	39	Grangewood Farm - Chesterfield - Holme Hall - Brushfield	No	
Stagecoach Yorkshire	43	Chesterfield - Dronfield Woodhouse - Sheffield	No	
Stagecoach Yorkshire	44	Chesterfield - Dronfield - Coal Aston - Sheffield	No	
Stagecoach Yorkshire	50 50A	Chesterfield - Eckington - Sheffield	No	
Stagecoach Yorkshire	51 51A	Chesterfield - Clay Cross - Danesmoor	No	
Stagecoach Yorkshire	54 54A	Chesterfield - North Wingfield - Clay Cross	No	
Stagecoach Yorkshire	56 56A	Alfreton / EMDO - Tibshelf - Pilsley - Chesterfield	No	
Stagecoach Yorkshire	65 65A 66	Buxton - Tideswell - Eyam - Sheffield - Meadowhall - Tideswell - Eyam - Chesterfield	No	
Stagecoach Yorkshire	73 74	Clowne - Renishaw - Eckington/Killamarsh - Crystal Peaks	No	
Stagecoach Yorkshire	74 74A	Chesterfield - Inkersall - Staveley - Duckmanton/Mastin Moor	No	
Stagecoach Yorkshire	75	Clowne town service	No	
Stagecoach Yorkshire	80 80A	Chesterfield - Brimington - Killamarsh - Sheffield	No	
Stagecoach Yorkshire	90	Yew Tree - Chesterfield - Barrow Hill - Staveley (- Duckmanton)	No	
Stagecoach Yorkshire	216	Matlock - Starkholmes - Cromford - Bonsall	No	

Operator	Service no.	Route description	Exempted	Reason
Stagecoach Yorkshire	217	Matlock - (Hackney) - Rowsley - Chatsworth	No	
Stagecoach Yorkshire	H1	"Hope Valley Explorer" (Chesterfield) - Derwent Dams - Castleton - Blue John Cavern	Yes	Infrequent Services
Stagecoach Yorkshire	M1	Matlock - Asker Lane - Cavendish Park	No	
Stagecoach Yorkshire	M4	Matlock - Hurst Farm Estate	No	
Stagecoach Yorkshire	X17	Matlock - Chesterfield - Sheffield - Meadowhall - Barnsley	No	
Stagecoach East Midlands / Yorkshire	77 77A	Chesterfield - Staveley - Clowne - Worksop	No	
Stott's	341	Glossop - Gamesley - Broadbottom - Hattersley - Hyde	Yes	Adjacent LTA funded
TM Travel	508	Mastin Moor - Springwell School	Yes	School and Work Services
TM Travel	510	Brimington - Springwell School	Yes	School and Work Services
TM Travel	511	Brimington - Springwell School	Yes	School and Work Services
TM Travel	512	Chesterfield - Springwell school	Yes	School and Work Services
TM Travel	513	Brimington - Springwell School	Yes	School and Work Services
TM Travel	583	Long Duckmanton - Bolsover School	Yes	School and Work Services
TM Travel	710	Mastin Moor to Springwell School	Yes	School and Work Services
TM Travel	15	Chesterfield/Marsh Lane - Apperknowle - Dronfield	No	
TM Travel	16	Broomfield - Chesterfield - Barlow - Holmesfield - Dronfield	No	
TM Travel	48	Brampton - Chesterfield - Spital - Sutton Scarsdale - Clay Cross	No	
TM Travel	49	Clay Cross - Holmewood - Glapwell - Bolsover	No	
TM Travel	81	Bolsover - Staveley - Markham Vale	No	
TM Travel	218	Bakewell - Chatsworth - Totley - Sheffield	No	
TM Travel	252	Sheffield - Crystal Peaks - Eckington - Sheffield	No	
TM Travel	X30	Harthill - Killamarsh - Sheffield - Royal Hallamshire Hospital	No	

Operator	Service no.	Route description	Exempted	Reason
Trent Barton	1A	Ripley - Waingroves - Heanor - Aldercar	No	
Trent Barton	6.0 6.1	Derby - Belper - Wirksworth - Matlock - Ripley - Bakewell	No	
Trent Barton	6.2 6.3 6E 6N	Derby - Duffield - Belper - Heage - Ripley	No	
Trent Barton	6.4 6X	Derby - Duffield - Belper - Belper Estates	No	
Trent Barton	9.1 9.3	Derby - Ripley - Alfreton - Kirkby - Sutton - Mansfield	No	
Trent Barton	15	Ilkeston - Sandiacre - Long Eaton - Sawley - EM Airport	No	
Trent Barton	20	Heanor - Ilkeston - Kirk Hallam - Beeston - Nottingham	No	
Trent Barton	21	Heanor - Ilkeston - Kirk Hallam - Trowell - Nottingham	No	
Trent Barton	27	Larklands - Ilkeston - Awwsworth - Kimberley - Swingate	No	
Trent Barton	90	Ripley - Leabrooks - Kirkby - Sutton	No	
Trent Barton	AMB	"Amberline" Derby - Kilburn - Heanor - Eastwood - Hucknall	No	
Trent Barton	BC	"Black Cat" Derby - West Hallam - Ilkeston - Heanor - Mansfield	No	
Trent Barton	CMT	"Comet" Chesterfield - Alfreton - Ripley - Derby	No	
Trent Barton	H1	Derby - Smalley - Heanor - Leabrooks - Alfreton	No	
Trent Barton	i4	Derby - Borrowash - Sandiacre - Nottingham	No	
Trent Barton	IF	"Ilkeston Flyer" Derby - Spondon - Kirk Hallam - Ilkeston - Cotmanhay	No	
Trent Barton	IGO	"Indigo" Derby - Draycott - Long Eaton - Nottingham	No	
Trent Barton	R1	"Rainbow One" Alfreton - Eastwood - Nottingham	No	
Trent Barton	R1	"Rainbow One" Ripley - Heanor - Alfreton - Eastwood - Nottingham	No	
Trent Barton	RA	"Red Arrow" Derby - Nottingham	Yes	Cross-Boundary Services
Trent Barton	SKY-N	"Skylink Nottingham" Nottm. - Long Eaton - EM Airport - Loughboro'/Coalville	No	
Trent Barton	SWI	"Swift" Derby - Brailsford - Ashbourne - Mayfield - Uttoxeter	No	
Trent Barton	TWO	"The Two" Cotmanhay Farm - Ilkeston - Nottingham	No	
Trent Barton	V1	"Villager" Derby - Etwall - Hilton - Tutbury - Burton	No	

Operator	Service no.	Route description	Exempted	Reason
Trent Barton	V3	Derby - Repton - Willington - Burton	No	
Trent Barton/Arriva Midlands	X38	Derby - Burton	Yes	Cross- Boundary Services

Schedule B:

Competition Test

Note the following Competition Test does not form part of the Enhanced Partnership Scheme, it is included for transparency and may need to be revisited aligned to any future variations, however it does not form part of this Enhanced Partnership and can only be varied by Derbyshire County Council who can vary this at any time.

COMPETITION TEST

SCP on behalf of Derbyshire County Council has undertaken an assessment of the impacts of the EP Plan and Scheme to be Made to come into effect on 31 March 2022 on competition and believes it will not or is unlikely to have a significantly adverse effect on competition, for the purposes of Part 1 of Schedule 10 of the Transport Act 2000.

The Competition and Markets Authority has also been consulted on the proposals as required

The legislative test, as it applies to Enhanced Partnerships and Ticketing Schemes says (in Part 1 of Schedule 10 Clause 2):

- (1) For the purposes of this Part of this Schedule the exercise or proposed exercise of a function to which this Part of this Schedule applies meets the competition test unless it —
 - (a) has or is likely to have a significantly adverse effect on competition, and*
 - (b) is not justified by sub-paragraph (2).**
- (2) The exercise or proposed exercise of a function is justified if —
 - (a) it is with a view to achieving one or more of the purposes specified in sub-paragraph (3), and*
 - (b) its effect on competition is or is likely to be proportionate to the achievement of that purpose or any of those purposes.**
- (3) The purposes referred to in sub-paragraph (2) are —
 - (a) securing improvements in the quality of vehicles or facilities used for or in connection with the provision of local services,*
 - (b) securing other improvements in local services of benefit to users of local services, and*
 - (c) reducing or limiting traffic congestion, noise or air pollution.”**

The following sections break down the test into the above 3 component parts. Firstly, exploring what is the impact on competition. Secondly is it justified by Step 2.

Stage 1 – Does the EPS have a potential impact on competition?

The Council considers that EPS has a potential influence on Competition in the following ways, in reaching these conclusions it has considered the effect on existing operators and potential new operators joining the market. The rationale for each intervention flow from the Bus Service Improvement Plan, and are being brought forward through the Enhanced Partnership Scheme (EPS):

- The EPS seeks to coordinate the dates on which service timetables change (other than short notice temporary changes for example due to road works, staff shortages and the like). The Council are seeking to limit changes to bring stability to the local bus market, better allow the public to predict the dates services might change, ensure that information in circulation is more accurate. Standard change dates should also reduce the cost of publishing new user information.

Does this have a potential impact on competition – **potentially**.

Why might it impact on competition? – limiting the dates of service changes can delay an operators ability to respond swiftly to other operator network changes.
- Vehicle standards this covers engine emission standards, provision of CCTV and the fitting of automatic vehicle location technology.

The Council seeks to reduce harmful emissions and move towards a non-fossil fuel fleet, CCTV is required to reassure passengers about the safety of using the bus and reduce crime and incidents that might cause buses to be taken out of operation.

Does this have a potential impact on competition – **potentially**

Why might it impact on competition? – the specification of the bus to a high standard may be a barrier to entry to the market for new operators.
- A multi-operator ticketing scheme already exists across Derbyshire, this covers both buses and trains. This scheme is being extended to offer a bus only product too. The price of the ticket is to be at a level no greater than operator own tickets for travel in (broadly) the same geographic area. The product price shall only increase annually.

The Council feel this will offer passengers a better value product for those not wishing to also travel by train.

Does this have a potential impact on competition – **potentially**

Why might it impact on competition? – the setting of multi-operator fares would set a ceiling price for operators own fares.
- Where two or more operators share corridors in excess of 2 miles, and at a combined frequency of 4 buses or more (weekday daytime) they shall accept other operators ticket on the shared section of the route. The Council has further work to do to define these corridors and put in place the necessary Qualifying Agreement.

The Council believes this will allow passengers to treat these corridors as being served by one operator and avoid delay to return leg of journeys.

Does this have a potential impact on competition – **potentially**

Why might it impact on competition? – inter-available ticketing may favour one operator above another.

Stage 2 – Does each intervention proposed contribute towards the specified purposes?

The interventions are justified if they support delivery of one or more of the objectives set out in paragraph 3 Part 1 of Schedule 10 Clause 2(3), above, but repeated below for clarity:

- securing improvements in the quality of vehicles or facilities used for or in connection with the provision of local services,
- securing other improvements in local services of benefit to users of local services, and
- reducing or limiting traffic congestion, noise or air pollution.

- The EPS seeks to coordinate the dates on which service timetables change.
The limitation on service change dates brings stability to the local bus market and predictability by allowing users to better understand the bus offer and plan journeys, it also limits the number of changes across the year so passenger information is cheaper to produce and has a longer shelf life **it achieves purpose #b**
- Vehicle standards this covers engine emission standards, provision of CCTV and the fitting of automatic vehicle location technology.
Fleet investment will reduce harmful emissions from buses, reassure bus users that buses are safe to use and will reduce incidents and issues which might delay or cause buses to be cancelled. **It achieves purposes #a, b and c**
- A multi-operator ticketing scheme already exists across Derbyshire, this covers both buses and trains. This scheme is being extended to offer a bus only product too.
Bus only tickets will not set fares but will introduce a level of fare capping, without removing the operators ability to offer discounted fares in competition, **it achieves purpose #b**
- Where two or more operators share corridors in excess of 2 miles, and at a combined frequency of 4 buses or more (weekday daytime) they shall accept other operators ticket on the shared section of the route.
Multi operator Inter-available Ticketing (MIT) allows users to travel out on one bus, and make a return trip on another operators bus without being forced to buy more costly single products or unnecessarily waiting at a stop for a particular companies bus, **it achieves purpose #b.**

The Council believes that in all four areas the Stage 2 test is met, as each intervention addresses one or more of the specified purposes.

Stage 3 – Is the adverse effect on competition proportionate?

This stage considers whether the effect of each intervention (singularly and collectively) on competition is proportionate.

- The EPS seeks to coordinate the dates on which service timetables change.
If no restrictions were in place changes could take place on numerous dates throughout the year and as such this makes communicating the network harder for partners and passengers who will not know when to expect change. Information will be out of date sooner.
The impact on competition is to slow the ability of an operator to respond to a new operator or frequency increases from an existing operator on a shared route. Currently operators have to provide 70 days' notice, the restriction to limit changes to 4 times a year (average 91 days) will increase the time to respond from 70 to 90 days. This is assessed as very minor impact on competition, especially when the evidence to date is that there has been little or no route competition in the area over the last decade.
The impact is assessed as proportionate.
- Vehicle standards this covers engine emission standards, provision of CCTV and the fitting of automatic vehicle location (AVL) technology.
Buses are already required by legislation to be fitted with AVL, therefore this is discounted. The majority of buses are already fitted with CCTV, and where not this can be retrofitted at modest cost. By putting operators on notice that they have up to 8 years to purchase Euro 6 buses is considered proportionate, and by that date such buses are likely to be available at modest (half-

life) cost. Retrofit technology is also accepted, which means a more affordable solution is available to smaller operators. This is not seen as a barrier to entry for a new operator who should be able to access buses of the required standard.

Without the EP automatic vehicle location technology is still required by law but emissions may not be reduced and Derbyshire may be vulnerable to larger operators swapping out newer buses for other areas. CCTV is already fitted on most buses in Derbyshire, and can be affordably making retrofitted, so is not seen as a barrier to entry.

The impact is assessed as proportionate

- A multi-operator ticketing scheme already exists across Derbyshire, this covers both buses and trains. This scheme is being extended to offer a bus only product too. The principle already exists, and this is simply bringing in a bus only product to an established range, the cost does not stop operators competing on fares locally or on corridors, only that the multi-operator product is priced no more than the equivalent operator ticket for area travel. It will also increase in line with commercial fares. In the absence of a bus only multi-operator product, passengers have to purchase the bus and rail ticket, the bus only ticket would allow all of the income to go to the bus operators and potentially increase their income, as rail operators will not take a cut of tickets purchased by passengers who make trips with more than one operator






The impact is assessed as proportionate

- Where two or more operators share corridors in excess of 2 miles, and at a combined frequency of 4 buses or more (weekday daytime) they shall accept other operators ticket on the shared section of the route. The Multi operator Inter-available Ticketing (MIT), will require a further Competition Test at the stage it is introduced, depending on whether there is a revenue share or revenue "lies as it falls" reimbursement basis. This is not a barrier to market entry provided that the MIT allows other qualifying operators to join in the MIT. In terms of existing services, the acceptance of other ~~operators~~operators' tickets does not set the fare to be charged, if this operates on a revenue lies as it falls basis. If operators distribute income as a proportion of passengers carried, this may result on common fares but would not stop operators competing on service frequency or quality. **The impact is assessed as proportionate. However, a detailed assessment of the impacts on competition will need to be undertaken as each corridor scheme comes forward.**

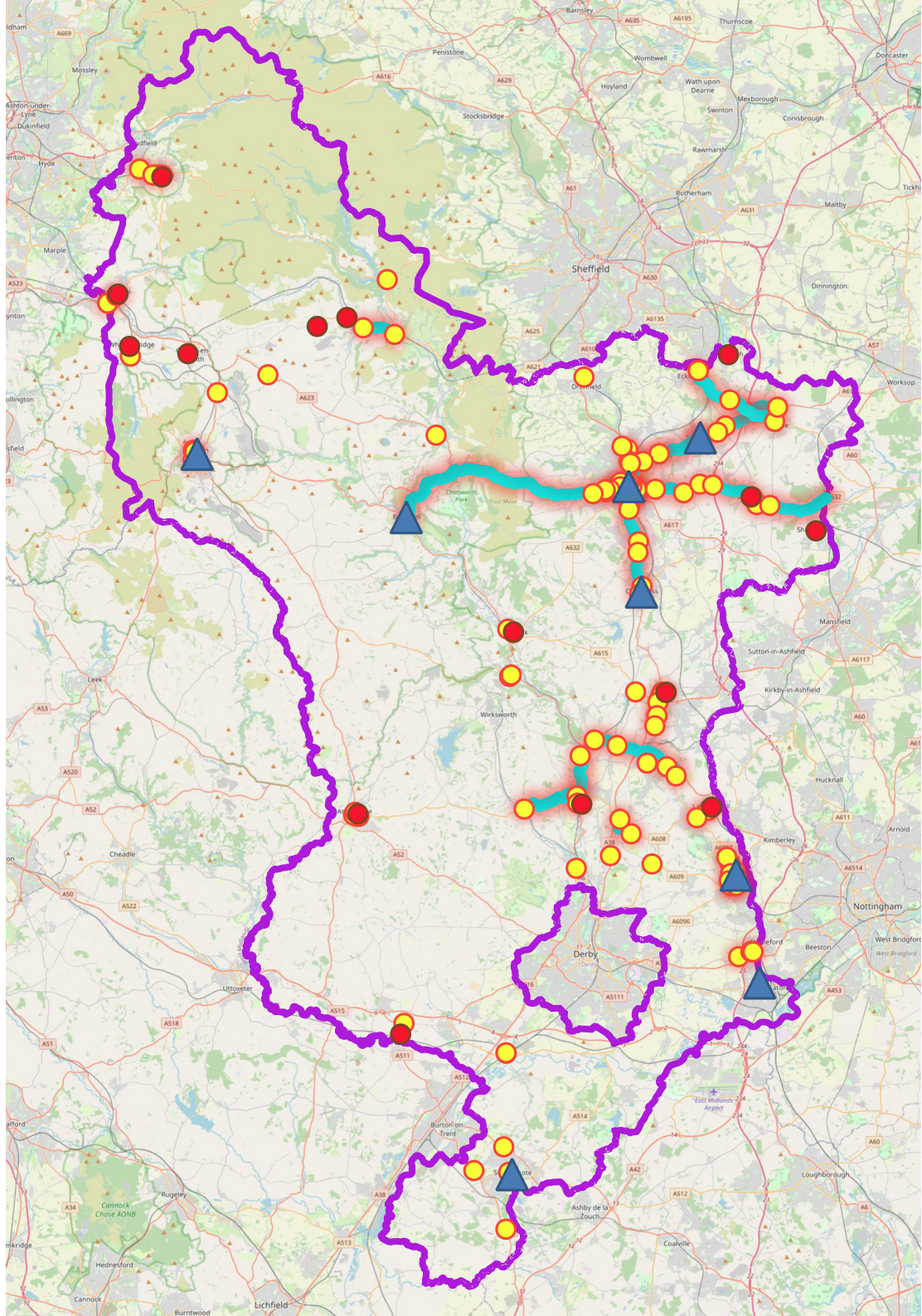
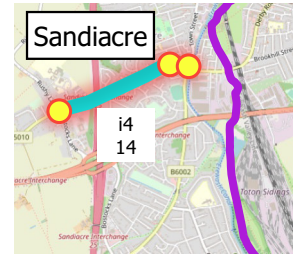
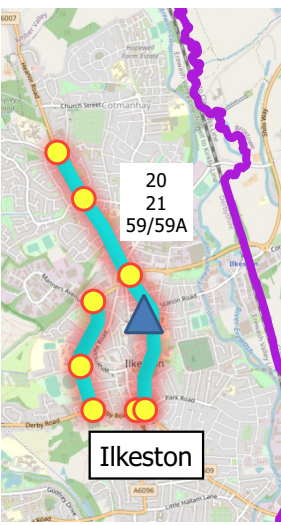
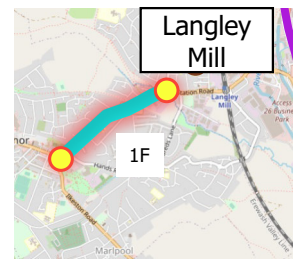
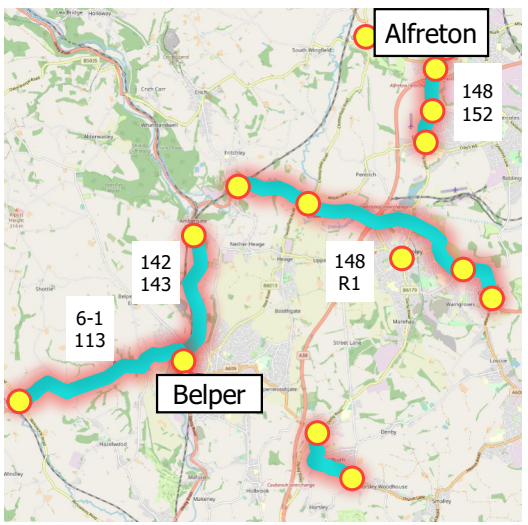
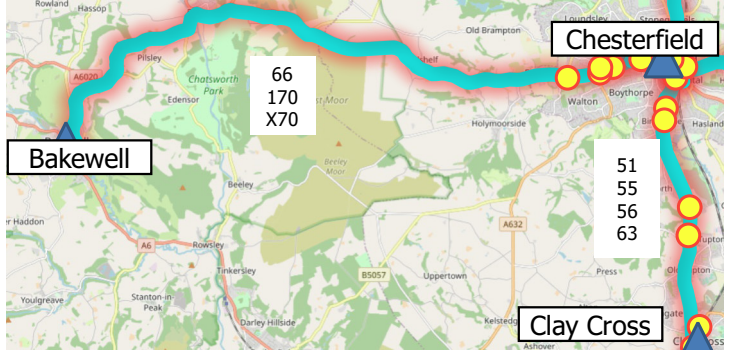
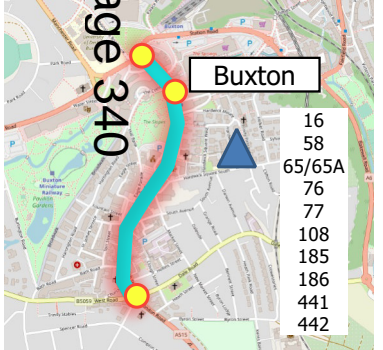
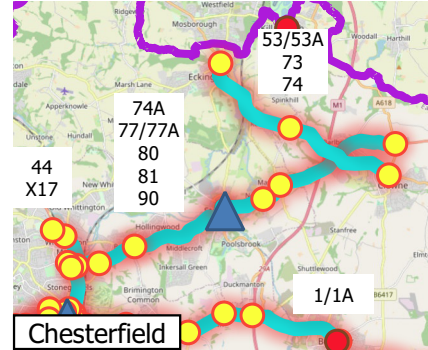
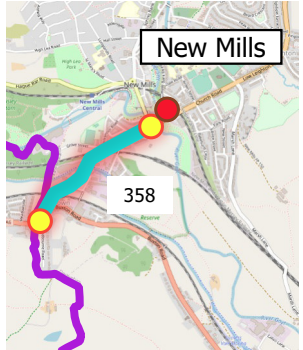
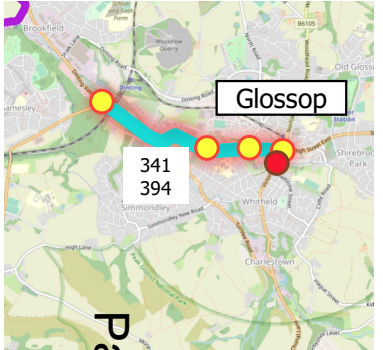
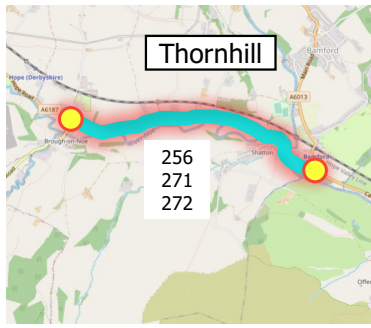
Schedule C:

Plan illustrating hub locations, corridor and signal improvements

Derbyshire EPS Bus Corridor Improvement Schemes

-  Derbyshire Boundary
-  Town Centre - Hubs and Signals
-  Other Hubs
-  Signals Junctions
-  Improvement Corridors

N.B.
Bus services as at Jan 2022



Schedule D:

Measures, baseline data and targets

<u>Measure</u>	<u>Source frequency of provision</u>	<u>Type of measure and frequency of reporting</u>	<u>Definition</u>	<u>Baseline (to be developed post network review and Dft BSIP £ decision)</u>	<u>Targets 2025 & 2030</u>
<p>Patronage on all services operating within Derbyshire split by</p> <ul style="list-style-type: none"> ○ Full fare payer ○ Discounted young person/scholar ○ ENCTS ○ Peak time (weekday 0700-0930 & 1500-1800) ○ Off peak daytime (0930-1500) ○ Weekend (Saturday & Sunday split) ○ Evening (weekday post 1800) 	Operators 4-weekly or monthly as operators own recording	Reported to WSG every 6 months, as a rolling annual average, with data for all operators combined	<p>Total patronage of all services operating within Derbyshire EP area, including trips made across the DCC boarder (whole service patronage). Segmented as described. provided by each operator based on 4-weekly or monthly data to DCC for DCC to combine and to report on an all-operator basis.</p> <p>Period products to be converted to trips based on each operators own internal processes, if these processes change an adjustment to data may be required to allow consistent trend reporting.</p>	<ul style="list-style-type: none"> • 21.3m all services 2019/20 • 7.5m ENCTS trips all services 2019/20 	<ul style="list-style-type: none"> • TBC
<p>Action on customer complaints</p> <p>Complaints are defines as dissatisfaction with the services offer and/or claims for compensation under the passenger charter.</p>	DCC and operators Annual	Reported annually in summary to WSG	This is a summary of complaints with the focus being on the actions taken to positively respond to. Provided by each partner for the previous calendar year, for DCC to summarise.	• N/A	<ul style="list-style-type: none"> • Contextual indicator. No target set.
Punctuality (% within Traffic Commissioner	Operators	Reported to WSG every 6	"services" is as defined above.	• TBC	• TBC

<u>tolerances) overall on services by operator</u>	<u>4-weekly or monthly</u>	<u>months, as a rolling annual average, with data for all operators combined</u>			
<u>Volume of registered bus miles</u> <u>And</u> <u>Percentage of miles operated services by operator against registered miles</u>	<u>Operators Registered miles 6 monthly</u> <u>Miles operated 4-weekly or monthly</u>	<u>Both reported to WSG every 6 months</u> <u>Volume as a rolling 6 monthly figure</u> <u>And miles operated as 6 month average, by operator</u>	<u>"services" is as defined above.</u> <u>This is a measure of miles registered to be operated and lost miles.</u>	<u>• TBC</u>	<u>• TBC</u>
<u>Delay to buses due to road works</u>	<u>DCC monthly</u>	<u>Reported to WSG every 6 months, as a rolling annual average</u>	<u>Reduction in the time buses are delayed at roadworks where temporary traffic signals are installed.</u>	<u>• Baseline to be established using ABOD data.</u>	<u>• TBC</u>
<u>Bus fleet used on "qualifying local services" (Euro engine/CCTV/AIL/ audio/visual)</u>	<u>Operators annually</u>	<u>Reported to WSG annually</u>	<u>Bus fleet data as STATS 100 form</u>	<u>• TBC</u>	<u>• TBC</u>
<u>Bus stops fitted with Realtime displays (Patrick to review description)</u>	<u>DCC annually</u>	<u>Annual to WSG</u>	<u>Quantity count only within DCC area</u>	<u>• TBC</u>	<u>• TBC</u>
<u>Bus stops fitted with Timetable cases (Patrick to review description)</u>	<u>DCC annually</u>	<u>Annual to WSG</u>	<u>Quantity count only within DCC area</u>	<u>• TBC</u>	<u>• TBC</u>
<u>Parking tickets issued on primary bus corridors (Patrick to review)</u>	<u>DCC monthly</u>	<u>Reported to WSG every 6 months</u>	<u>Number of fines issued by DCC civil enforcement</u>	<u>• TBC</u>	<u>• Contextual no target</u>

<u>Car park cost (2 hours) by town centre</u>	<u>DCC annual</u>	<u>Reported to WSG annually</u>	<u>Off-street car park space nos. and cost for 2 hours parking in public car parks over 20 spaces</u>	<u>• TBC</u>	<u>• Contextual no target</u>
<u>Car park numbers by town centre</u>	<u>DCC annual</u>			<u>• TBC</u>	<u>• Contextual no target</u>

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

28 July 2022

Report of the Managing Director and Executive Director - Place

Voluntary and Community Sector Review
(Cabinet Member for Health and Communities)

1. Divisions Affected

1.1 County-wide

2. Key Decision

This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To consider the findings of the recent consultation on proposals on the Council's review of voluntary and community sector (VCS) recurring grants and to approve recommendations to take forward the review and progress to the next stage.

4. Information and Analysis

4.1 Background

Following a county wide audit of VCS grants in 2019, a review of all existing 'recurring' grants commenced in July 2020. The review

identified 62 specific recurring grants which are awarded on an annual basis to a range of VCS organisations.

The Council acknowledged that these grants had not been subject to review, despite funding being allocated over many years and the Council considered whether the practice of making recurring grants should continue and, if not, what it should do instead.

A summary of the grants which fall under the scope of this recurring grants review is set out below:

VCS Recurring Grants Under Review

	Number	£'s
General Adult Care VCS Funding	34	506,309
Public Health 50+ Forums	9	6,925
General Corporate VCS Funding	9	127,065
Arts Service Grants	10	137,812
Total	62	778,111

On 6 December 2021, Cabinet approved plans to undertake consultation on proposals that the Council adopt the principle of no longer supporting the award of grant funding to any organisation in the future without a fixed or scheduled end date (save for in exceptional circumstances). Cabinet also approved plans to consult on a proposed process for reviewing existing recurring grants.

It was recommended and agreed that consultation should take place over a twelve-week period with Cabinet receiving a further report on the outcome of the consultation and recommendations for the final approach moving forward.

On 13 January 2022, Cabinet approved a new strategic grants programme and funding framework, committing £1.5 million over two years, supporting activity, projects, and programmes to secure improved outcomes which meet the ambitions set out in the Council Plan 2021-25.

4.2 VCS Grants Review Proposals and Approach

To take forward the review of VCS grants consultation took place on two related proposals. The first proposal was that the Council would stop making recurring grants, and that moving forward all grants would have a specific end date with all organisations in receipt of a recurring grant being given a specific date on which that grant would end.

The second proposal related to what should happen should the first proposal be adopted - essentially the Council would no longer provide grant funding for the activities to which the recurring grants related, instead deciding whether it should commission each activity moving forward. Commissioning services, therefore, for activities that were previously grant funded on a recurring basis.

Proposal One: No longer awarding grant funding without a scheduled end date

End the practice of awarding grant funding to organisations without a scheduled and clear end date (save for in exceptional circumstances).

This proposal would result in the Council providing a clear and scheduled end date at the same time as awarding a grant. The grant award would specify the time frame for which an organisation has secured funding and there would be no expectation that this funding would continue beyond the specified date.

Proposal Two: Proposed Grant Assessment Criteria

Criteria were proposed for reviewing each of the existing 62 recurring grant payments to support an assessment on whether the activity to which the grant related should be commissioned.

It was proposed for consultation that an activity would be commissioned if either of the following assessment criteria is met:

Criterion One

The activity to which the grant relates provides a service which enables the Council to fulfil its statutory requirements.

or

Criterion Two

The activity to which the grant relates:

- *meets the Councils strategic aims and priorities, and*
- *provides value for money, and*
- *supports fair and equitable allocation of resources.*

The Council also proposed that if reviewing existing recurrent grants revealed that two or more grants related to similar or closely related

activities, the Council would undertake a 'thematic review'. This would then determine whether the activities to which they relate should be commissioned on a consolidated or otherwise reconfigured basis.

A preliminary assessment of all existing recurring grants was undertaken, to provide an indication of whether it was anticipated that the relevant activities were or were not likely to be commissioned in the future, based on available information at the time.

These assessments were indicative only, with a clear outline that the assessment may be subject to change following feedback from the consultation and the receipt of further information. However, based on the indicative assessment process, 44 of the 62 existing recurring grants were assessed as relating to activities that were likely to be commissioned. The remaining 18 grants were assessed as relating to activities that were unlikely to be commissioned and as such the funding currently provided to the organisations in receipt of those 18 recurring grants would cease.

4.3 Consultation on VCS Grants Review Proposals

The Derbyshire Compact outlines the Council's obligations to undertake 12 weeks consultation on any proposals which would result in changes to funding arrangements for VCS organisations. Given that proposals could result in changes impacting a number of VCS organisations, there was a clear requirement to consult all interested stakeholders and the general public and to ensure responses are considered in advance of any decision being taken by the Council in relation to each proposal.

Consultation on the Council's VCS Grants Review proposals took place between 22 December 2021 and 23 March 2022, lasting 13 weeks. The purpose of the consultation was to:

- Gain an understanding of support for the VCS Review approach proposals from relevant stakeholders
- Enable stakeholders to understand the potential impact of proposed changes to recurring grant funding and where appropriate offer a viable alternative
- Enable stakeholders to comment on the assessment criteria and where appropriate, offer a viable alternative
- Enable stakeholders to outline how proposals would impact residents.

Consultations during this period took place with existing grant recipients, key stakeholders, and partners. All existing recurring grant

recipients were contacted and offered one-to-one meetings. In addition, a publicly available questionnaire was published online and made available in paper format.

Following a request from a recurring grant recipient, made on behalf of their service users, an easy read version of the consultation was also provided and paper copies were provided to respondents as requested.

A total of 274 consultation questionnaire responses were received from a range of stakeholders as follows:

- 77 from VCS organisations who currently receive a recurring grant
- 57 from VCS organisations who do not currently receive a recurring grant
- 7 from organisations indicating that they were a County Council partner or stakeholder
- 116 from individuals indicating that they were responding as a resident
- 17 from consultees who did not identify themselves as belonging to any of the above categories

In addition, six separate letters in response to the consultation were also received with these responses being considered in the overall consultation findings.

4.4 Key Findings

Responses to the consultation were generally wide-ranging and varied. Support for the proposals outlined in the consultation was mixed across all groups of respondents.

Many respondents were affiliated with an organisation currently in receipt of funding, either as a member of the organisation, volunteer worker or service user and were concerned that a review of funding arrangements could result in their current funding ending.

Whilst many respondents supported the application of end dates in funding arrangements, a number disagreed with the proposal to no longer provide grant funding for activity not meeting outlined criteria.

There was widespread support for more consistent setting of targets and outcomes and the routine reviewing of activities through monitoring and evaluation with many respondents seeing benefits in a commissioned approach. Respondents stated that commissioning would provide more stability, clarity and result in a fairer process, offer

best value, allow greater transparency, and ensure improved quality standards.

In respect of criterion one, there was a divided response on its use. For those that agreed with the criterion, it was seen as a good way of ensuring that services which contributed to the Council's agenda received secure funding commitments. However, there was concern that this criterion was too narrow and that activity which did not meet it would no longer be eligible for any funding.

Responses in respect of criterion two were generally much more positive with two thirds of respondents supporting its application. Comments received highlighted respondents' agreement that it was reasonable that any funded activity should meet this criterion, although some questioned how this would be applied and how decisions would be made in practice. Respondents also indicated that criterion two better reflected the breadth of activity carried out by the VCS.

There was concern that organisations would lose the funding that they had come to rely upon, and that this would lead to the closure of organisations and the loss of community activity. Respondents suggested that the sector and communities are still recovering from the pandemic and adapting to the new landscape of activities would result in additional funding challenges which would be more difficult to manage.

A significant number of consultation responses submitted were directly related to arts activity and associated funding arrangements. The consultation on proposals, presented the first opportunity to comment on budget savings applied to the Arts Service agreed by Cabinet on 11 September 2019. The Council has continued to maintain funding for affected arts organisations in receipt of a grant through general reserves since that time.

In summary key findings in respect of proposals are as follows:

- 42% of respondents strongly agreed or agreed with the proposal to no longer award grant funding without a scheduled end date (36% disagreed or strongly disagreed)
- 49% of respondents strongly agreed or agreed with the Council's proposal to specify an end date for each existing recurring grant (33% disagreed or strongly disagreed)
- Agreement that criterion one should be used to assess recurring grant activity was divided, with 37% of respondents strongly agreeing or agreeing and 36% disagreeing or strongly disagreeing

- 66% of respondents strongly agreed or agreed that criterion two should be used to assess recurring grant activity (14% disagreed or strongly disagreed)
- 61% of respondents disagreed or strongly disagreed with the proposal that if the Council were to decide not to commission an activity to which an existing recurring grant relates, the Council would no longer provide grant funding for that activity (18% strongly agreed or agreed).

Detailed feedback and a summary of responses can be found in the Consultation Report attached at Appendix 3 which should be read alongside this report.

An Equality Impact Assessment (EIA) was completed prior to the consultation, and this has been updated and completed following the formal feedback provided through consultation. The detailed EIA is attached at Appendix 4 to this report with a summary provided in Appendix 1 – Implications at section 5.1.

Recommendations set out in this report have been made with full consideration of the information provided through the consultation relating to equalities and the equalities impact analysis and assessment.

4.5 Proposals

The Council is asked to consider all responses to the consultation. Whilst responses to the consultation were varied, most recognised the need for the changes which are being proposed. Understandably, the main concerns and challenge to proposals was provided by current grant recipients and their beneficiaries particularly where it was indicated that under proposals funding may be withdrawn. Where it was indicated funding was likely to be commissioned, smaller and less experienced organisations were equally concerned that they may struggle to compete and lose out as a result.

Proposals which result in changes to funding arrangements will lead to a level of anxiety across the sector, particularly given that engagement with grant recipients during 2021 and through the recent consultation exercise, has outlined that a many existing organisations are long standing and provide activities to vulnerable groups. These concerns were to be expected and the Council has engaged with groups since the review commenced in 2020 to anticipate and accommodate such concerns. Where possible the Council will look to mitigate concerns

through the implementation process, details of which are set out at section 4.6.

Many consultation responses put forward useful suggestions about how grants could be managed by the Council and particularly how the assessment criteria could be applied to existing recurring grants now and other grant funding to the sector in the future.

Feedback received during the consultation has been shared with relevant stakeholders and used to inform the thinking of the project team. This evidence has supported plans moving forward, but do not fundamentally change the proposals to be considered by Cabinet in this report.

Whilst support for proposals was mixed and respondents were concerned about proposals resulting in changes to current funding arrangements, the Council must balance this against the need to deliver a new grant funding approach for the whole sector. This will secure improved outcomes for Derbyshire which reflect the level of investment, whilst having a cost effective and coordinated approach for the future.

To progress to the next stage of the review process it is recommended that the Council now take forward proposals as follows:

- **Proposal to no longer awarding grant funding without a scheduled end date** – It is recommended that the Council approves the proposal to end the practice of awarding grant funding to organisations without a scheduled and clear end date (save for in exceptional circumstances).

It is also recommended that organisations awarded a grant in the future are made aware when applying for funding, that funding is finite in nature and that recipients should not have expectations that additional grant funding will be available or continue following the allocation of the original award.

The Council has already acknowledged that recurring grants to VCS organisations have been extended year on year for significant periods of time without review or a competitive process to award funding and the Council has not consistently acted in a manner which reflects the position in that respect.

Implementing this proposal will now allow the Council to regularly review the grant funding it provides and will ensure that:

- Grant funding continues to meet the ambitions and priorities of the Council and any emerging community needs
- Grant funding could be allocated to new organisations and new activities where appropriate; and
- The activities funded by grants could be commissioned where appropriate.

This practice will allow the Council to make funding available to a wider range of organisations delivering activities which are aligned to the Council's strategic aims and emerging community need at any given time.

As most grant payments to VCS organisation are one-off in nature, it is not anticipated that this will affect the vast majority of grants, however this will have an implication for the recurring grants subject to this report.

It is recommended that end dates are now imposed on recurrent grants and that funding commitments are reviewed using the assessment criteria outlined in Proposal Two. In line with the Derbyshire Compact agreement, grant funding could be withdrawn from affected organisations subject to 12 weeks' notice before March 2023.

- **Proposals to secure future funding through commissioning** - It is recommended that in future the Council agrees to secure funding for recurring grants through a process of commissioning and that the agreed assessment process will be used to determine whether an organisation should continue on a commissioning pathway.

Organisations not moving onto the commissioning pathway would therefore be unlikely to receive funding from the Council in respect of the activity for the grant that it is currently awarded.

Implementing this proposal will ensure that moving forward, commissioned activities will provide VCS organisations with a more stable platform on which to grow and enhance its activities, thereby helping to contribute to the Council's strategic aims. As is the case for commissioned activity generally, there will be an expectation that organisations will apply and re-apply for future funding in line with agreed timescales, with no guarantee of success.

It is recommended that grants are placed onto either one of the following two distinct pathways:

- Pathway 1: Future funding to be secured through commissioning
- Pathway 2: Future funding to cease.

Placing all grants on either Pathway 1 or Pathway 2 will result in every organisation currently receiving a recurring grant from the Council experiencing a change to their existing funding arrangements.

It is also recommended that, through the assessment and review process, where grants are assessed as similar in nature and activity is closely related, these awards are redesigned and commissioned thematically, on a consolidated or otherwise reconfigured basis.

- **Proposals to use identified assessment criteria to review current recurring grants** - It is recommended the Council agrees to use a series of criteria for grant assessments, to determine whether funding should be secured in the future through commissioning as follows:

Criteria One: Funding provides a service which is required in order to ensure that the Council complies with its legal obligations

or;

Criteria Two: Funding:

- *Meets the Councils strategic aims and priorities;*
- *Provides value for money; and*
- *Supports fair and equitable allocation of resources.*

It is essential that where the Council is subject to a duty to provide a service, the service is provided in accordance with that duty. Commissioning an activity will enable the Council to ensure that the commissioned organisation is contractually bound to undertake the activity in a way that ensures compliance with the Council's duties.

It is also essential that funding activities meet the Councils strategic aims in a fair and cost-effective manner.

As described in section 4.2 of this report, preliminary assessments of all existing recurring grants were undertaken prior to consultation, to provide an indication of whether it was anticipated that the relevant activities were or were not likely to be

commissioned in the future, based on currently available information.

The table below outlined the number of grants, indicatively placed on the different pathways from the review:

Indicative Review Outcome	Number
Pathway 1 - Thematic Redesign	38
Pathway 1 - Commission	6
Pathway 2 - Not further extended	18
Total	62

Although assessment criteria will remain as proposed, the potential impact on organisations could change subject to the information supplied to the Council through the consultation process and potential information supplied through further engagement with organisations moving forward.

However, indicatively for the purposes of this report, it is envisaged that the implications of using the same agreed criteria will likely be those outlined above, pending final decisions. It is important that organisations plan for this in their own budget setting processes for the rest of the 2022-23 financial year.

4.6 Implementation of Recommendations

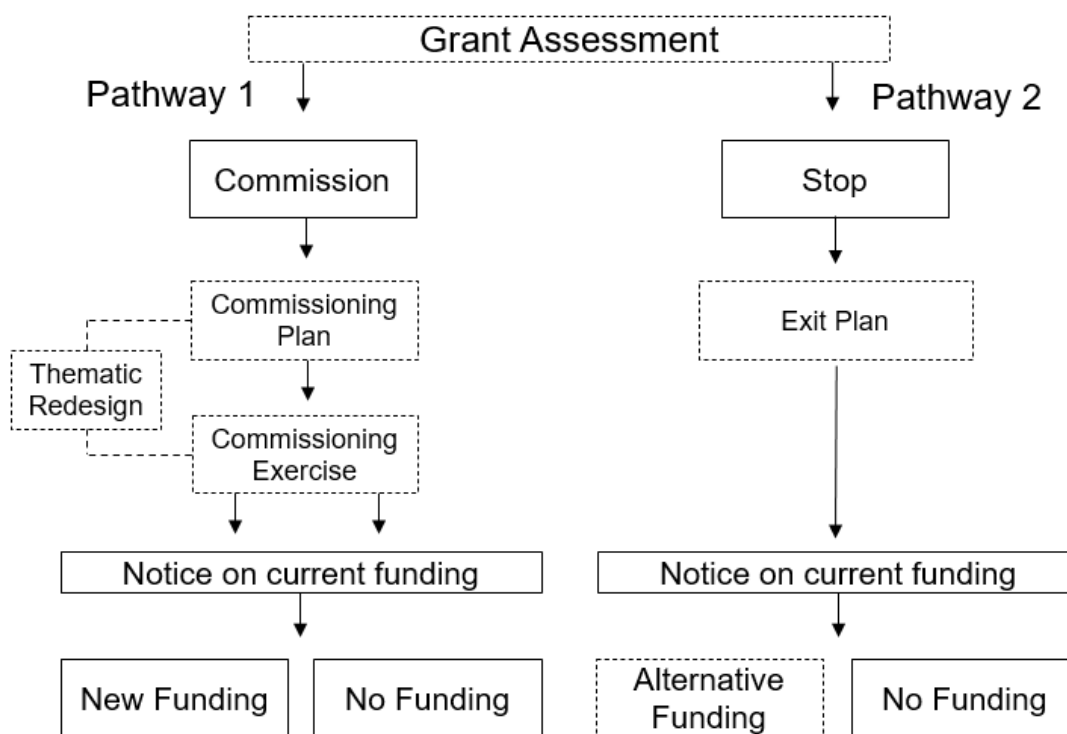
To take forward the next stage of the review process, assessments will now be undertaken using the agreed criteria outlined in Section 4.5. Following assessments, organisations will be notified of their review outcome and their inclusion on either Pathway 1 or Pathway 2. Organisations will also be notified at this point should their grant be recommended for thematic redesign.

Commissioning plans, thematic redesign plans and exit plans will be issued to organisations depending on the review outcome and forms a vital part of implementation. Proposed individual plans will be developed to help prepare organisations for the potential loss of grant funding or a commissioning exercise, as appropriate.

Following assessment outcomes and subsequent notification, it is recommended that there will be a period of representation. This will allow grant recipients to outline their position regarding the assessment, the outcome of individual grants and the proposed individual plan, before a final decision is made. The Council will consider these

representations, make a final decision, and notify the organisation of the final outcome by letter.

The implementation process for grant recipients placed on Pathway 1 or Pathway 2 is described in the diagram below.



- **Pathway 1** - Subject to final decisions following representations, a thematic redesign or commissioning plan will identify a named officer who will be tasked with implementing the plan within an explicit timeframe and agreed end date.

An appraisal will be completed for each grant or thematic redesign area, to ascertain the most appropriate option to achieve desired outcomes. Appraisals and agreed outcomes will be communicated with each organisation according to their agreed plans. This may also identify where support may be available for organisations towards any necessary transition.

An end date for the commissioning or redesign to be completed would form part of each plan. Grant funding for each organisation would continue until the end date is reached. Grant funding will not be extended beyond that end-date, save exceptional circumstances.

- **Pathway 2** - Subject to the final decision following representations, exit plans will cover the length of time grant funding is secured, for a

minimum of 12 weeks notice. An exit plan may also identify what support an organisation would be eligible to receive, to apply for new sources of funding or manage any consequences resulting from a loss of funding.

In January 2022, the Council launched a new strategic grants programme and funding framework with priorities linked to helping residents feel safe, supporting young people and encouraging people to get more involved in their communities, be more sustainable and more active.

All VCS organisations affected by these proposals would be eligible to apply for this funding and if successful, could provide one-off grant funding for organisations to achieve identified outcomes and priorities. Applications would however be assessed and determined on their own merit and against other applications, subject to their ability to meet assessment criteria outlined in the Council's new funding framework.

4.7 Review Process Timetable and Next Steps

The following is the anticipated timescales for the forthcoming stages of the agreed review process:

Action	Proposed Timescales
Assessments on agreed approach/criteria	August 2022
Commissioning and exit plans submitted	August 2022
Representation from organisations on plans	August - September 2022
Final decision letters sent to organisations and relevant organisations put on notice	Early November 2022

Following consideration of the report by Cabinet, officers will progress to the next stage of the review process and will commence the assessment of grants using identified criteria during August 2022.

As outlined in section 4.6 the Council will then write to current grant recipients, confirming the pathway on which their grant has been placed and the assessment used to support this decision. Individual assessments will also be made available for transparency.

Organisations will have the opportunity to consider their assessment and make a written representation outlining their position in relation to their assessment, their plan and the pathway proposed. This period will be a minimum of four weeks and deadlines for representations will also be clearly specified.

Following this period, the Council will consider these representations before a final decision is made.

It is anticipated that final decision letters will be issued to grant recipients in early November and, where required, organisations not progressing through a commissioning pathway will be put on notice. In line with this timetable, the Derbyshire Compact and best value statutory guidance this will be 12 weeks and funding therefore could be withdrawn from organisations before March 2023.

5. Consultation

- 5.1 The Council conducted a public consultation exercise, including consultation with the current recurring grant recipients, between 23 December 2021 and 24 March 2022.

The detail of the responses received, and analysis has been described in the body of the report with full analysis and consultation findings set out at Appendix 2.

6. Alternative Options Considered

- 6.1 Alternative Option 1 Do Nothing – The Council could let current grant arrangements expire and not extend any existing funding arrangements moving forward. This option is not desirable as it would not follow a best practice approach to reviewing grant funding to the sector and could be subject to legal challenge. A best practice approach is one that ensures that the stability of the sector is maintained throughout any review process, those affected have a say regarding the impact of any changes before a decision is made through consultation, and any affected organisations have adequate time following a decision before any significant changes to arrangements are made.
- 6.2 Alternative Option 2 Retain the status quo – The Council could cease its review of VCS grant funding. However, following an initial appraisal of the Council's grants to VCS organisations in 2018, Cabinet recognised that a significant number of existing grants were recurring, long standing and had not been reviewed for some time. Cabinet at this point agreed that a review of existing arrangements was therefore vital to ensure that future funding of the sector reflected a move to an outcome-based approach and to ensure that future investment supported the Council's strategic priorities moving forward. The option of ceasing the review therefore would not enable the Council to meet these aims. There are

significant limitations to the current approach for both the Council and those organisations that receive or wish to receive Council funding in the future and ceasing the review would not allow for necessary changes to be made.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 Report to Cabinet - Payments to Voluntary and Community Sector Organisations 2019-20 28 February 2019
- 8.2 Report to Cabinet - Voluntary and Community Sector Grants 21 November 2019
- 8.3 Report to Cabinet - Voluntary and Community Sector Review 16 January 2020
- 8.4 Report to Cabinet - Voluntary and Community Sector Review 30 July 2020
- 8.5 Report to Cabinet - Voluntary and Community Sector Review 6 December 2021
- 8.6 Report to Cabinet – New Grant Funding Framework and Prospectus 13 January 2022

9. Appendices

- 9.1 Appendix 1 - Implications
- 9.2 Appendix 2 - Indicative Pathway Allocations
- 9.3 Appendix 3 - Consultation Feedback Report and Analysis
- 9.4 Appendix 4 - Equalities Impact Assessment

10. Recommendations

That Cabinet:

- a) Considers the results of the public consultation which took place between 23 December 2021 and 24 March 2022.
- b) Considers the impact of the proposals as set out in the Equalities Impact Assessment attached at Appendix 4.
- c) Approves the proposal outlined in section 4.5 of the report that agrees that the Council adopts the principle of no longer supporting the award of grant funding to any organisation in the future without a fixed or scheduled end date (save for in exceptional circumstances).

- d) Approves the proposal outlined in section 4.5 of the report and agrees that the Council will no longer provide grant funding for the activities to which the recurring grants currently relate, but instead commission identified activity where appropriate.
- e) Approves the criteria for grant reviews outlined in section 4.5 of the report, to be used in assessments which will determine whether funding should be secured in the future through commissioning.
- f) Approves plans outlined in section 4.7 of the report to take forward the review and allow a minimum period of four weeks for recurring grant recipients to submit a written representation outlining their position in relation to confirmed pathway, before a final decision is made.

10 Reasons for Recommendations

- 10.4 To allow the Council to be informed on the outcome of the consultation exercise following 12-week period of consultation set out in the report.
- 10.5 To allow the Council to take decisions relating to this report with full consideration of the information provided through the consultation relating to equalities and the equalities impact analysis and assessment.
- 10.6 To ensure the Council can regularly and consistently review the funding it provides and ensure that organisation do not expectations that grant funding would be available or continue following the allocation of original awards.
- 10.7 To enable the Council to ensure that commissioned organisations are contractually bound to undertake activities which ensures the Council complies with its statutory duties.
- 10.8 To ensure that commissioned activities meet the Council's strategic aims in a fair and cost-effective manner.
- 10.9 To allow the Council to take forward the VCS review as set out in the report and to progress the review towards implementation and completion.
- 10.10 To allow affected organisations the change to challenge the Councils proposed pathway and submit any additional evidence and supporting information to support grant assessments before a final decision is made.

11 Is it necessary to waive the call in period?

11.4 No.

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Implications**Financial**

- 1.1 Currently, funding awarded annually to the 62 grants across different Council departments costs the Council £778,111. As part saving measures due to reductions in the Councils budget, there is an overall ongoing shortfall against these costs of £168,235.

Whilst awaiting the conclusion of the VCS funding review, the reductions have not been passed onto the organisations in receipt of funding and the shortfall is currently being met every year from general reserves. This is not a sustainable position, and the review proposal and subsequent implementation provides the opportunity for these shortfalls to be addressed.

The tables below summarise the total amount of annual funding and number of grants being considered as part of review proposals and outlines the costs of grants in relation to the departmental budget.

1.2 **VCS Grants Under Review****Adult Care VCS Grants**

	Number	£'s
General VCS Funding	34	506,309
Total	34	506,309

All Adult Care allocations are based on funding agreed in respect of the 2022-23 year and can currently be met from existing Adult Care budgets.

Public Health Grants

	Number	£'s
50+ Forums	9	6,925
Total	9	6,925

All Public Health allocations are based on funding agreed in respect of the 2022-23 year and can currently be met from existing Public Health budgets.

Corporate VCS Grants

	Number	£'s
General VCS Funding	9	127,065
Total	9	127,065

Corporate VCS Grants have been subject to funding reductions of approximately 30%, with a £30,423 shortfall being funded each year from general reserves.

Arts Service Grants

	Number	£'s
Community arts groups	9	124,230
Live and Local	1	13,582
Total	10	137,812

- 1.3 The Five-Year Financial Plan, agreed by Cabinet on 11 September 2019, identified a budget saving of £208,000 from April 2020 by reviewing the Arts Service. Funding for Arts Service Grants are met by the budget for the Arts Service. There has been no revenue budget to cover the cost of arts grants from April 2020 and the budget shortfall has been met from general reserves.
- 1.4 The table below outlines the number, and total value, of current grant awards, indicatively placed on the each of the identified review pathways.

Review Outcome	Number	£'s
Pathway 1 - Thematic Redesign	38	387,607
Pathway 1 - Commission	6	93,513
Pathway 2 - Not further extended	18	296,991
Total	62	

- 1.5 Organisations which have their funding redesigned or withdrawn could be impacted financially. This will be identified through the proposed representations process outlined in the report. The Council will work closely with those organisations which are impacted to ensure that plans and timeframes are clear, and transitions managed as effectively as possible.
- 1.6 Subject to final decisions proposals could result in the withdrawal of approximately £296,991 funding from organisations per annum which would contribute to meeting identified savings and would ensure that the Council no longer uses the general reserve to cover the costs of activities which it wishes to continue to fund. Any remaining funding would be available for reinvestment in the sector through the new funding framework.

Legal

- 2.1 The Council has power to provide grants to voluntary and community sector organisations under the general power of competence set out in section 1 of the Localism Act 2011.
- 2.2 The Council must have regard to the Best Value Statutory Guidance which provides that authorities “should not commission services from, give grants to or sell assets to an individual or organisation which actively or vocally opposes fundamental British values, including democracy, the rule of law, individual liberty, and mutual respect and tolerance of different faiths and beliefs; or which calls for the death of members of our armed forces”.
- 2.3 The Guidance also makes is clear that:
- “An authority intending to reduce or end funding (where ‘funding’ means both grant funding and any fixed term contract) or other support to a voluntary and community organisation or small business should give at least three months’ notice of the actual reduction to both the organisation involved and the public/service users.
 - An authority should actively engage the organisation and service users as early as possible before making a decision on: the future of the service; any knock-on effect on assets used to provide this service; and the wider impact on the local community.
 - Authorities should make provision for the organisation, service users, and wider community to put forward options on how to reshape the service or project. Local authorities should assist this by making available all appropriate information, in line with the Government’s transparency agenda.”
- 2.4 The Gunning principles set out the common law principles to be observed when undertaking consultation. R v London Borough of Brent ex parte Gunning [1985] 84 LGR 168 established these principles, which set out that a consultation is only lawful when these four principles are met:
- a. Proposals are still at a formative stage. A final decision has not yet been made, or predetermined, by the decision makers.
 - b. There is sufficient information to give ‘intelligent consideration’. The information provided must relate to the consultation and must be available, accessible, and easily interpretable for consultees to provide an informed response.
 - c. There is adequate time for consideration and response. There must be sufficient opportunity for consultees to participate in the consultation. In the absence of a prescribed statutory period, there is

no set timeframe for consultation, though it is widely accepted that twelve-week consultation period is sufficient. The adequacy of the length of time given for consultees to respond can vary depending on the subject and extent of impact of the consultation.

- d. 'Conscientious consideration' must be given to the consultation responses before a decision is made. Decision-makers should be able to provide evidence that they took consultation responses into account.

Following the consultation Cabinet will now need to take careful account of the views expressed in arriving at its decision.

- 2.5 In coming to a decision, the Council should also have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010. A full Equality Impact Assessment has been prepared and is appended to this report. Cabinet must have due regard to this report to ensure that it is satisfied that any adverse impact and the proposed mitigation allows it to meet the legal obligations.

Human Resources

- 3.1 The voluntary and community sector organisations currently funded by the Council as part of this report are independent of the County Council and therefore there are no human resources considerations.

If funding is redesigned or withdrawn, then there could be a specific HR impact on the individual organisations which will be fully ascertained through the proposed representations process. There may also be structural and resourcing implications for internal services which will be fully scoped during the review.

Equalities Impact

- 5.1 The consultation specifically asked for respondents to outline the impact of proposals on specific communities or groups. Respondents to the consultation on proposals indicated that the following protected groups would negatively or disproportionately impacted under the proposals, if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary.

- Older residents
- Those with a disability
- Those living in rural areas
- Those with low incomes.

26 groups responding to the consultation said that their provision directly or indirectly related to a protected group and proposals would impact on their beneficiaries. Beneficiaries in this context is a complex mix of individuals, either direct service users in relation to specific grants or individuals who engage with the organisation, its provision or activities which are supported by the grant.

Of the organisations who stated that their provision would be affected:

- Nine indicated that their provision would be reduced
- Two indicated that their provision would be more expensive
- 18 said provision would end
- Three said it would affect other provision.

The impact of which would be:

- An increased risk of social isolation
- A decrease in access to support, care, and medical appointments
- Increased difficulty in carrying out routine daily activities
- Poorer mental and physical wellbeing
- Increased pressure on services provided by partner organisations.

Recommendations outlined in the report have been made with full consideration of the information provided through the consultation relating to equalities and the equalities impact analysis and assessment.

Corporate objectives and priorities for change

- 6.1 The review of funding to the voluntary and community sector is a key priority outlined in the Council Plan. The review is essential and will ensure that resources allocated to the VCS support the Council's ambitions in supporting a fairer and more equitable allocation of funding, enabling efficient and effective investment, and encouraging the long-term sustainability of the sector moving forward.

Indicative Pathway Allocation

Pathway 1		£'s
Age Concern	Befriending Grant	10,741
Age UK Derby and Derbyshire	Mobile Information Service	19,547
Age UK Derby and Derbyshire	Erewash Careline Service	4,500
Age UK Derby and Derbyshire	Befriending Service	48,099
Amber Valley CVS	Befriending Service	6,457
Asian Association of Chesterfield and North Derbyshire	BME Grant	3,744
Barlborough Darby and Joan Club	Luncheon Club	1,568
BME Infrastructure	BME Consultation Support Grant	13,225
Borrowbrook Home Link	Older adult support	2,800
Chesterfield African Caribbean Community Association	Activities and Luncheon Club	20,282
Chesterfield African Caribbean Community Association	BME Grant	3,744
Chesterfield Muslim Association	BME Grant	1,821
Connex Community Support	Befriending Service	3,000
Derbyshire 50+Forum Ashbourne	50+Forum	639
Derbyshire 50+Forum Belper	50+Forum	672
Derbyshire 50+Forum Bolsover	50+Forum	1,330
Derbyshire 50+Forum Clay Cross	50+Forum	616
Derbyshire 50+Forum Glossop	50+Forum	1,128
Derbyshire 50+Forum Heanor	50+Forum	508
Derbyshire 50+Forum Ilkeston	50+Forum	1,060
Derbyshire 50+Forum Long Eaton	50+Forum	620
Derbyshire 50+Forum Matlock	50+Forum	352
Derbyshire Autism Services Group	Vulnerable adults service	26,804
Derbyshire Chinese Welfare Association	BME Grant	2,186
Derbyshire Dales Careline	Befriending service	2,010
Derbyshire Law Centre	Legal Service	60,524
Derbyshire Law Centre	Specialist Advice Grant	29,600
Dronfield Welcome Club	Luncheon and Social Club	629
Eckington and District Monday Club	Social club	3,216
Erewash Voluntary Action CVS	Befriending Grant	3,000
Eventide Lunch Club	Lunch Club	10,000
Glebe Field Centre (Crich)	Day service	12,000
Greenaway Workshop	Therapeutic care	10,161
Ilkeston and District CVS (Flamsteed)	Day Service	22,647
Lunch clubs grant fund	Various small clubs	18,000
Mencap – Swadlincote Gateway Club	Social Club	2,675
Muslim Welfare Association	BME Grant	1,821
New Mills Volunteer Centre	Befriending Service	250

Our Vision Our Future	Social Club	30,375
South Derbyshire CAB	Specialist Advice Grant	10,400
South Derbyshire CVS	Befriending Service	33,848
Stepping Stones (Amber Valley)	Befriending Service	15,549
The Bureau (Glossop)	Time Out Service	21,936
Volunteer Centre (Chesterfield + NED)	Befriending Project	17,036
Total of Pathway 1 - 44 grants plus 109 small luncheon club grants		481,120

Pathway 2		£'s
Age UK Derby and Derbyshire	First Taste	5,200
Buxton Festival	Arts Grant	5,723
Connex Community Support	Volunteer Car Scheme	16,306
Erewash Voluntary Action CVS	Shopping Service	31,711
Fleet Arts	Arts Grant	18,006
Glossopdale Furniture Project	Recycling and repurposing project	32,133
Heanor Salcare	Recycling and repurposing project	54,054
High Peak Community Arts	Arts Grant	18,006
Junction Arts	Arts Grant	15,200
Learning Through Arts	Arts Grant	16,028
Level Centre Ltd	Arts Grant	24,925
Live and Local	Arts Grant	13,582
Orchestras Live	Arts Grant	6,377
Ripley Neighbourhood Care Scheme	Luncheon club (closed)	2,369
South Derbyshire CVS	Social Car Scheme	7,406
Stanley Common Eventide Guild Hall	Community development	10,000
People Express	Arts Grant	16,323
Wash Arts	Arts Grant	3,642
Total of Pathway 2 - 18 grants		296,991

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**Derbyshire County Council
Voluntary and Community Sector
Funding Review
2022**

Consultation Report

Introduction

In February 2019, the Council agreed to undertake a comprehensive review of all grant funding it provides.

The review considered all of the grant funding provided by the Council and, as part of this process, identified 62 specific grants (which it has termed 'recurring grants') which are awarded on an annual basis to a range of VCS organisations. These grants have not been subject to review, despite funding being allocated over many years.

A report was presented to Cabinet on 6 December 2021 which agreed to:

- Consult on a proposal that the Council adopt the principle of no longer supporting the award of grant funding to any organisation in the future without a fixed or scheduled end date (save for in exceptional circumstances).
- Consult on the proposals for a process for reviewing existing recurring grants.
- Receive a further report on the outcome of the consultation and final VCS funding proposals at its meeting in May 2022.

The consultation took place between the 22 December 2021 and 23 March 2022. This report will summarise views and opinions submitted by respondents during this period.

The proposal for consultation

The Council is brought forward two related proposals on current recurring grant payments for consultation as follows:

1. The first proposal addressed the practice of awarding grant funding without a scheduled end date
2. The second proposal set out the specific criteria the Council is proposing to use to assess all 62 identified recurring grant payments.

Proposal One: No longer awarding grant funding without a scheduled end date

The Council has proposed to end the practice of awarding grant funding to organisations without a scheduled and clear end date (save for in exceptional circumstances). Any grant award would specify the time frame for which an organisation has secured funding and there be no expectation that this funding would continue beyond the specified date.

As many grant payments to voluntary and community sector organisation are one-off in nature, it is not anticipated that this will not affect the vast majority of grants, however this will have an implication for recurring grants.

Adopting this proposal would impact on organisations currently in receipt of a recurring grant award, as this proposal means the Council would no longer have 'recurring grants' as it does now and every organisation currently receiving a recurring grant payment would experience a change to their existing funding arrangements.

This proposal would not result in the blanket cessation of funding from the Council to organisations who currently receive a recurring grant for specified activities. Rather, it is proposed that the Council would commission the activities to which the grant relates, in certain circumstances, which is outlined in Proposal Two.

Proposal Two: Proposed Grant Assessment Criteria

The Council's second proposal set out the specific criteria to be used to assess all 62 identified current recurring grant payments and determine whether funding should be secured in the future or whether funding should cease.

Funding in the future would be secured through commissioning where activities to which the grant relates either provide a service necessary for the Council to discharge its statutory obligations; or where activities meet the Council's strategic aims and priorities, provides value for money and supports a fair and equitable distribution of resources.

Therefore, it was proposed for consultation, that the following assessment criteria was used:

Criteria One

The activities to which the grant relates provides a service which enables the Council to fulfil its statutory requirements.

And;

Criteria Two

The activities to which the grant relates:

- *Meets the Councils strategic aims and priorities and;*
- *Provides value for money and;*
- *Supports fair and equitable allocation of resources.*

It was proposed that if a grant activity is assessed as meeting either Criteria One or all three elements of Criteria Two, it could be put forward for commissioning.

A brief assessment of all grants was undertaken, to indicate whether it was anticipated a grant could be commissioned in the future, based on currently available information.

These assessments were indicative and may be subject to change following consultation. However, based on the indicative assessment process, 44 recurring grants out of the 62 grants awarded were indicatively assessed as being taken forward for commissioning, with the remaining 18 grants not being taken forward for commissioning, and because of this, funding to those organisations would cease.

Consultation Methodology

In line with the Derbyshire Compact the consultation period lasted 13 weeks, between 22 December 2021 and 23 March 2022.

During this period, consultations took place with current grant recipients, key stakeholders and partners. All current recurring grant recipients were also contacted and offered one-to-one meetings and a publicly available questionnaire was published online.

An easy read version of the consultation was also produced, following a request from a recurring grant recipient (made on behalf of their service users) and paper copies of the questionnaire were provided to respondents as requested.

The purpose of the consultation was to:

- Gain an understanding of support for the VCS Review approach proposals from relevant stakeholders
- Enable stakeholders to understand the potential impact of the principle of no longer supporting the award of grant funding to any organisation in the future without a fixed or scheduled end date and where appropriate offer a viable alternative
- Enable stakeholders to comment on the assessment criteria and where appropriate, offer a viable alternative
- Enable stakeholders to outline how proposals will impact on residents.

Consultation Feedback

A total of 274 consultation questionnaire responses were submitted online and of these:

77 respondents indicated that they were responding as a grant recipient. They included:

- Amber Valley CVS (3)
- South Derbyshire CVS
- LINKS CVS
- Erewash Voluntary Action (4)
- New Mills & District Volunteer Centre
- The Volunteer Centre Chesterfield & NE Derbyshire
- Derbyshire Law Centre (2)
- The Bureau
- Holmgate Darby and Joan Club
- Crick Luncheon Club
- St Pauls Happy Circle Dancing and Social Group
- The Stanley Common Eventide Community Hall
- Swanwick Luncheon Club
- Marlpool United Reformed Church Lunch Club
- Egginton Jubilee Club
- Ashover Lunch Club
- Borrowbrook Home Link
- Florence Nightingale Community Hall
- Crich Glebe Feld Trust Limited
- Swadlincote Gateway Club
- Glossopdale Furniture Project
- People Express (2)
- Our Vision Our Future
- Connex (5)
- Level Centre (7)
- High Peak Community Arts (5)
- Junction Arts
- Fleet Arts (7)
- Belper & District 50+ Forum
- Age UK Derby and Derbyshire (10)
- Matlock 50+ forum
- Careline
- Learning Through Arts
- Live and Local (3)
- Orchestras Live
- ACCA
- Asian Association of Chesterfield and North Derbyshire

- Sinfin and Stenson Asians Over 60 Social and Welfare Club

(Numbers in brackets relate to how many responses were received from each organisation).

57 respondents were VCS Organisations who do not currently receive a grant which is currently under review. They included:

- Infrastructure organisations
- Community groups/associations
- Support services
- Charitable Incorporated Organisations
- Community Interest Companies.

Seven respondents indicated they were responding as a County Council Partners and Stakeholders. They included:

- Arts Council England
- Derbyshire Home from Hospital Support
- Penderels Trust Ltd
- Chesterfield Borough Council
- Derbyshire Wildlife Trust
- Chesterfield Borough Council

(One respondent in this category did not state their organisation).

116 respondents indicated they were responding as a resident. They included:

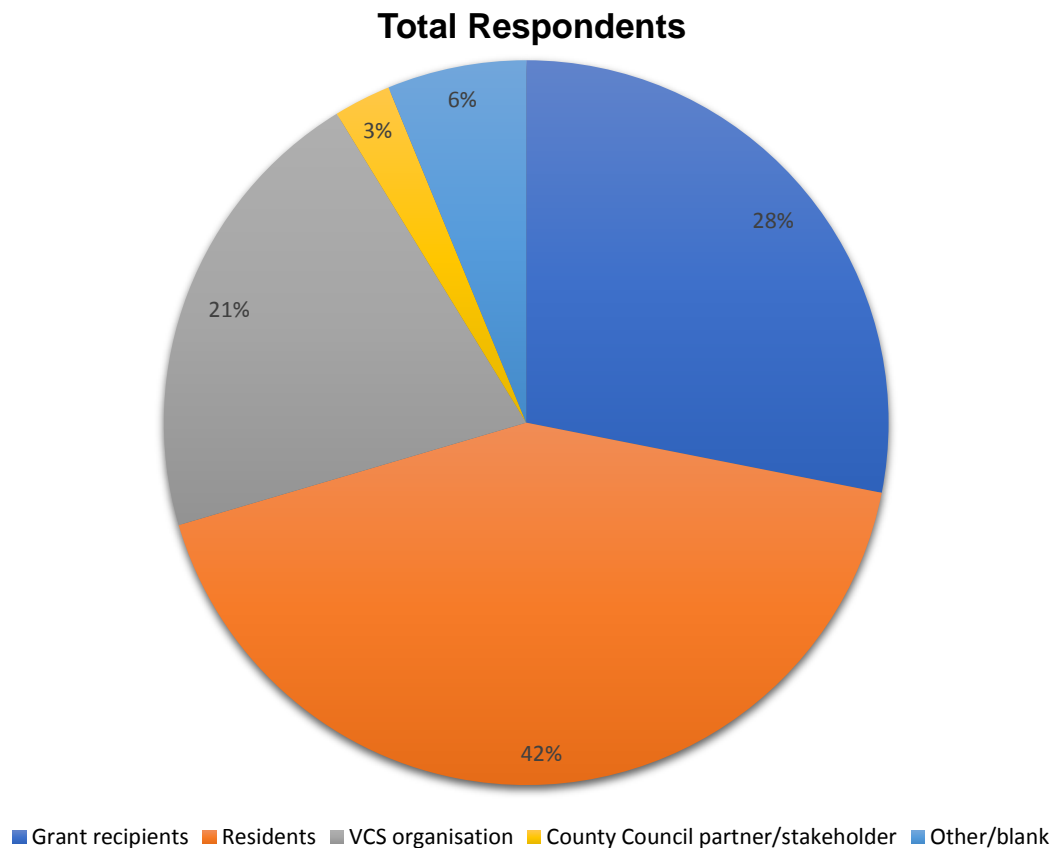
- Service users
- Volunteers
- Those with caring responsibilities
- Older and vulnerable people
- Two easy read questionnaires from service users.

17 consultees did not identify themselves as belonging to any of the above categories.

Seven letters were also received from:

- Connex
- High Peak Alliance
- New Mills and District Volunteer Centre
- High Peak CVS
- Level Centre
- Long Eaton 50+ forum
- Derbyshire Participatory Arts collective response.

Headline Statistics



- 42% strongly agreed or agreed with the proposal to no longer award grant funding without a scheduled end date (36% disagreed or strongly disagreed)
- 49% of respondents strongly agreed or agreed with the proposal to specify an end date for each existing recurring grant (33% disagreed or strongly disagreed)
- Agreement that criterion one should be used to assess recurring grant activity was divided, with 37% of respondents strongly agreeing or agreeing and 36% disagreeing or strongly disagreeing
- 66% of respondents strongly agreed or agreed that criterion two should be used to assess recurring grant activity (14% disagreed or strongly disagreed)
- 61% of respondents disagreed or strongly disagreed with the proposal that if the Council were to decide not to commission an activity to which an existing recurring grant relates, the Council would no longer provide grant funding for that activity (18% strongly agreed or agreed)

General Summary

- Responses to the consultation were wide-ranging and varied
- Many respondents were affiliated with an organisation currently in receipt of funding, whether that be as a volunteer worker, service user or a member of the organisation
- Respondents were concerned that a review of funding arrangements would equate to a reduced funding, however there was general agreement that a review of VCS funding was necessary, and that funding should have an end date
- There was concern that automatic application of end dates would lead to uncertainty about the future of organisations and services, particularly if funding was withdrawn at short notice
- Those not currently in receipt of funding suggested that the proposal would give different organisations the opportunity to secure funding and could lead to better services
- Many respondents saw benefits in a commissioned approach, stating that it would give more stability, clarity and result in a fairer process, offer best value, allow greater transparency and ensure improved quality standards
- There were several calls for more robust monitoring and review processes to support any future process, with ongoing scheduled reviews
- Concerns were raised about how smaller community organisations would be given a fair opportunity any competitive process and how they could be supported to manage additional administrative processes and potential costs of commissioning with limited resources and expertise
- Assessment criteria one was understood as a good way of ensuring that the Council's secures funding commitments for certain activity, however many were concerned that it was too narrow and that activity which did not meet it would no longer be eligible for funding
- Responses to assessment criteria two were positive with two thirds of respondents supporting its application. Comments indicated that it was reasonable that funded activity meets this criterion and better reflected the breadth of activity carried out by the VCS
- Most respondents disagreed with the proposal to no longer provide grant funding for activity where it was decided not to commission
- Organisations were concerned that they would lose funding which they had become to rely upon, and that this would lead to the closure of organisations and the loss of community activity
- Several respondents stressed the importance of consistent grant funding to community organisations
- Core funding was identified as vital for many, and it was suggested that it should be considered separately to funding for specific projects/activity.

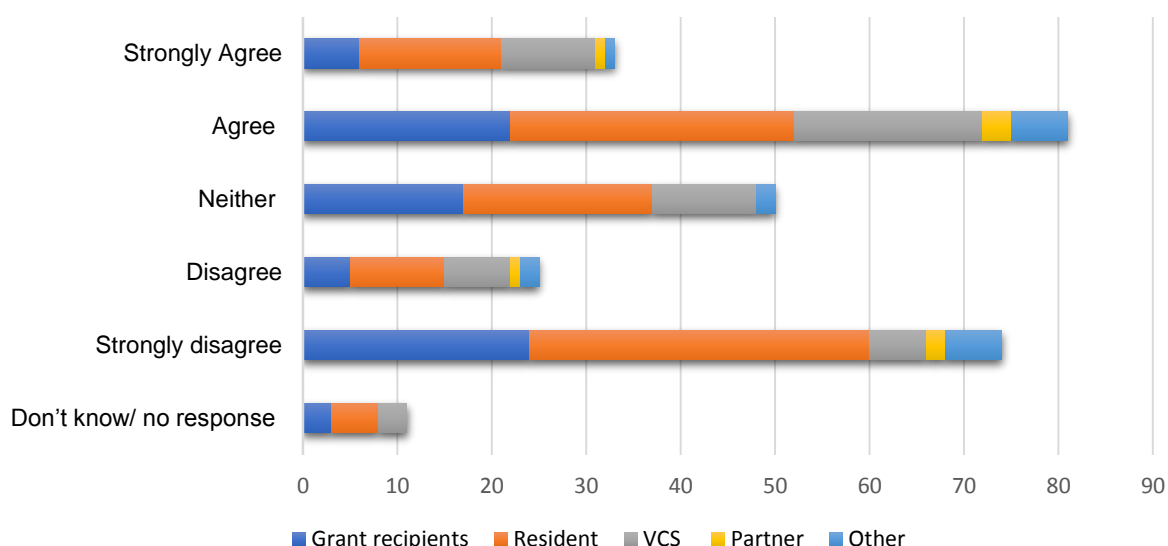
Detailed Summary

Proposal One - Consultation Feedback

Question 1

Do you agree or disagree with the Council's proposal to no longer award grant funding without a scheduled end date?

- 114 respondents (42%) strongly agreed or agreed with the Council's proposal to no longer award grant funding without a scheduled end date
- 99 respondents (36%) disagreed or strongly disagreed
- Of the groups of respondents, VCS organisations were most in agreement with 53% of respondents strongly agreeing or agreeing
- Grant recipients were less likely to agree with 38% of respondents disagreeing or strongly disagreeing



Summary of key comments:

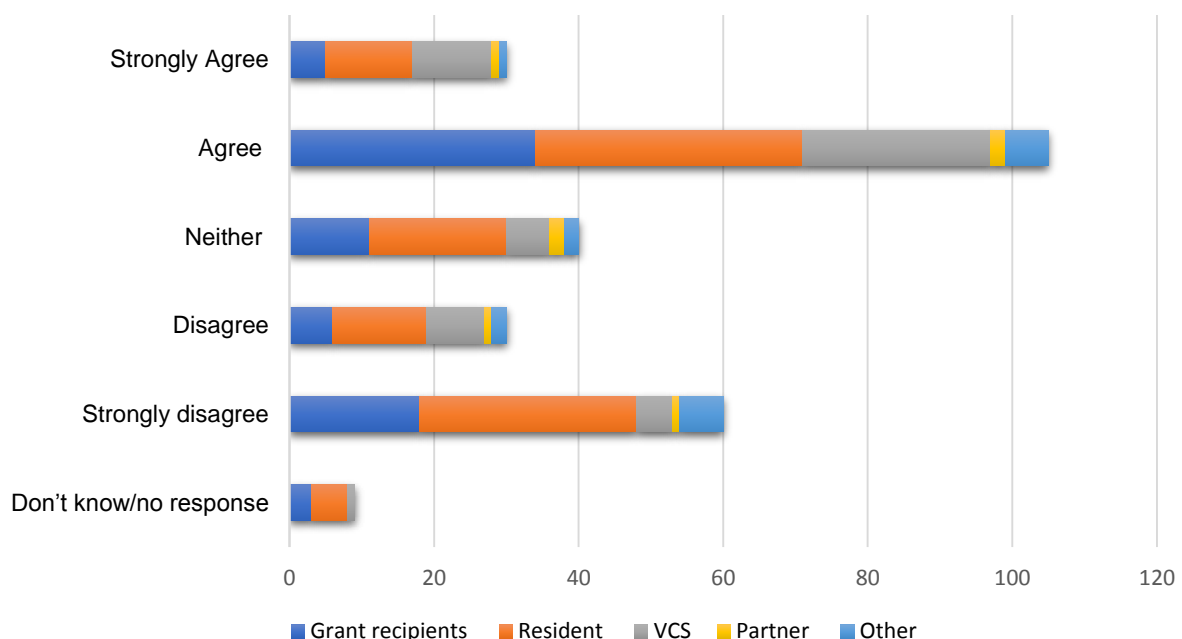
- Those who agreed that funding should have an end date said this provides focus and clarity both for the Council and funding recipients and ensures accountability and equitable use of funding
- Several grant recipients stated that their funding already had an annual end date
- Many respondents indicated that stability of funding and longer funding periods would improve grant recipients' ability to plan, retain skilled staff, secure other funding and develop partnerships and services effectively – whether this was achieved through commissioning or grants
- Some respondents suggested that 'review dates' would be a better-term than 'end dates' as those able to demonstrate impact and need should be able to continue to receive funding at the end of the funding period if still aligned to Council priorities

- Ongoing scheduled reviews and performance management were seen as important for future funding arrangements as well as more needs analysis to ensure activity continues to be relevant
- VCS organisations not currently in receipt of this funding suggested that the proposal would give different organisations the opportunity to secure funding and could lead to better services
- There was some concern that a single approach to the application of end dates would not be appropriate for all organisations/services and that more flexibility would be required to ensure valued activity is supported going forward.

Question 2

Do you agree or disagree with the Council's proposal to specify an end date for each existing recurring grant?

- 135 respondents (48%) strongly agreed or agreed with the Council's proposal to specify an end date for each existing recurring grant
- 90 respondents (33%) disagreed or strongly disagreed
- VCS organisations were most likely to agree with 65% of respondents strongly agreeing or agreeing
- 51% of grant recipients strongly agreed or agreed



Summary of key comments:

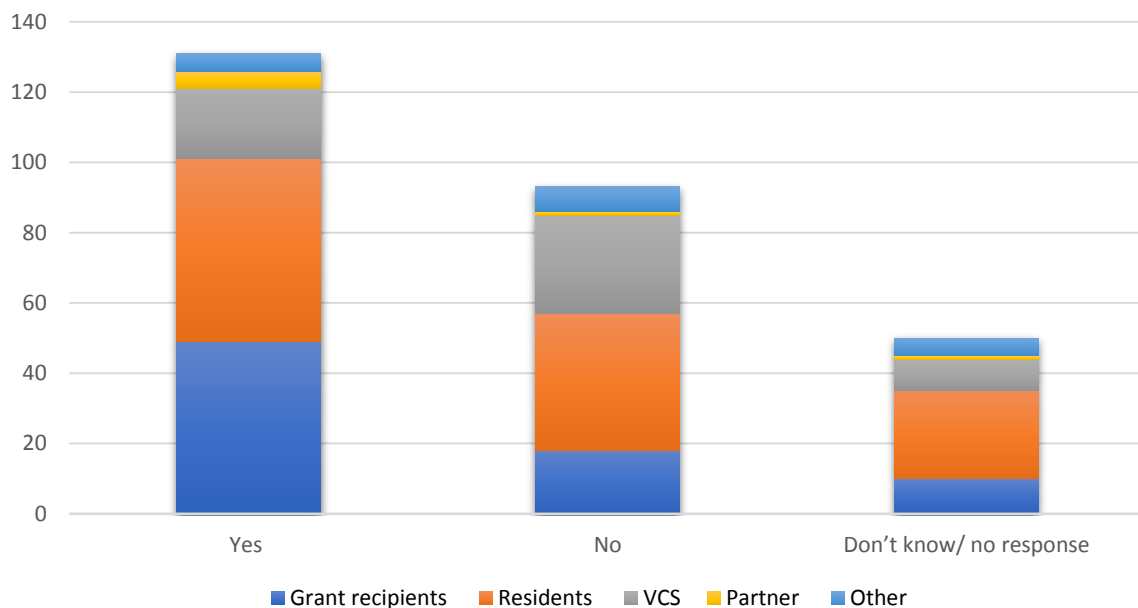
- Many respondents recognised the need for specified end dates stating that it would ensure more accountability and clarity with a clear funding structure and ensure needs are being met

- Concern was expressed by some that funding with an end date could put organisations and services at risk of closure, particularly if funding was withdrawn at short notice
- ‘Reasonable’ transition periods involving a staged reduction in funding were suggested to allow time for organisations to adapt to the change and allow opportunity to secure alternative funding
- Several grant recipients sought reassurance that an end date would not mean that funded activity could not receive further funding if it was demonstrated the service was needed
- Core funding was identified as vital for many organisations and it was suggested that it should be considered separately to funding for specific projects/activity.

Question 3

Do you have any alternative suggestions to this proposal?

- 131 (48%) respondents indicated that they had alternative suggestions to the proposal



Summary of key comments:

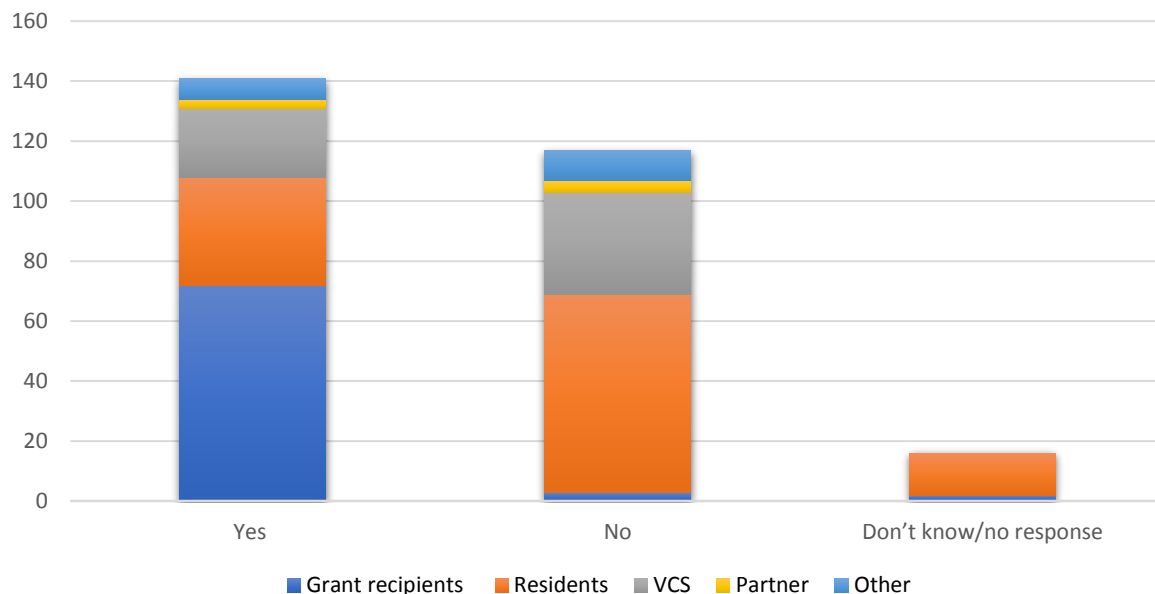
- Several respondents currently in receipt of grant funding indicated that they would support any funding mechanism that provided more long-term funding security and greater continuity
- There were several calls for more robust monitoring and review processes to support any future process
- Those with alternative suggestions encouraged coproduction and engagement of service users and organisations
- Concern was expressed that any requirement to reapply for funding could create an additional burden for small organisations

- The importance of consistent grant funding to community organisations was stressed by several respondents and a mixed approach to future funding was suggested.

Question 4

Is your organisation likely to be affected by this proposal?

- 140 of all respondents (52%) stated that they would be affected by the proposal
- 72 grant recipients (94%) stated that they would be affected by the proposal



Summary of key comments:

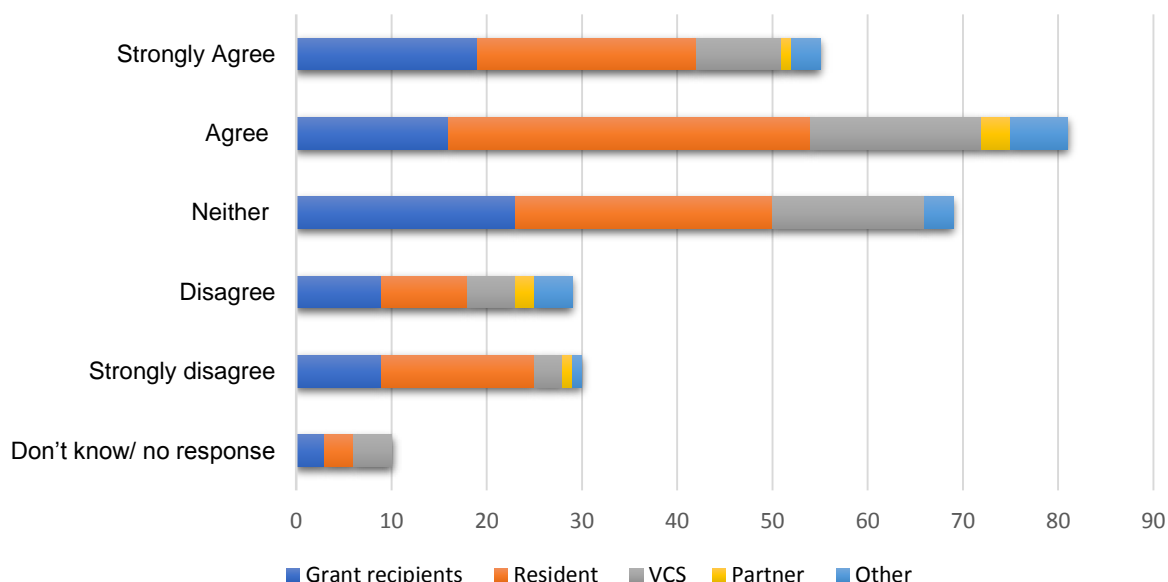
- Significant concern was expressed about the potential loss of funding and closure of organisations and services, reduction in local community activity, loss of skilled volunteers/workers and reduced capacity to work alongside statutory partners
- Those who would be affected indicated that any change implemented while they were still dealing with the consequences of the pandemic would be difficult to manage
- It was suggested that even where it was indicated activity may be commissioned, uncertainty about future funding from this approach would affect an organisation's ability to plan effectively and could affect the future growth of organisations
- Some grant recipients stated that current funding is not enough to cover the cost of the services they deliver, and that increased funding is necessary to maintain their current provision
- Respondents across all groups expressed concern that the potential loss of services and resulting impact on communities would be likely to lead to an increase in demand for other statutory services

- VCS organisations not currently in receipt of funding suggested the proposal would have a positive impact on them as they would have an opportunity to secure funding not previously available.

Question 5

Do you agree or disagree that the Council should consider whether to commission the activities to which existing recurring grants relate?

- 136 respondents (50%) indicated that they strongly agreed or agreed that the Council should consider whether to commission the activities to which existing recurring grants relate
- 59 respondents (22%) disagreed or strongly disagreed
- Residents were most likely to agree with 53% strongly agreeing or agreeing
- 43% of grant recipients strongly agreed or agreed



Summary of key comments:

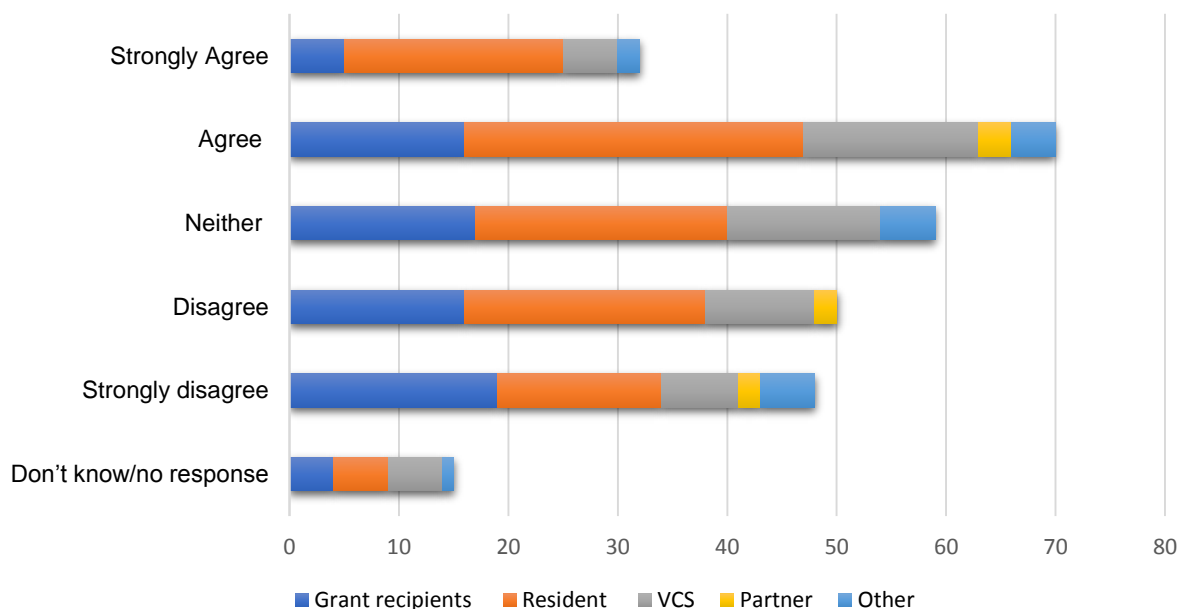
- Many respondents saw benefits in a commissioned approach, stating that it would give more stability, clarity and result in a fairer process, offer best value, allow greater transparency and ensure improved quality standards
- Some respondents questioned why the Council could not leave funding as it is as the current arrangements have worked well
- Concerns were raised about how community organisations would be given a fair opportunity in a competitive application process and how they could be supported to manage the additional administrative burden, bureaucracy and potential costs of commissioning with limited resources and expertise
- It was suggested that robust needs analyses would be necessary to ensure that the community's requirements are not overlooked and can be translated through the commissioning process
- The relationship between the Council and VCS should be a partnership rather than a commissioner and provider relationship.

Proposal Two – Consultation Feedback

Question 6

Do you agree or disagree that criterion one should be used to assess whether the activity to which a recurring grant relates should be commissioned?

- Agreement for the use of criteria one was divided with similar numbers of respondents agreeing and disagreeing
- 102 respondents (59%) strongly agreed or agreed while 98 respondents (56%) disagreed or strongly disagreed and 74 respondents (27%) neither agreed nor disagreed or provided no response
- More residents (35%) strongly agreed or agreed than disagreed or strongly disagreed (32%)
- 46% of grant recipients disagreed or strongly disagreed, 27% strongly agreed or agreed and 27% indicated neither or did not respond



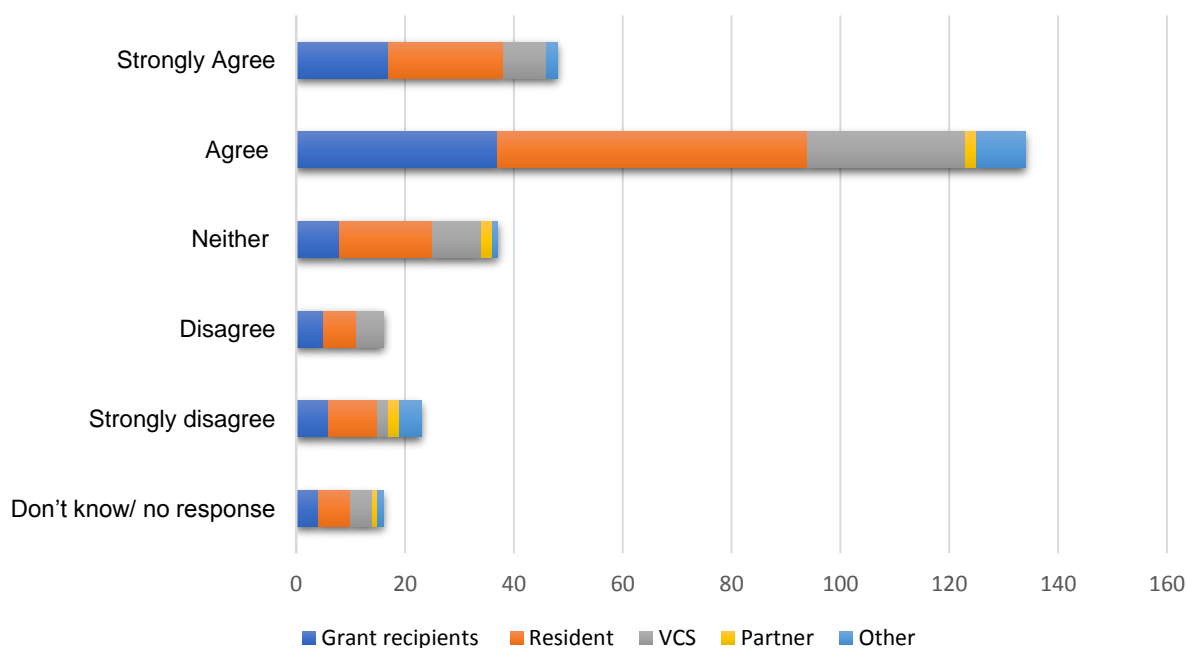
Summary of key comments:

- Many respondents saw commissioning as the best way to fund activity that meets statutory duties in a clear, transparent and fair way, although could not comment fully without knowing what the statutory requirements were
- Several respondents suggested that criteria one would be too limiting or restrictive and that the Council's obligations go beyond legal duties, to include responsibility for quality of life and wellbeing and suggested that more flexibility when applying the criterion would therefore be needed
- Respondents from across the groups stated that community need should be at the forefront of funding decisions
- There was also some concern that if the criterion was too restrictive it could stifle innovation and creativity and restrict the sectors' ability to respond to emerging issues and develop new activity.

Question 7

Do you agree or disagree that criterion two should be used to assess whether the activity to which a current recurring grant relates should be commissioned?

- Almost two thirds of respondents believed this criteria should be used
- 182 respondents (66%) strongly agreed or agreed while just 39 respondents (14%) disagreed or strongly disagreed
- 70% of grant recipients and 67% of residents strongly agreed or agreed



Summary of key comments:

- Those who agree stated that criteria two would allow organisations to demonstrate their work and ensure fair distribution of funds
- There were also indications that while they agreed with the criterion they were concerned with how it would be interpreted and assessed against service activity, and asked that this required more detail
- A small number of respondents questioned how current grants had been assessed already to reach the indicative pathways
- There was some concern that the proposed thematic groups outlined in the report did not recognise all groups and activities, for example services for young people
- The ability of small local community-based groups to compete with large regional charities during a competitive commissioning process was also raised as a concern by some grant recipients and other respondents.

Question 8

If you have any other suggestions for assessment criteria, or other factors which should be part of determining whether proposed activities should be commissioned, please provide details below.

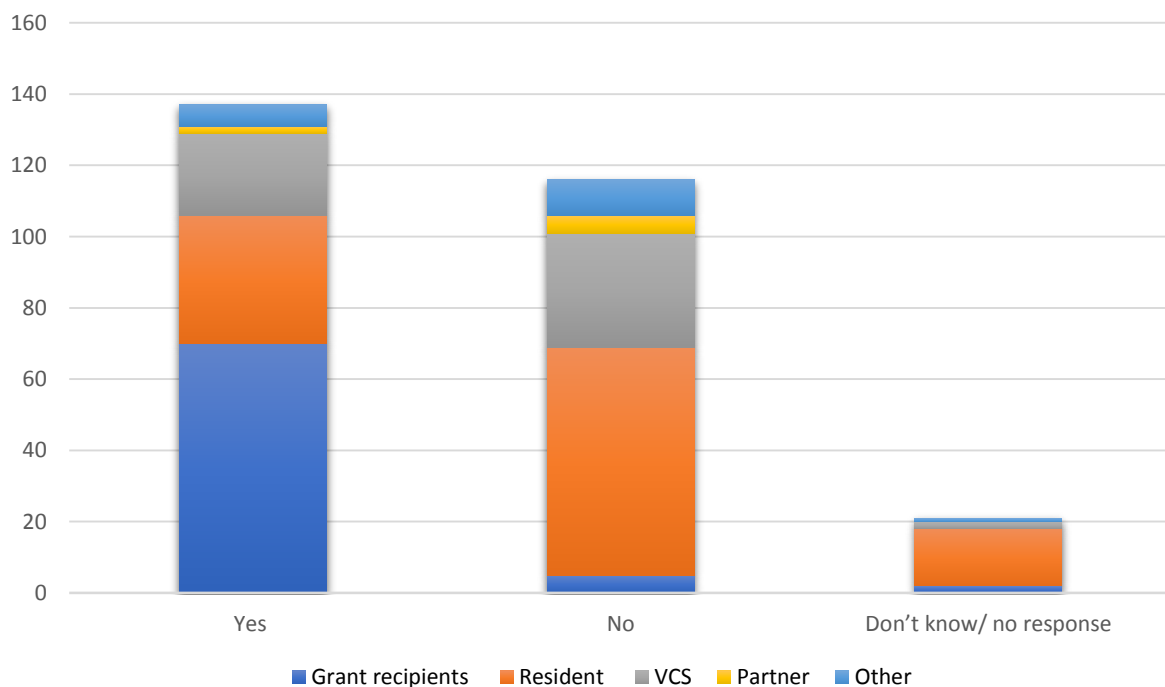
Suggestions for assessment criteria included:

- Quality of service in addition to value for money
- Co-operation and partnerships
- Gaps in statutory provision
- Performance and review information to demonstrate reliable delivery over time
- Added value through match funding / inward investment for Derbyshire
- Create closer link to communities by building service user/stakeholder feedback into criteria
- Activity mapping to identify gaps and duplication
- Impact of services and impact across strategies
- Community demand and emerging needs
- Environmental impact
- Geographical spread
- Contribution to other agendas (such as health and social care).

Question 9

Would your organisation be directly affected by the proposed criteria?

- 137 (50%) of all respondents stated they would be directly affected by the proposed criteria
- This increased to 91% (70 respondents) of grant recipients



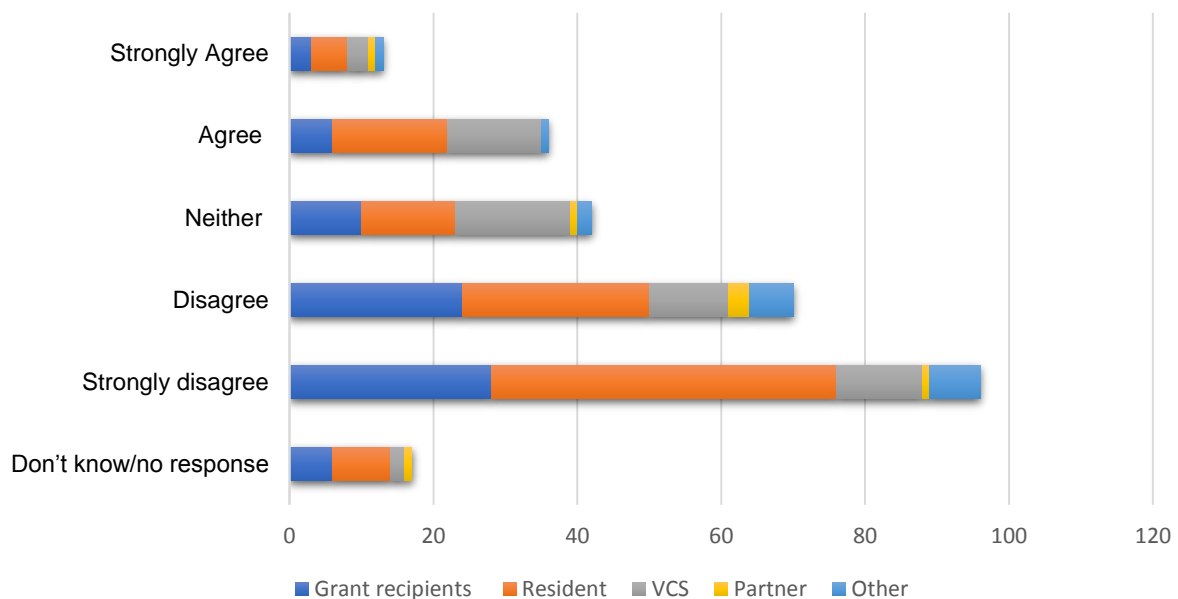
Summary of key comments:

- Whilst some organisations stated that they were already ‘self-sufficient’ others were concerned that use of the criteria could lead to the loss of services and facilities
- Other concerns included the administrative burden of funding applications, the potential loss of skilled workers, reduction in capacity and ability to work alongside partners and the resulting impacts on organisations and the communities they serve
- Some VCS organisations not currently in receipt of funding stated that the criteria would make funding more accessible

Question 10

Do you agree or disagree with the proposal that, if the Council were to decide not to commission an activity to which an existing recurring grant relates, the Council would no longer provide grant funding for that activity?

- 61% of all respondents did not agree with this proposal with 166 respondents disagreeing or strongly disagreeing
- 68% of grant recipients (52 respondents) disagreed or strongly disagreed



Summary of key comments:

- Respondents asked that consideration be given to allowing adequate transition periods when any changes are implemented and support for organisations to secure alternative funding or develop charging structures for services
- There were comments from across groups of respondents that a more flexible approach was needed to allow for varied activity, support requirements and emerging needs and there were some suggestions that

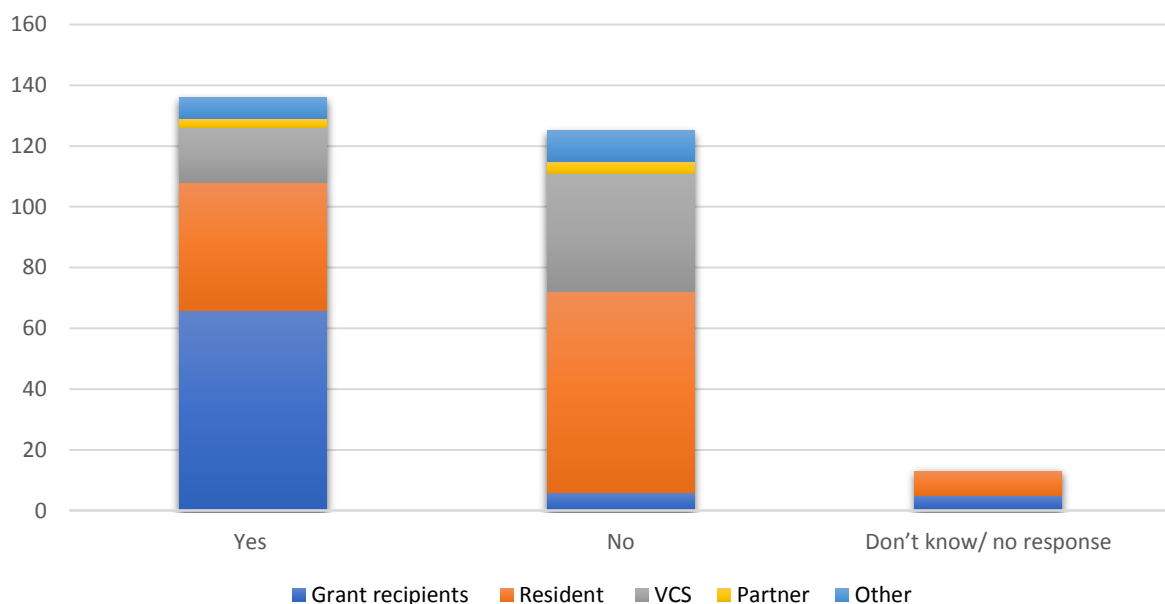
activities should be considered on a case-by-case basis rather than a 'blanket' approach

- Respondents suggested that the impact of no longer providing grant funding should be fully considered and understood before withdrawing funding and that whilst an activity might not meet the criteria, it may still be needed and there should be some way for funding to continue where necessary
- Some respondents expressed concern that the application of the criteria and potential cessation of grant funding could result in gaps in service provision which could impact vulnerable residents

Question 11

Would your organisation be directly affected by the proposal no longer to provide grant funding in respect of activities that are not commissioned?

- 136 of all respondents (50%) indicated that they would be directly affected by this proposal
- This increased to 85% (67) amongst grant recipient respondents



Key comments included:

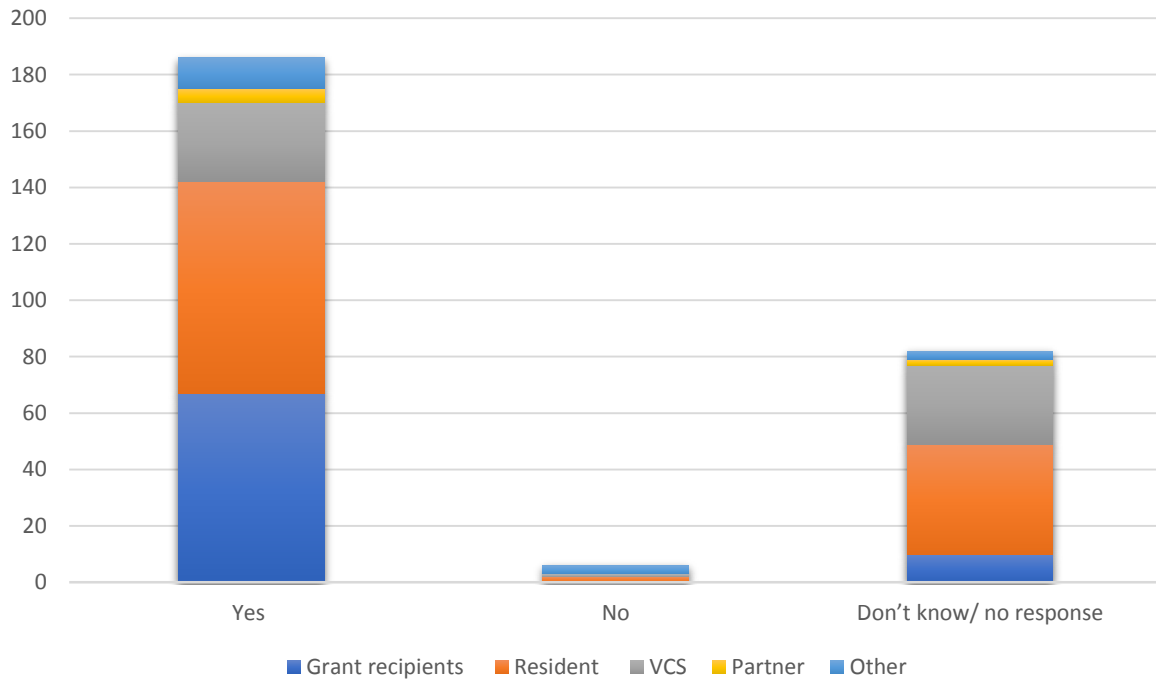
- Grant recipients indicated that an impact could be the closure of VCS organisations, services, the introduction/increase of charges for service users and an increase in demand for other statutory services
- Some arts organisations stated that it would threaten the additional investment they attract if they lost regular funding from the Council
- A number of VCS organisations commented that it would have a positive impact on them as it would enable them to apply for funding.

Impact of proposals on specific communities or groups

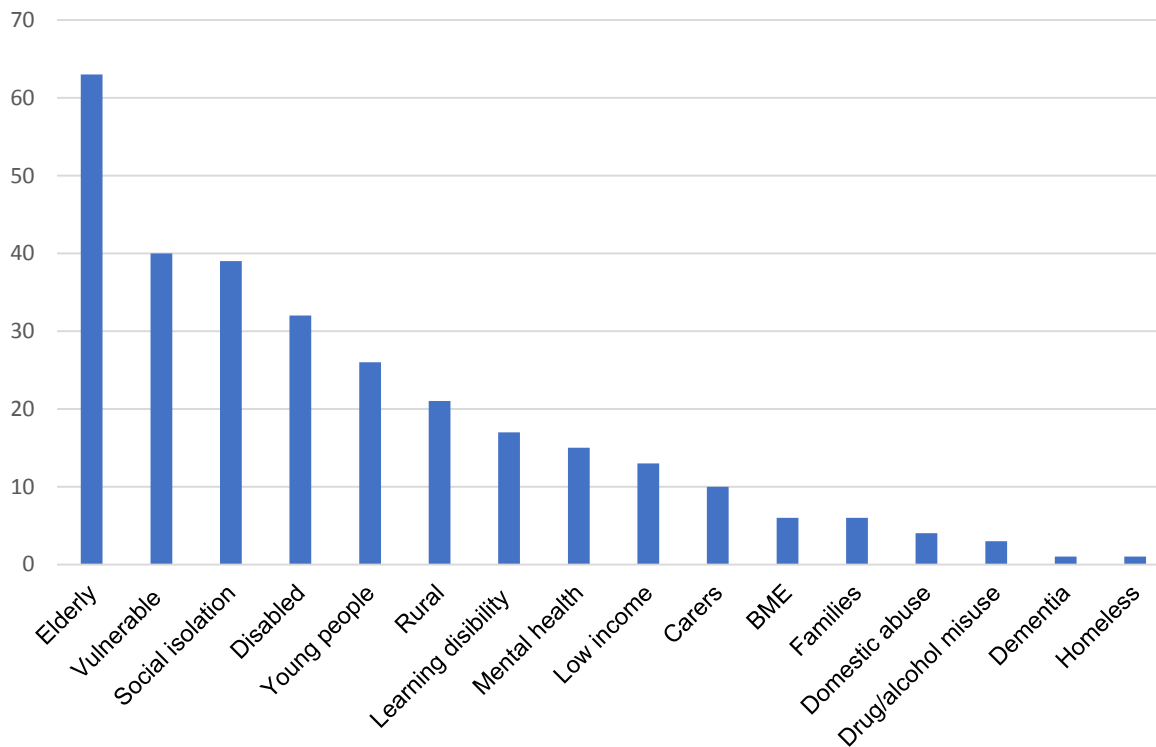
Question 12

Are there any specific communities or groups of people that would be directly affected by these proposals

• 186 respondents (68%) answered 'yes'



The below chart represents the specific communities or groups of people that were most mentioned in respondents comments.



Key comments included:

- Several respondents indicated that instead of a specific group being affected, whole communities or any service users would be affected
- Volunteers were also identified as a group that could be affected by reduced volunteering opportunities
- Other categories of people or groups that might be affected included those experiencing physical or emotional barriers to participation, any underrepresented minority groups, those experiencing anxiety related conditions, small communities and caring charities.

Question 13

Please use the box below to provide any other comments on our proposals or anything else you would like to tell us.

Summary of key comments included:

Grant recipients

- There was general agreement that a review of VCS funding was necessary
- There were multiple requests for the continuation of current funding with many respondents using this question to explain what current recurring funding has enabled them to achieve and their plans for the future
- Several respondents urged the Council to ensure it considers and understands the impact of current services, how well they are used and past performance before decisions are made
- Some groups stated that they were still adapting and responding to pandemic related issues and resulting 'surges in demand' and questioned the timing of the changes, suggesting there are better ways for the Council and VCS to work collaboratively
- Any changes to current arrangements should be staged over a reasonable transition period to support organisations to adapt and limit any impact
- Some groups indicated that their activity was unique and that if it were to stop there would be gaps in service provision that could create more issues in the future.

Grant recipients (Arts)

- Some Arts organisations believed the introduction of charged services would not be a viable source of income generation for their beneficiaries
- There were calls for meetings with groups and service users before any changes were implemented
- Some organisations indicated that they did not feel the Council fully understood the work they carry out

Residents

- Whilst broad agreement was reiterated for the need to review grant funding, residents' concerns included:

- the application of criteria that might limit activity;
- organisations losing support while communities are still recovering from the pandemic;
- a perceived lack of engagement with organisations, volunteers and service users; and
- some confusion over the approach and thematic reviews.
- Some respondents wanted the added value of money spent in the VCS to be considered as part of the review
- Some respondents expressed uncertainty about the purpose of the review and indicated they were unclear about the Council's intentions
- Concern was expressed that the proposals could have negative consequences for some communities and that geographical issues should also be considered.

Wider VCS

- Many respondents reiterated their support for funding with a specified end date and regular reviews and welcomed greater transparency in funding decisions
- Additional suggestions included introducing a policy of only supporting match funding applications to help spread resources, cutting 'red tape' to support organisations which enhance quality of life and allowing flexibility and discretion rather than a blanket approach to how funding is delivered
- Some respondents highlighted that they are already self-funded without support from the Council but that the proposals would offer opportunity to secure funding in the future.

Partners

- Arts Council England stated that although it is looking to invest more in Derbyshire in the future, funding will not be used to cover any funding gaps if Council funding were to cease
- There was concern that two of the grants on pathway two were recycling/repurposing projects which help the Council meet its strategic aims by reducing carbon emissions.

Other

- General comments about the consultation indicated that some respondents found the language difficult to understand and that simpler questions in future consultations would help increase understanding and engage respondents
- There was some concern of the Councils intentions in carrying out the review with some respondents suggesting the proposals represented a 'cost-cutting exercise'
- A common suggestion was the need for the Council to do more to develop its understanding of how the proposals might impact service users, the wider community, organisations and other services.

Arts organisation responses

As previously detailed, a significant number of consultation responses have been submitted which directly relate to Arts activity and funding arrangements.

The following comments relate specifically to current Arts Service grants:

- Arts organisations and service users were not consulted when the Arts budget saving was made – this consultation has presented the first opportunity to comment
- The budget for Arts grants has been removed, but organisations believe activity could meet criteria for commissioning and there is significant concern that valued services could stop
- Core funding is part of the Arts organisations financial model and is required to secure additional investments – if reliable core funding ceased, organisations would be likely to close or significantly reduce activity
- Arts organisations stated that they use their grant as leverage to apply for other funding and that this additional investment into the county would otherwise not be possible
- Arts organisations indicated that they often work beyond their subject area, working extensively with groups including vulnerable adults, disadvantaged people, young people and the elderly and those experiencing barriers to participation
- The Level Centre stated that the organisation was co-founded by the Council 14 years ago to address gaps in service provision and the centre has been funded by DCC since that time
- The Level Centre is also one of only two bespoke arts centres for learning disabled people in the East Midlands and it has been asked to play a key role in the Derby City of Culture bid

Moving Forward

This Report containing analysis of the responses collected through this consultation process has shared with relevant stakeholders and used to inform the thinking of the project team. After consideration, this evidence will be used to further develop the proposals as necessary.

Any comments relevant to thematic areas or specific grants will be considered by the officers undertaking the next stages of the review.

The feedback from this Report has also been used to inform the Equality Impact Assessment, which will also be updated to include and reflect relevant feedback and analysis.

A report outlining the Council's response to the consultation and the next steps of the review will be presented to Cabinet.

Equality Impact Assessment



Derbyshire County Council Equality Impact Analysis Record Form

Department	Adult Care and Health, Corporate Services and Transformation
Service Area	VCS Grants
Title of policy/ practice/ service of function	Voluntary and Community Sector Grants Funding Review – annual recurring grants
Chair of Analysis Team	Robert Lowe

Stage 1. Prioritising what is being analysed

- a. Why has the policy, practice, service or function been chosen? (rationale)
- b. What if any proposals have been made to alter the policy, service or function?

a. The Voluntary and Community Sector (VCS) in Derbyshire is a large and diverse group of organisations and individuals who play a crucial role supporting local communities and people across Derbyshire.

The Council supports local people and communities in many different ways, including by providing services directly and by commissioning other organisations (including VCS organisations) to provide them, either on its own or in partnership with other key stakeholders. Another way in which the Council supports local people and communities is by providing funding to organisations (usually VCS organisations) by way of grants.

Whilst some voluntary organisations and charities operate effectively without any assistance, the sector includes a number voluntary and community groups that in the past have required varying levels of support in order to establish themselves, grow and

thrive. VCS organisations use a variety of business and delivery models to provide activities and services in a community setting. Some organisations have mixed funding models, some have mixed delivery models and some have both, however some groups exist solely for one purpose and/or rely solely on grant aid to maintain their activity or service provision.

In broad terms, a grant is a gift of funds which is provided by the Council to an organisation, usually to enable it to engage in a specific activity. The activity might involve the provision of goods or services to third parties (such as members of the public or members of a particular group or community). Generally, the recipient of a grant is not under an obligation to provide specific goods or services, although a grant might be subject to conditions, such as a condition which allows the Council to claw back any part of the grant which has not been spent on the specific activity for which it was intended or if the grant has been incorrectly used.

On 28 February 2019, Cabinet approved proposals to undertake a council wide review of VCS grants. It was agreed that the review would consider all grants provided by the Council to VCS organisations in Derbyshire and subsequently develop a coordinated and consistent council wide approach to allocate future resources.

The review identified 62 specific recurring grants which are awarded on an annual basis to a range of VCS organisations. The Council acknowledged that these 62 grants had not been subject to review, despite funding being allocated over many years and the Council considered whether the practice of making recurring grants should continue and, if not, what it should do instead – such as commissioning.

On 6 December 2021 Cabinet approved the following:

- Approve consultation on a proposal that the Council adopt the principle of no longer supporting the award of grant funding to any organisation in the future without a fixed or scheduled end date (save for in exceptional circumstances).
- Approve consultation on a proposed process for reviewing existing recurring grants.

It was also recommended and agreed a single consultation exercise would be conducted, to be a period of 12 weeks. Cabinet would then receive a further report on the outcome of the consultation and recommendations for the final approach moving forward.

b. At this stage of the review process, the Council is taking forward two related proposals:

1. The first proposal was that the Council would stop making recurring grants, and that all grants would have a specific end date. All organisations which are currently in receipt of a recurring grant would be given a specific date on which that grant will end.

2. The second proposal relates to what should happen if the first proposal was adopted. The Council would no longer provide grant funding for the activities to which the

recurring grants currently relate, but instead it would decide whether it should commission each activity.

c. What is the purpose of the policy, practice, service or function?

Proposal 1:

Many recurring grants to voluntary and community sector organisations have been extended year-on-year for significant periods of time without review or any other reconsideration of whether funding should continue to be provided. In some cases, grants have not been reviewed at all, despite funding having been provided over many years.

This means that the Council cannot be confident that the reasons for awarding the recurring grant in the first place remain valid, or that the grants are being put to good use, and as a result it means that the Council cannot be confident that public money is being well-spent.

This proposal would allow the Council regularly to review the funding it provides by way of grants and would ensure that:

- funding continues to meet the ambitions and priorities of the Council and any emerging community needs,
- funding could be allocated to new organisations and new activities where appropriate, and
- the activities funded by grants could be commissioned where appropriate.

And;

Proposal 2:

Where the Council is subject to a duty to provide a service, it must ensure the service is provided in accordance with that duty. Commissioning an activity would enable the Council to ensure that the commissioned organisation is contractually bound to undertake it in a way that ensures that the Council's duties are complied with.

The Council also proposes to commission activities which meet its strategic aims in a fair and cost-effective manner. The Council considers that commissioning such activities would provide the commissioned organisation with a more stable platform on which to grow and enhance its activities, thereby helping to contribute to the Council's strategic aims.

d. Will the proposals lead to changes in staffing resources/ the organisation of staffing? If Yes, please outline.

At this time the implications for staffing resources of the VCS organisations is not clear. VCS organisations currently funded by the Council as part of this report are independent of the County Council. It is not expected that this review will lead to any direct staffing changes at the Council.

Stage 2. The team carrying out the analysis

Name	Area of expertise/ role
(Chair) Robert Lowe	Policy Manager
Claire Burnage	Project Manager
Jodie Harrison	Policy Officer
Ann Wright	Head of Arts
Gill Quayle	Service Development Officer
Gill Clarke	Project Manager, 50+ Forum
John Cowings	Senior Policy Officer

Stage 3. The scope of the analysis – what it covers

A significant amount of work was completed to prepare for the grants review, establishing baseline data on current awards, developing a shared understanding of the funding VCS landscape across the Council, and agreeing a way forward.

A cross Council VCS Review Programme Board was formed in 2018 to support the development of the approach and more recently a corporate Council Grants Board established to shape and support the work of the review, including an officer sub-group which reports to the Board. Holding regular meetings and following a consistent approach and methodology to develop a shared and consistent approach across the Council, which in turn supports a fair and clear process.

Shared assessment criteria, templates, communications materials, and consultation plans were developed to support review officers to achieve a systematic approach to all grant reviews that are taking place.

Analysis was completed through a range of methods and techniques:

- Council grant funding database of current awards
- Current and previous monitoring reports
- Adult Care annual surveys
- Beyond Covid 19 VCS survey and event
- Ongoing discussions with VCS infrastructure providers
- Organisations annual accounts
- Discussions with other key stakeholders
- Engagement meetings with current grant recipients

The Derbyshire Compact outlines the Council's obligations to undertake 12 weeks consultation on any proposals which would result in changes to funding arrangements for VCS organisations. Given that both proposals could lead to changes which might impact a number of VCS organisations there was a clear requirement to consult all interested stakeholders and the general public about the proposals and to analyse responses before any decision could be made by the Council in relation to each proposal.

Assessments of all existing recurring grants was undertaken, to provide an indication of whether it was anticipated that the relevant activities are or are not likely to be commissioned in the future, based on currently available information.

These assessments were indicative only and it was outlined at the time that assessment may be subject to change following feedback from the consultation and the receipt of further information. However, based on the indicative assessment process, 44 of the 62 existing recurring grants were assessed as relating to activities that are likely to be commissioned. The remaining 18 grants were assessed as relating to activities that are unlikely to be commissioned. If that were the case, it is likely that the funding currently provided to the organisations who are in receipt of those 18 recurring grants would cease. This gave affected organisations an understanding of the likely impact of the proposals if taken forward, to support consultation.

The consultation period lasted 13 weeks, between 22 December 2021 and 23 March 2022. The purpose of the consultation was to:

- Gain an understanding of support for the VCS Review approach proposals from relevant stakeholders.
- Enable stakeholders to understand the potential impact of the principle of no longer support the award of grant funding to any organisation in the future without a fixed or scheduled end date and where appropriate offer a viable alternative
- Enable stakeholders to comment on the assessment criteria and where appropriate, offer a viable alternative
- Enable stakeholders to outline how proposals will impact on residents.

During the period, consultations took place with current grant recipients, key stakeholders and partners. All current recurring grant recipients were also contacted and offered one-to-one meetings and a publicly available questionnaire was published online and made available in paper format.

Information was then collected, collated and presented as report which summarised the views and opinions submitted by respondents during the consultation period. This was then shared with relevant stakeholders and used to inform the thinking of the project team. The feedback from this Report been used to inform this Equality Impact Assessment, which has been updated to include and reflect relevant feedback and analysis.

Stage 4. Data and consultation feedback

a. Sources of data and consultation used

Source	Reason for using
Current Funding Data	Database shows all current funding allocated and how the grant is used

Source	Reason for using
Grant monitoring information	Provides an overview of the current service offer and clients supported. This also gives an overview of the current impact of COVID19 on the organisations
Websites	Some organisations have websites that give an overview of the service and the criteria of clients using the service.
Companies House and/or Charities Commission	Provides an overview of the service and access to online accounts
Council Plan	To align to the Council priorities
Adult Care Service Plan	To align to Adult Care outcomes
Informal engagement	Organisations have been contacted during the COVID19 pandemic to understand the impact on the service, to give support and advise where necessary.
Consultation	The residents of Derbyshire, voluntary sector organisations and partner organisations were invited to take part in an online survey. Paper copies and an easy read version of the survey were made available upon request. This contained a total of 274 responses.

Stage 5. Analysing the impact or effects

a. What does the data tell you?

Protected Group	Findings
Age	<p>It is understood that only a small number of groups fall under the first category and most if not all groups which</p> <p>Monitoring and informal engagement indicates that many of the organisations receiving a grant include those that work to support older people.</p> <p>Some of the groups do not have an age restriction and cover from 18 years and over.</p> <p>Current monitoring does not include the age range of the clients and therefore there aren't specific number of residents who would be affected by proposals.</p> <p>It is therefore not clear at this time the implications for VCS organisations and their clients, and there was a need to ensure that any potential impacts can be ascertained through the consultation, if applicable.</p> <p>A significant number of older people benefit from the organisations currently receiving a grant, especially those who are more vulnerable. It is expected that the groups for</p>

	<p>the vulnerable will still form a substantial proportion of people supported/ groups funded.</p> <p>A limited number of younger people benefit from the organisations currently receiving a grant, in particular those that are more vulnerable e.g. learning disability. Whilst this approach may mean some changes to the way these organisations are funded, it is anticipated that as a group, those younger people with a disability will still be supported. Proposals outline that commissioning arrangements or grant redesign in the future could increase the impact of funding and what organisation deliver moving forward, therefore older people could benefit from the changes outlined in the new approach.</p>
Disability	<p>Monitoring and informal engagement indicates that a limited number of organisations receiving a grant include those that work to support those living with a learning disability.</p> <p>There are two groups specifically targeted at people with learning disabilities. Whilst this approach may mean some changes to the way these organisations are funded, support for people with disabilities will still form a substantial proportion of people supported/ groups funded.</p> <p>There is one group that specifically targets people with a physical disability for example if they have suffered a stroke and affected their motor skills. Whilst this approach may mean some changes to the way these organisations are funded, the proposals are not expected to have a negative impact on these groups and their beneficiaries.</p> <p>Other groups may have some members with a learning disability, physical disability, sensory impairment or dementia but current monitoring does not indicate how many of their members with a disability attend. These organisations are open to all older people and will adapt to ensure inclusivity, accommodating an individual's needs. Some of these groups may be negatively impacted by the proposals and will need supporting through any transition.</p>
Gender (Sex)	<p>Current monitoring does not include the gender of the clients and therefore we don't have specific number of residents who would be affected by proposals.</p> <p>Monitoring and informal engagement indicates that all of the organisations receiving a grant are inclusive to all gender.</p>

	<p>No funded organisations target their service or support to a particular gender. Gender is therefore not seen as a determining factor in the allocation of grant funding.</p> <p>The redesign of any funding award will mean changes to monitoring practices and can consider how those receiving funding can better understand who uses and does not use their services/ support.</p>
Gender reassignment	<p>At present most organisations receiving funding do not specifically monitor their service users on grounds of gender re-assignment which in turn means that data on the impact on the Trans community is not well understood.</p> <p>The redesign of any funding award will mean changes to monitoring practices and can consider how those receiving funding can better understand who uses and does not use their services/ support.</p>
Marriage and civil partnership	<p>At present most organisations receiving funding do not specifically monitor their service users on grounds of marital status.</p> <p>The redesign of any funding award will mean changes to monitoring practices and can consider how those receiving funding can better understand who uses and does not use their services/ support.</p> <p>It is expected that there is minimal impact for this protected characteristic.</p>
Pregnancy and maternity	<p>Current monitoring and informal engagement does not include pregnancy and maternity data but we do know that there are no groups that specifically target this protected characteristic</p> <p>The redesign of any funding award will mean changes to monitoring practices and can consider how those receiving funding can better understand who uses and does not use their services/ support.</p> <p>The proposals are expected to have minimal impact of this group of people.</p>
Race	<p>Currently monitoring does not identify whether groups are Black or ethnic minority organised groups or not.</p> <p>A small number of grants are allocated to support work within Black and Ethnic Minority communities or by groups from these communities. It is therefore believed that some</p>

	<p>funding has a positive impact on race equality within Derbyshire.</p> <p>The BME Forum provides support to some BME and faith based community groups. The forum is used to disseminate information to members of these communities and encourage them to engage with the Council on a number of issues.</p> <p>It should be noted that Christian and Jewish groups are not specifically represented within the BME Forum</p> <p>Whilst this approach may mean some changes to the way these organisations are funded, the proposals are not expected to have a disproportionate or unfair impact on these groups and their beneficiaries.</p>
<p>Religion and belief including non-belief</p>	<p>This is not known to be a significant issue. Current monitoring does not include religion data.</p> <p>Some communities in Derbyshire identify both by their religion and their ethnicity. To support the largest BME population within the county, two Muslim groups receive grants. Although membership of these groups is open only to Muslim residents, the funding provided by the Council is for non-religious community activity.</p> <p>The BME Forum provides support to BME and faith based community groups. The forum is used to disseminate information to members of these communities and encourage them to engage with the Council on a number of issues.</p> <p>Whilst this approach may mean some changes to the way these organisations are funded, the proposals are not expected to have a negative impact on these groups and their beneficiaries.</p>
<p>Sexual orientation</p>	<p>This is not known to be a significant issue. Current monitoring does not include sexual orientation data</p> <p>The Council does not specifically fund any organisations working solely with the LGBQ+ community although district and borough based umbrella groups are required to provide support across all communities, including any organisations working with or for LGBQ+ people. Derbyshire LGBTQ+ works across Derbyshire as well as Derby City and dependent upon the service, this group could seek to bid for funding under the new approach.</p>

Other

<p>Socio-economic</p>	<p>Monitoring and informal engagement does not give an indication of the impact on socio economic groups.</p> <p>The VCS often disproportionality provide support to low income residents, those who are unemployed and in areas of relative deprivation.</p> <p>There is one group that targets people experiencing poverty and financial hardship but the grant is not awarded for this purpose. Therefore, it is expected that the proposals could have a significant impact on this organisation.</p> <p>Further data is required through consultation to ascertain how many groups are specifically working with those experiencing poverty and exclusion, if applicable.</p>
<p>Rural</p>	<p>Monitoring and informal engagement does not give an indication of the impact on rurality.</p> <p>There is a link between rurality, isolation and low income, meaning that beneficiaries in these areas could be negatively impacted or would be disproportionately impacted if proposals mean funding to their organisations was reduced.</p> <p>Further data is required through consultation to ascertain how many groups are specifically working with those in rural areas who are at risk from isolation, if applicable.</p>
<p>Employees of the Council</p>	<p>It is likely that as members of communities, some of our employees could benefit from or be involved as volunteers with some of the organisations which are presently funded.</p> <p>It is not expected that any employees of the Council will be directly impacted by this proposal.</p>

b. What does customer feedback, complaints or discussions with stakeholder groups tell you about the impact of the policy, practice, service or function on the protected characteristic groups?

Protected Group	Findings
<p>Age</p>	<p>Respondents to the public consultation on proposals indicated that this protected group would negatively or</p>

	<p>disproportionately impacted under the proposals – if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary.</p> <p>63/274 consultation responses stated the elderly would be affected by the proposals.</p> <p>26/274 consultation responses stated the proposals would affect the young vulnerable.</p> <p>12/274 consultation response stating the proposals would affect all ages</p> <p>7/274 consultation response stating it would affect ‘everyone’</p> <p>Of these responses 22 groups currently in receipt of a grant said that their provision directly or indirectly related to this protected group and this proposal would impact on their beneficiaries. Monitoring information provided by these specific groups means it is possible that 2521 of residents could be affected.</p> <p>Organisations whose provision would be affected, indicated that they this would mean: [deleted as applicable]</p> <ul style="list-style-type: none"> • 7 said their provision would be reduced • 2 said their provision would be more expensive • 18 said provision would end • 4 said it would affect other provision. <p>Respondents indicated that this was because many older residents rely upon services for carrying out routine daily activities such as shopping services, transport to medical appointments and befriending.</p> <p>Feedback indicated that many respondents believed that any decrease in these services, in areas that would see a reduction in current funding levels, could result in increased social isolation, significantly affect people’s wellbeing and consequently increase pressure on services provided by partner organisations.</p> <p>A smaller number of respondents were also concerned that young people would be negatively impacted by the proposal, particularly young disable people or those from low income households.</p>
Disability	Respondents to the public consultation on proposals indicated that this protected group would negatively or

	<p>disproportionately impacted under the proposals – if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary.</p> <p>32/274 consultation responses stated that there would be an impact on people living with a disability.</p> <p>7/274 consultation response stating it would affect ‘everyone’.</p> <p>Of these responses 13 groups currently in receipt of a grant said that their provision directly or indirectly related to this protected group and this proposal would impact on their beneficiaries. Monitoring information provided by these specific groups means it is possible that 860 residents could be affected.</p> <p>Organisations whose provision would be affected, indicated that they this would mean: [deleted as applicable]</p> <ul style="list-style-type: none"> • 5 said their provision would be reduced • 1 said their provision would be more expensive • 8 said provision would end • 2 said it would affect other provision. <p>Respondents indicated that people with disabilities, particularly mobility issues, dementia and mental health issues, would be negatively impacted by the proposal if it resulted in a reduction in services such as transport to medical appointments, shopping assistance or befriending.</p> <p>There was also concern particularly those that currently use certain groups, about the ability of this support to continue if funding was reduced. Groups to support people with disabilities were described as important for the mental and physical wellbeing of their users.</p>
Gender (Sex)	<p>Respondents to the public consultation on proposals did not indicate a significant issue on this protected group in relation to current grant recipients.</p> <p>1/274 consultation responses stated they worked specifically with this protected characteristic - it worked only with women with a disability.</p> <p>This group is not a current recurring grant recipient so will not be adversely affected by the proposals, and depending on the service may be able to bid for funding under the new approach.</p>

Gender reassignment	<p>Respondents to the public consultation on proposals did not indicate a significant issue/impact in relation to current grant recipients on this protected group.</p> <p>This group may not have been represented in the consultation due to the relative small numbers of people and the lack of county based support organisations.</p> <p>0/274 consultation responses stated they worked specifically with this protected characteristic.</p>
Marriage and civil partnership	<p>Respondents to the public consultation on proposals did not indicate a significant issue on this protected group in relation to current grant recipients.</p> <p>0/274 consultation responses stated they worked specifically with this protected characteristic.</p>
Pregnancy and maternity	<p>Respondents to the public consultation on proposals did not indicate a significant issue on this protected group in relation to current grant recipients.</p> <p>0/274 consultation responses stated that they worked with this protected characteristic.</p>
Race	<p>Respondents to the public consultation on proposals did not indicate a significant issue/impact on this protected characteristic in relation to current grant recipients and their beneficiaries.</p> <p>6/274 consultation responses stated that there would be an impact on people from this group.</p> <p>1/274 responses mentioned culture.</p> <p>Of these responses 5 groups currently in receipt of a grant said that their provision directly or indirectly related to this protected group and this proposal would impact on their beneficiaries. Monitoring information provided by these specific groups means it is possible that 290 residents could be affected.</p> <p>Organisations whose provision would be affected, indicated that they this would mean:</p> <ul style="list-style-type: none"> • 4 said their provision would be reduced • 0 said their provision would be more expensive • 2 said provision would end • 0 said it would affect other provision. <p>One respondent, was concerned of the detrimental effect on the African Caribbean community in particular, if culturally appropriate activities lose their funding through the proposal.</p>

Religion and belief including non-belief	<p>Respondents to the public consultation on proposals did not indicate a significant issue/impact on this protected group in relation to current grant recipients and their beneficiaries.</p> <p>0/274 consultation responses stated they worked with individuals with a religious or non-religious belief.</p>
Sexual orientation	<p>Respondents to the public consultation on proposals did not indicate a significant issue/impact on this protected group in relation to current grant recipients and their beneficiaries.</p> <p>0/274 consultation responses stated they worked with LGBTQ+ community</p>

Other

Socio-economic	<p>Low income individuals and families and the homeless were identified by respondents in the consultation as a group that would be negatively impacted by the proposals – if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary.</p> <p>Respondents suggested that if grants supporting activities within particular localities were reduced, that these groups would be disproportionately impacted.</p> <p>23/274 consultation responses said they worked in areas of deprivation and with people on low income. and 7/274 consultation response stating it would affect ‘everyone’</p>
Rural	<p>Consultation respondents across all groups identified rurality as a significant issue when delivering services.</p> <p>21/274 responses stated that they worked in rural communities.</p> <p>39/274 stating they worked with socially isolated-which does not necessarily mean these individuals live in rural locations.</p> <p>7/274 consultation response stating it would affect ‘everyone’.</p> <p>Of these responses 7 groups currently in receipt of a grant said that their provision directly or indirectly related to this protected group and this proposal would impact on their beneficiaries. Monitoring information provided by these specific groups means it is possible that 844 residents could be affected.</p>

	<p>Organisations whose provision would be affected, indicated that they this would mean: [deleted as applicable]</p> <ul style="list-style-type: none"> • 3 said their provision would be reduced • 1 said their provision would be more expensive • 7 said provision would end • 3 said it would affect other provision. <p>Residents also indicated that rurality, particularly in its links to isolation, meant that service users in these areas could be negatively impacted by the proposals – if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary.</p>
Employees of the Council	<p>Respondents to the public consultation on proposals did not indicate a significant issue/impact on this group in relation to current grant recipients and their beneficiaries.</p> <p>0/274 Council employees responded to the consultation.</p>

c. Are there any other groups of people who may experience an adverse impact because of the proposals to change a policy or service who are not listed above?

It is not anticipated that any groups, cohorts or communities of people, over and above the ones listed, may experience an adverse impact because of the proposals.

51 respondents including responses from 14 currently funded groups commented about the disproportionate and potentially unfair impact on ‘vulnerable members of our community’.

18 groups currently in receipt of a grant commented that their organisation provides support to ‘vulnerable groups’. It was also highlighted that volunteers are generally of retirement age and they also benefit socially, for their mental health and wellbeing, in being involved with these groups.

The Covid-19 pandemic, was also mentioned with two respondents suggesting that the sector was still recovering from the impact.

d. Gaps in data

What are your main gaps in information and understanding of the impact of your policy and services? Please indicate whether you have identified ways of filling these gaps.

Gaps in data	Action to deal with this
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<p>Fully understanding the potential impact on protected groups</p>	<p>Specific questions were asked in the public consultation to ascertain whether protected groups would be impacted by proposals, however not all protected groups were mentioned in responses.</p> <p>Respondents to the public consultation on proposals indicated that only a few protected groups would negatively or disproportionately impacted under the proposals – if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary.</p> <p>It is difficult to know whether this is a true reflection of the impact or whether the impact is unknown at this stage.</p> <p>Is important that as the review proposals are implemented and more is known on the future funding of individual organisations, impacts on specific groups can be understood.</p> <p>Respondents did raise a number of issues which, whilst related to their own grant funding arrangements, did not relate specifically to the proposals outlined in the consultation. These issues have been noted and the Council will ensure these are dealt with appropriately during the further stages of the review where possible</p>
<p>The needs of the community</p>	<p>Where it is proposed that funding awards will be redesigned moving forward, further work is needed to understand the resident or community need to ensure that any future commissioned services meet those needs.</p>
<p>The impact of COVID19 on the needs of the sector</p>	<p>Work is ongoing, through the Community Response Forum, to discuss this impact and support and advise organisations when necessary.</p>
<p>The impact of COVID19 on the needs of the client base of specific groups that is likely to contact a significant proportion of people covered by the Equality Act 2010 such as BME, disabled, women LGBTQ+ etc</p>	<p>Further work is required, through the redesign of any funding award to support more comprehensive monitoring practices which considers how those receiving funding can better understand who uses and does not use their services/ support.</p>

Stage 6. Ways of mitigating unlawful prohibited conduct or unwanted adverse impact, or to promote improved equality of opportunity or good relations

With any change, it is anticipated that regardless of the outcome, there will be a level of anxiety experienced by the review and recommissioning of funding, especially as some of these groups have been long standing and provide activities to vulnerable groups.

A preliminary assessment of all existing recurring grants was undertaken, to provide an indication of whether it was anticipated that the relevant activities are or are not likely to be commissioned in the future, based on currently available information.

These assessments were indicative only and it was outlined at the time that assessment may be subject to change following feedback from the consultation and the receipt of further information. However, based on the indicative assessment process, 44 of the 62 existing recurring grants were assessed as relating to activities that are likely to be commissioned. The remaining 18 grants were assessed as relating to activities that are unlikely to be commissioned. If that were the case, it is likely that the funding currently provided to the organisations who are in receipt of those 18 recurring grants would cease.

If proposals are taken forward the Council will work closely with organisations ensure that plans and timeframes are clear and transitions can be managed as effectively as possible.

Following assessment outcomes and subsequent notification, it is recommended that there will be a period of representation. This will allow grant recipients to outline their position regarding the assessment and outcome of individual grants and the proposed individual plan, before a final decision is made.

As it is proposed all recurring grant funding would end, review and exit plans form a vital part of how this is practically achieved. Individual plans will be designed in discussion with the relevant organisation to manage the potential loss of grant funding or for the preparation for commissioning arrangements.

Following consultation, if it is agreed that a grant is redesigned and commissioned, the organisation in receipt of the grant would be issued a commissioning plan or a redesign plan if part of a thematic redesign. This will identify an officer who will implement the plan with a timeframe by which it will be completed. Grant funding will be secured for that organisation until the plan is completed.

Where there is an expected loss of grant funding, exit plans could identify alternative sources of grant funding in order to continue a project's activity, developing an alternative business model, or in some exceptional circumstance the winding down a project's activities as sensitively as possible in order not to adversely impact on any staff or clients.

An exit plan would consist of the length of time grant funding would be secured for, to allow the organisation to implement alternative arrangements. It may also identify what

support an organisation would be eligible to receive, to apply for new sources of funding or manage any consequences resulting from a loss of funding.

Stage 7. Do stakeholders agree with your findings and proposed response?

A thirteen-week consultation period on proposals commenced on 23 December 2021 and closed on 23 March 2022. The agreed timetable for the review was for Cabinet to approve agreed proposals in May 2022 and the new approach being in place by the end of December 2022.

More than 270 consultation responses were received. This was from a mix of both online responses to the consultation questionnaire and written submissions, primarily from the arts organisations who wished to make further representation.

Respondents:

Key stakeholders included:

- Current recurring grant recipients
- District and borough councils
- MP's
- Infrastructure providers on behalf of their members
- A range of small VCS organisations
- A range of medium and large VCS organisations.

116 residents completed the questionnaire, this included:

- Service users
- Volunteers
- Those with caring responsibilities.

134 VCS sector organisations also completed the questionnaire, this included:

- Community groups
- Charities
- Voluntary organisations providing community services.

Headline information:

- 42% strongly agreed or agreed with proposal one, to no longer award grant funding without a scheduled end date (36% disagreed or strongly disagreed)
- 49% of respondents strongly agreed or agreed with the Council's proposal one, to specify an end date for each existing recurring grant (33% disagreed or strongly disagreed)
- Agreement that criterion one should be used to assess recurring grant activity was divided, with 37% of respondents strongly agreeing or agreeing and 36% disagreeing or strongly disagreeing
- 66% of respondents strongly agreed or agreed that criterion two should be used to assess recurring grant activity (14% disagreed or strongly disagreed)

- 61% of respondents disagreed or strongly disagreed with the proposal that if the Council were to decide not to commission an activity to which an existing recurring grant relates, the Council would no longer provide grant funding for that activity (18% strongly agreed or agreed)

Analysis

Generally, responses to the consultation were wide-ranging and varied, and support for the proposals outlined in the consultation was mixed across all groups of respondents.

Comments received as part of the consultation revealed a number of common issues for those who are likely to be affected by the implementation of proposals, these have been presented thematically as follows:

Impact of changes to how activity and outcomes is commissioned (by grant or contract)

- VCS organisations agreed that a longer-term commitment in funding from the Council would increase the stability of their organisations, improve staff retention and make it easier to secure additional funding.
- Residents and partners also generally agreed that a longer-term funding arrangement was a positive step for all involved.
- There was a mixed response to contracting, stating contracts are less flexible and the voluntary sector does not have the capacity for application processes. It was suggested that longer term grants with set review periods and monitoring would be preferred.

Impact on service delivery

- The most significant concern across all groups was the risk of losing the services currently delivered if funding was reduced
- Respondents highlighted that a reduction in these services would likely lead to increased pressure on Health and Social Care
- There was widespread agreement that if services were to be reduced as a result of reductions in funding, vulnerable people would be most likely to be disadvantaged. Within this group, elderly and disabled people and those with mental health issues would be most at risk.

The impact of Covid-19

- Several groups commented that the pandemic had highlighted the importance of the activities and support provided by the VCS and that demand for services had increased significantly and remained at a high level
- There was also concern about how any changes to current funding arrangements might impact on vulnerable people who rely on support offered by groups during the recovery from the pandemic.

Specific Comments

- The Council also received a number of very specific comments about elements of the proposal, specific concerns or specific comments on organisations through the consultation. Although too numerous to list in this report, all comments have been considered and where appropriate, will be responded to accordingly.

Stage 8. Main conclusions and recommendations

The two proposals means that every organisation currently receiving grant funding from the Council would experience a change in the future.

These proposals would allow the Council regularly to review the funding it provides by way of grants and would ensure that:

- funding continues to meet the ambitions and priorities of the Council and any emerging community needs,
- funding could be allocated to new organisations and new activities where appropriate, and
- the activities funded by grants could be commissioned where appropriate.

If grants are commissioned in the future, the Council believes that this would give the organisation in receipt of this funding a more stable funding platform by which to grow and enhance their offer towards the intended outcomes. Contracts would be reviewed regularly to ensure that they continue to meet the Council's strategic aims and that they remain fit for purpose.

The main concerns and challenge to proposals was provided by current grant recipients and their beneficiaries where it was indicated that under proposals their funding may be withdrawn. Where it was indicated funding was likely to be commissioned, smaller and less experienced organisations were equally concerned that they may struggle to compete and lose out as a result.

If funding is withdrawn, then there could be a specific impact on the individual beneficiaries if a loss of funding impacts on whether activities are continued to be provided. The redesign of any funding award will also mean changes to monitoring practices and can consider how those receiving funding can better understand who uses and does not use their services/ support.

With any change, it is anticipated that regardless of the outcome, there will be a level of anxiety experienced by the review and recommissioning of funding, especially as some of these groups have been long standing and provide activities to vulnerable groups.

VCS organisations use a variety of business and delivery models to provide activities and services in a community setting. Some organisations have mixed funding models, some have mixed delivery models and some have both, however some groups exist solely for one purpose and/or rely solely on grant aid to maintain their activity or service provision.

Many of the organisations provide activities which relate to protected groups in three different ways:

- The organisation is designed specifically to fulfil duties regarding this protected group
- The organisation was created to target groups of residents

- The organisations activities appeal to a particular group.

The consultation specifically asked for respondents to outline the impact of proposals on specific communities or groups and respondents to the public consultation on proposals indicated that only a few protected groups would negatively or disproportionately impacted under the proposals – if proposals resulted in a reduction in funding to their organisation or the organisations to which they were a beneficiary. Beneficiaries in this context is a complex mix of individuals, some of whom are direct service users in relation to some grants, whilst other beneficiaries are simply individuals who engage with the organisation, its provision or activities which a grant supports.

The main groups who it was indicated would be impacted by proposals were:

- Older residents
- Those with a disability
- Those living in rural areas
- Those with low incomes.

Of these responses 26 groups said that their provision directly or indirectly related to a protected group and proposals would impact on their beneficiaries.

Organisations whose provision would be affected, indicated that they this would mean: [deleted as applicable]

- 9 said their provision would be reduced
- 2 said their provision would be more expensive
- 18 said provision would end
- 3 said it would affect other provision.

The impact of which would be:

- Increased risk of social isolation
- Decrease in access to support, care and medical appointments
- Increased difficulty in carrying out routine daily activities
- Poorer mental and physical wellbeing
- Increased pressure on services provided by partner organisations.

Is important that as the review proposals are implemented and more is known on the future funding of individual organisations, impacts on specific groups can be understood.

The Council has considered all responses to the consultation. Whilst support for proposals was mixed, it is acknowledged that the majority of respondents were concerned about proposals resulting in changes to current funding arrangements. The Council must balance this against the need to deliver a new grant funding approach for the whole sector and secure improved outcomes for Derbyshire which reflect the level of investment whilst having a cost effective and coordinated approach for the future.

From this perspective, there have been no outstanding or fundamental insights gathered through the consultation which the Council had not anticipated. The consultation responses also have not identified any other viable options the Council had not considered.

It is therefore recommended that proposals are taken forward as outlined.

Stage 9. Objectives setting/ implementation

Objective	Planned action	Who	When	How will this be monitored?
Ensure groups can outline the impact on protected groups	Following assessment outcomes and subsequent notification, it is recommended that there will be a period of representation. This will allow grant recipients to outline their position regarding the assessment and outcome of individual grants and the proposed individual plan, before a final decision is made.	Lead Review Officers	July 2022	DCC Grants Board
Future funded activities reflect need	Where funding has been assessed as to be commissioned in the future, an appraisal will be completed for each grant or thematic redesign area, to ascertain the most appropriate option to achieve desired outcomes.	Lead Review Officers	When applicable	DCC Grants Board
Monitoring practices can collect data which supports understanding of equalities issues	The redesign of any funding award will mean changes to monitoring practices and can consider how those receiving funding can better understand who uses and does not use their services/ support.	Lead Review Officers	When applicable	DCC Grants Board

Stage 10. Monitoring and review/ mainstreaming into business plans

Please indicate whether any of your objectives have been added to service or business plans and your arrangements for monitoring and reviewing progress/ future impact?

The review of recurring grants is one part of a comprehensive council-wide review of funding to the VCS.

Objectives relating to both the wider review and the recurring grants are objectives contained within the Council Plan and departmental services plans. Performance monitoring for this work is reported every quarter to Cabinet

The Council has established a cross-departmental Grants Board, tasked with supporting the review and shaping the new approach to grant funding across the authority – including mainstreaming agreed and shared policies, practices and processes to grant funding.

Work is taking place to complete the wider review and makes recommendations to on the future role of the board.

Stage 11. Agreeing and publishing the completed analysis

Completed analysis approved by _____ on _____

Where and when published?

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/ financial decisions/ large-scale staffing restructures

Attached to report (title): Voluntary and Community Sector Review

Date of report: 16 June 2022

Author of report: Robert Lowe

Audience for report e.g. Cabinet/ date: Cabinet 16 June 2022

Web location of report: NA

Outcome from report being considered

Details of follow-up action or monitoring of actions/ decision undertaken

Updated by: Robert Lowe

Date: 01.06.22

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 28 July 2022

Report of the Director - Public Health

Director of Public Health Annual Report 2022
(Cabinet Member for Health and Communities)

1. Divisions Affected

Countywide

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 To inform Cabinet of the production of the Director of Public Health Annual Report for 2022.

3.2 To seek Cabinet approval to publish the Director of Public Health Annual Report for 2022.

4. Information and Analysis

4.1 The Health & Social Care Act 2012 amended the National Health Service Act 2006 (the '2006 Act') by placing a duty on the Director of Public Health to produce an annual report on the health of the local population and on the County Council to publish the report. The content and structure of the report is for local determination and the Director can tailor the report to align with local issues and priorities.

- 4.2 This year's annual report has focused on the theme of health inequalities in Derbyshire. The report describes health inequalities in Derbyshire before the Covid-19 pandemic; the impact of the pandemic on health inequalities and concludes with a call to action as to what the health and social care system alongside the wider public, voluntary and private sector can do to help further tackle and reduce health inequalities in Derbyshire.
- 4.3 The report builds from the video published in 2021 which summarised the collective efforts of Public Health, the wider Council and partners to manage and mitigate the impact of the pandemic in Derbyshire. After this initial response, it was important that a key theme of the pandemic's legacy was explored so that its impact on people and communities in Derbyshire could be further considered. Unlike previous Director of Public Health Annual Reports the summary video did not make any specific recommendations which need to be followed up and monitored. However, it is the intention that the recommendations in this year's report will be summarised and reviewed in 2023.
- 4.4 The analysis within the report is supported by national policy drivers and tackling health inequalities has been identified as a key priority within the Levelling Up White Paper with a national ambition to:
- *In relation to health:* By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
 - *In relation to wellbeing:* By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing
- The report considers what action needs to take place locally to contribute towards this ambition and support the levelling up agenda across the county. The report also provides an overview of health inequalities in the county prior to the publication of the Health Disparities White Paper, which will outline a national approach to addressing health inequalities.
- 4.5 Similarly, the NHS Long Term Plan and guidance related to the development and launch of integrated care systems across England has recognised the role in tackling health inequalities in partnership. This year's annual report considers how health inequalities can be tackled by working together in Derbyshire through these new partnership structures and the opportunities that creates.

5. Consultation

5.1 Following publication of the report, it will be used as a tool to further engage and involve stakeholders in relation to pieces of work that will seek to reduce health inequalities within Derbyshire.

6. Alternative Options Considered

6.1 Do nothing, this is not an option as there is a statutory duty for the Director of Public Health to write an annual report and a statutory duty for the County Council to publish the report.

7. Implications

7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1 [Director of Public Health Annual Report – Cabinet meeting 11 March 2021](#)

8.2 [Director of Public Health Annual Report 2020/21](#)

9. Appendices

9.1 Appendix 1 – Implications

9.2 Appendix 2 – Director of Public Health Annual Report

10. Recommendation(s)

That Cabinet:

- a) Notes the production of the Director of Public Health Annual Report 2022 and the recommendations contained within it.
- b) Approves the formal publication of the Director of Public Health Annual Report 2022.
- c) Reflects on the recommendations made within the report to consider what further action the County Council can take to reduce and mitigate the impact of health inequalities within the county.

11. Reasons for Recommendation(s)

11.1 The Director of Public Health has a statutory duty to prepare an annual report.

- 11.2 The Council has a statutory duty to publish the Director of Public Health Annual Report
- 11.3 The Council needs to consider how it can take action in partnership with other bodies to mitigate the impact of health inequalities across Derbyshire

12. Is it necessary to waive the call in period?

12.1 No

Report Annette Appleton, Contact annette.appleton@derbyshire.gov.uk,
Author: Ellen Langton details: Ellen.Langton@derbyshire.gov.uk

Implications

Financial

- 1.1 The costs associated with the development and publication of the 2022 Director of Public Health Annual Report can be met from within existing Public Health budgets.

Legal

- 2.1 Section 31 of the Health & Social Care Act 2012 amended the National Health Service Act 2006 by:
 - (a) placing a statutory duty on the Director of Public Health to write an annual report on the health of the people in the area of the local authority (section 73B(3) of the 2006 Act); and
 - (b) placing a statutory duty on the local authority to publish the report (section 73B(6) of the 2006 Act).
- 2.2 Guidance published by the Department of Health in 2013 (*Directors of Public Health in Local Government: Roles, Responsibilities and Context*) states that the content and structure of the report may be decided locally.

Human Resources

- 3.1 There are no Human Resources Implications

Corporate objectives and priorities for change

- 6.1 The Director of Public Health Annual Report provides information and insight to support the Council Plan priorities of Resilient, Healthy and Safe Communities and Effective Early Help for Individuals and Communities.

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Stepping up to the challenge

Director of Public Health Annual Report 2022



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Version Control

Version	Publishing Date	Comments	Authors
0.3	June 2022:	Version for Cabinet approval	Public Health Department

1: Foreword from Director of Public Health



Welcome to my 2022 Director of Public Health Annual Report for Derbyshire. Directors of Public Health in England have a statutory duty to publish an annual report. The report is designed to provide an independent voice in relation to important health and wellbeing challenges, as well as being an opportunity to share good practice and share learning. It is also an opportunity to provide recommendations in terms of further work needed to reduce inequalities and improve health outcomes.

This year I have chosen to focus on the theme of health inequalities through the Covid-19 pandemic, concluding with a call to action for all local partners to further addressing health inequalities across Derbyshire.

Over the last two and a half years, Public Health in Derbyshire has stepped up to the enormous challenge of managing and responding to the impact of a global pandemic. It has been hugely challenging for everyone involved. Everyone - citizens, partners, health professionals, front line workers, volunteers, carers, young, old or middle aged - have stepped up and done their bit.

However, not everyone had the same opportunity and in some communities in Derbyshire the impact and effects of the pandemic have been seen more deeply than in other areas. Health inequalities across Derbyshire existed long before Covid-19, the pandemic has made these inequalities more pronounced, and they will exist long after the pandemic. It is only through the combined efforts of all of society that we can make sustained progress in reducing these longstanding and worsening inequalities impacting unfairly on the health and wellbeing of so many people.

Health inequalities are deep rooted, embedded and engrained across society and it will take more than a Public Health department and a relatively small Public Health budget to address, tackle and potentially begin to solve.

It is [175 years since the poor health conditions in the City of Liverpool resulted in the area being the first in the world to appoint a Medical Officer of Health](#) (now known as a Director of Public Health) when it appointed Dr William Henry Duncan to the role. [Dr Duncan's role](#)

ensured the sanitary conditions in the city's worst neighbourhoods were improved in order to prevent the spread of disease. Two years later, in [1848 the first Public Health Act was passed](#) following extensive debate on the sanitary conditions of many people working in England's newly forming towns and cities, as well as due to the impact of a European-wide Cholera epidemic. A General Board of Health was established nationally to work with Local Boards of Health to help prevent disease and improve the health of the local population. In a lot of ways there are clear similarities to our recent experience of managing the impact of an unknown disease, recognising

Directors of Public Health
175 Years
————— 1847 - 2022 —————

that not all populations had the same opportunities and seeing new structures set up to deal with the challenge.

Collaboration was as important in the 1840's as it is now, and this Annual Report demonstrates the importance of this theme. The report reviews shared actions over the past few challenging years and takes learning to apply in the future to ensure all partners in Derbyshire continue to address health inequalities and make a positive difference to communities via a preventative approach.

As a health and social care system my call to action at the end of this report is simple – all partner organisations and agencies involved in public health, healthcare and social care delivery need to continue the progress towards greater collaboration and integration, supporting and taking action together to address health inequalities, to close the gap between the most and least deprived areas of Derbyshire and wherever possible focus efforts on tackling social deprivation at root cause via upstream preventative approaches.

Partners within the Integrated Care System need to ensure that the resources available locally are located in the right place to have the maximum impact on protecting and improving health and wellbeing. By all partners and communities working together to collectively address and reduce health inequalities we will ensure a healthier, fairer and more resilient population who will be better placed to fight the next major health challenge when it arises. Not only will this deliver improved health outcomes for individuals and communities, over time a population level preventative approach will support the sustainability of the NHS and Social Care system. In time the health of the population will improve and by focusing greater resources into the areas where populations have the worst health outcomes, we will overtime improve the health of these groups the most, which will help reduce demand on the NHS and Social Care.

When reading the recommendations in this report I ask you to reflect on how individually or via further collaboration across organisations and with the people and communities of Derbyshire we can all make a bigger impact on tackling inequality. The Derbyshire Public Health department are keen to hear your views on how you can help support this collective effort. The themes of this report will be reviewed in twelve months' time to demonstrate how by working together we have started to turn the curve on key health outcomes.

This is my last report as Director of Public Health for Derbyshire, it has been an honour and a privilege to work with a range of systems and partners to tackle health and wellbeing issues together – I hope that this continues and further strengthens after I have left my role. I also want to say a heartfelt thank you to everyone who, over the past few years, has helped and supported the work of the Public Health Derbyshire department – I simply could not have done it without you.

Best Wishes, Dean

A handwritten signature in black ink, appearing to read 'Dean', written in a cursive style.

2: Update on last year's report

In 2021, a short summary video was produced as the Annual Report for that year. The video highlighted the ongoing efforts to manage the impact of Covid-19 in Derbyshire via a range of partnership action based on strong collaboration. You can view the video here:



[Derbyshire Director of Public Health Annual Report video 2021 - Derbyshire County Council](#)

The role of the Public Health department and the collaborative partnership approach utilised throughout the early stages of the pandemic was recognised in 2021 when the Derbyshire Public Health department was Highly Commended at the MJ Local Government Achievement Award in the Public Health Improvement Category. The judges noted that the Derbyshire response had prioritised making a difference on the ground and not only supported those directly affected but also concentrated on helping people to stop smoking and lose weight which are known contributors to the severity of Covid-19 infection. The extra support in providing help such as shopping, dog walking and companionship phone calls to those needing support during self-isolation was also noted.



With the onset of the Omicron Variant Derbyshire's Public Health department undertook further outbreak management across a range of settings, supporting the NHS vaccination booster campaign, continuing our community testing activity and ensuring the most vulnerable in society received additional help and support through a challenging period.

3: Aims and objectives of the report

This report picks up from where the 2021 summary video left off to provide an insight into the approach taken in Derbyshire to manage and mitigate the ongoing impact of the pandemic.

The report explores in more detail the theme of health inequalities and how the pandemic response led by Derbyshire Public Health sought to reduce the impact of the pandemic on those communities where inequalities in health are often felt most.

The report demonstrates that health inequalities are a complex, longstanding and challenging issue. In some cases, emerging evidence suggests that health inequalities have been mitigated throughout the pandemic, but in some other cases health inequalities have further increased, with the pandemic having a disproportionate impact on certain population groups.

This Annual Report will explore some of the inequalities in Derbyshire that existed before the Covid-19 pandemic, how Public Health Derbyshire sought to manage and mitigate the impacts of health inequalities throughout the pandemic and ends with a call to action about what partners in Derbyshire can do now to renew and refresh a shared focus on tackling health inequalities.

This report intends to:

- Show the impact of Covid-19 on health inequalities in Derbyshire
- Outline what actions have been taken and continue to take to tackle health inequalities in the county
- Consider what opportunities and challenges there are in relation to health inequalities
- Consider what further action is required and provide recommendations for future work.

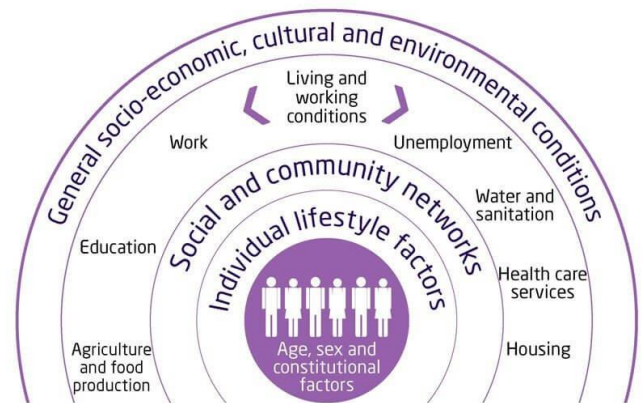


4: What are health inequalities?

Health inequalities are avoidable, unfair and systematic differences in people’s health across the population and between specific population groups.

Health inequalities are ultimately about differences in the status of people’s health but can also involve differences in access to quality care and behavioural risks to health.

Health inequalities are interlinked with the [wider determinants of population health](#) and are driven by the following factors in the diagram to the right



The wider determinants of health include the environmental, economic and social conditions in which people are born, live and ultimately die that have an impact on health and wellbeing; ultimately dictating the quality and quantity of life an individual or population will experience.

The inequalities in these factors, referred to as the wider or social determinants of health are a fundamental cause of health inequalities.

Reducing inequalities in the wider determinants of health is a crucial part of reducing health inequalities, which in turn will increase the quality and quantity of overall life expectancy within and between populations.

[Complex and interlinked factors cause health inequalities](#) and may be driven by:

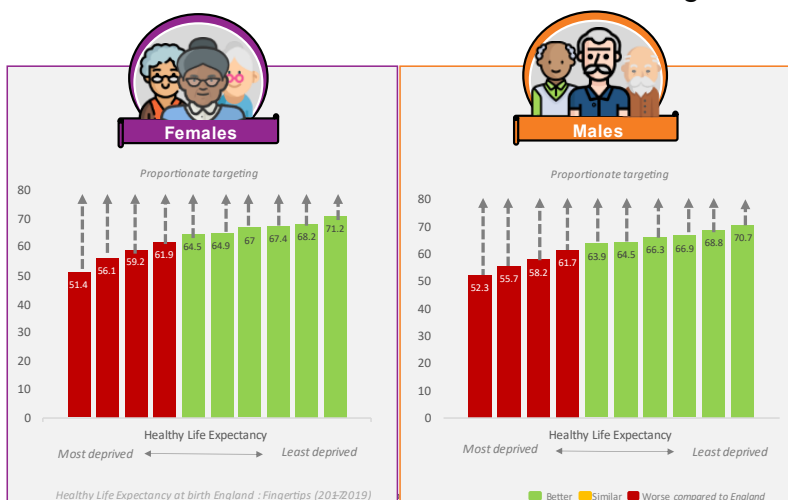
- different experiences of the wider determinants of health
- differences in health behaviours or other risk factors
- psychosocial factors, such as social networks and self-esteem
- unequal access to or experience of health services

The key drivers of [what causes health inequalities](#) are summarised below:



Whilst some of these issues need to be addressed at a global, national or regional scale, a number of factors can be shaped and managed locally to help prevent inequalities from worsening, and in some instances, result in their reduction.

Action on health inequalities requires improving the lives of those with the worst health and wellbeing outcomes, fastest. This approach is known as **proportionate universalism** – where action needs to be applied across the whole of the social gradient, but that the scale and intensity of services should reflect the level of disadvantage.



For an individual to have responsibility for their own health, they will need to be motivated to make healthy choices, have sufficient knowledge to make informed choices, and also have the opportunity to make healthy choices available to them. In particular, the wider social, economic and environmental factors influence an individual's ability to exercise choices in the decisions they make that will affect their health. For example [the amount of income an](#)

[individual has directly impacts](#) on the quality of the house in which they live, the wider environment in which that house is situated (for example access to green space or feeling safe to exercise in their neighbourhood) and the quality of food they are able to purchase, and the activities they can afford to improve their and their families mental wellbeing. When considering action on public health priorities like working to reduce the health inequality gap, it is often unhelpful to default to a position that dictates it is all about individual choice and personal responsibility. Undoubtedly personal responsibility and individual behaviours have an important role to play, but the much bigger issues and the one's most likely to improve population health most quickly particularly in areas of relative deprivation, are actions on the wider determinants of health. For example, ensuring that people are able to maximise the income to which they are entitled, ensuring a good quality level of housing standards across all housing types, access to green space and urban design that makes neighbourhoods walkable and amenable to active travel.

Research suggests that individual choices are impacted by levels of deprivation and therefore applying interventions that utilise proportionate universalism can help secure more positive health outcomes for people and communities locally. The infographic to the right shows how the key indicators relating to children living in low-income households and fuel poverty maps to deprivation.

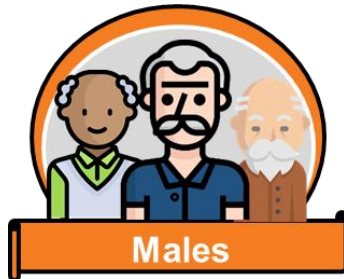
IMD decile (2019)	Children living in relative low-income households (2020-21)	Households experiencing fuel poverty (2019)
Bolsover	16.8%	16.2%
Chesterfield	15.6%	14.9%
Amber Valley	13.3%	14.0%
Erewash	12.3%	13.3%
North East Derbyshire	13.4%	13.5%
High Peak	11.6%	13.1%
South Derbyshire	12.6%	11.8%
Derbyshire Dales	11.2%	13.5%

Vertical axis: Most deprived (top) to Least deprived (bottom)

5: Health inequalities before the pandemic

Below is a summary of key facts showing what health inequalities were like before the pandemic.

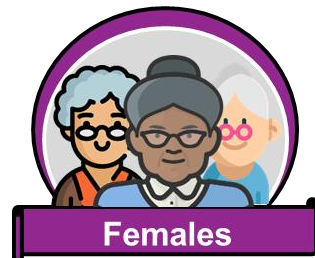
Healthy life expectancy



In [2017 to 2019 healthy life expectancy \(HLE\)](#) at birth in the UK for males was 62.9 years, showing no significant change since 2014 to 2016;

[In 2014-16](#) the average HLE at birth in Derbyshire for males was 63.9 years, higher than for England.

The difference in HLE between the least and most deprived areas of Derbyshire between 2009 and 2013 for men was 13.7 years, significantly lower than for England.



HLE for females in the UK for the same period showed a significant decrease from 63.7 years in 2014 to 2016 to 63.3 years in 2017 to 2019.

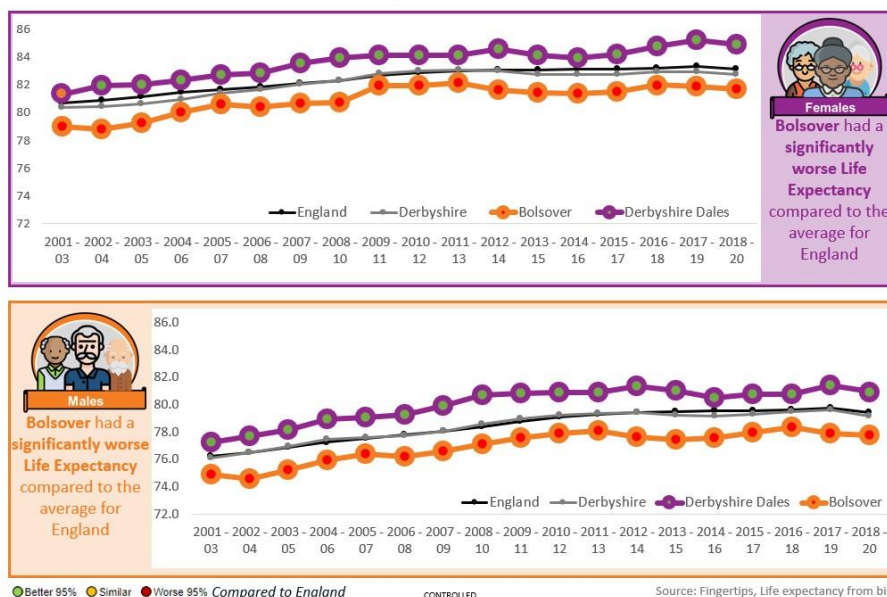
[In 2014-16](#) the average HLE at birth in Derbyshire for women was: 63.5 years, lower than for England.

The difference in HLE between the least and most deprived areas of Derbyshire between 2009 and 2013 for women was 13.5 years, significantly lower than for England.

It is striking that HLE for both men and women remains significantly lower than retirement age.

Life expectancy

There are wide variations in life expectancy between different populations. The diagram below shows the difference between someone living in Bolsover compared to the Derbyshire Dales:



Disability

[Derbyshire has a significantly higher rate of people who state that their daily activities are limited by their health, or a disability compared to England](#), equating to 157,000 individuals.

The higher rate is most likely due to the older population of Derbyshire compared to the national population profile.

All districts also have a higher rate than England with the exception of South Derbyshire which has a similar rate to the national figure.

Approximately two thirds (66%) of those with a long-term condition or disability in Derbyshire report feeling sufficiently supported to manage their condition, a proportion similar to the national figure.

Health and behaviour

Multiple unhealthy behaviours have a cumulative effect on health. Someone in mid-life who smokes, drinks too much, exercises too little and eats poorly is four times as likely to die over the next 10 years than someone who does none of those things.

Inequality in this area has increased. The rate of multiple unhealthy behaviours has decreased overall but not within the poorest parts of society.



Below are some key facts from the [Office of Health Improvement and Disparities Fingertips tool](#) that indicate the position before the pandemic:

- **Physical Activity:** In Derbyshire, in 2019-20 the percentage of adults completing 150+ minutes of moderate intensity physical exercise per week is 70.6%, significantly higher than for England (66.4%).

The percentage completing less than 30 minutes is lower than for England, at 20.1% in 2019-20, compared to 21.4% for England.

- **Smoking:** Smoking is the most important cause of preventable ill health and premature mortality in the UK. In Derbyshire, in 2019-20 13.3% of adults are smokers, which is significantly lower than for England which has a prevalence of 14.3%.
- **Smoking in pregnancy:** Smoking during pregnancy causes premature births, miscarriage and perinatal deaths.

Smoking also increases the risk of stillbirth, complications in pregnancy, low birthweight, and of the child developing other conditions in later life.



In 2018-19 in Derbyshire 16.3% of pregnant women are smoking at the time of their maternity booking appointment, this is compared to an average of 12.8% for England.

- **Alcohol:** Alcohol consumption is a contributing factor to hospital admissions and deaths from a diverse range of conditions.

In Derbyshire, in 2017-19 12.6 people per 100,000 population die from an alcohol specific condition and this is significantly worse than the England average which is 10.9 people per 100,000 population.



- **Obesity:** In Derbyshire in 2019-20, 66.9% of adults were classed as overweight or obese. This is higher than the national average for England which is 62.8%.

Mental illness

Mental illness is by far the most [common illness for people aged 15–44 years](#). The incidence of mental illness rises as you get older, but across all ages up to 65 years, mental illness is nearly as common as physical illness. Areas with higher levels of socio-economic deprivation are associated with higher levels of mental illness.

Both individual and neighbourhood deprivation increases the risk of poor mental health. People with mental illness are more likely to experience socio-economic deprivation.

Studies have shown a decline in social position and financial circumstances over time in people who were depressed. In addition, self-reported poorer mental health in men is associated with a downward socio-economic trajectory over the life course.

6: Covid-19 – stepping through the pandemic in data

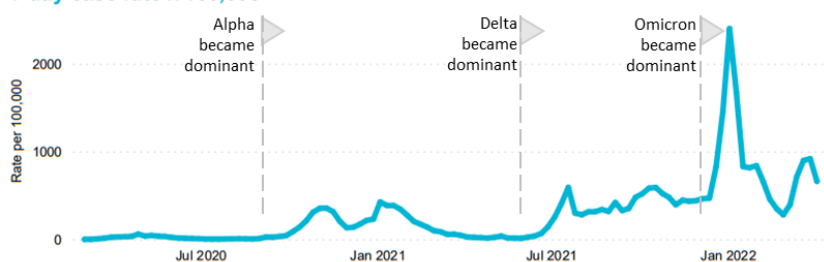
Data summary of key facts from the pandemic

Since the first Derbyshire case was identified on 25 February 2020 there has been 245,993 Covid-19 cases identified via a positive test across Derbyshire (up to April 2022 when regular data reporting ceased). This number is likely to be higher as some people may not have formally come forward to identify themselves as Covid-19 positive and at the start of the pandemic testing was only available in specific healthcare settings, meaning that the “confirmed” case numbers will be a significant under-estimate of the true prevalence of the virus.

Throughout the pandemic case rates have varied, with four main waves. The first wave began in early spring 2020, when Covid-19 initially spread, although with the limited access to testing at the start of the pandemic, this wave is not reflected in the case rate, although the impact on hospitalisations and deaths is apparent. The second wave started as the Alpha variant became dominant in September 2020 and ended in April 2021. The third wave started in June 2021 when the Delta variant became dominant, followed by sharp rises in infection rates being experienced when Omicron became the dominant variant at the end of 2021, through to 2022.

Covid-19 cases, positivity, hospital admissions and deaths in Derbyshire (data up to April 2022)

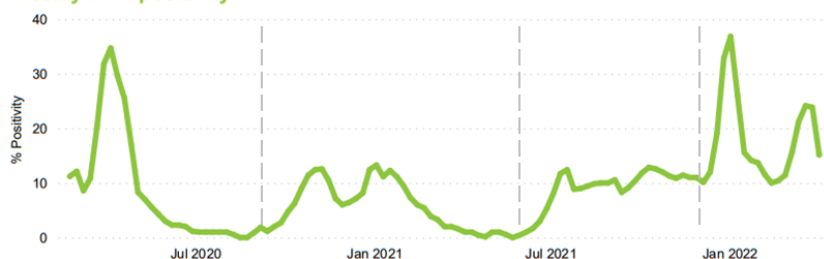
7 day case rate x 100,000



In Derbyshire since the start of the pandemic up to April 2022, there has been:

245,993 cases

Weekly PCR positivity



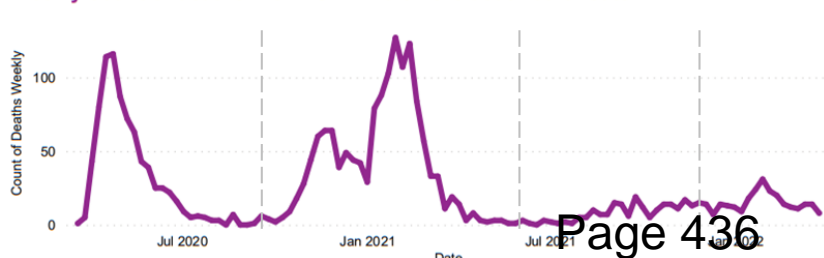
2.5 million PCR tests conducted

Weekly count of new admissions with COVID-19 to Derbyshire Trusts*



13,107 Covid-19 hospital admissions to Derbyshire trusts

Weekly count of deaths with COVID-19 on the death certificate



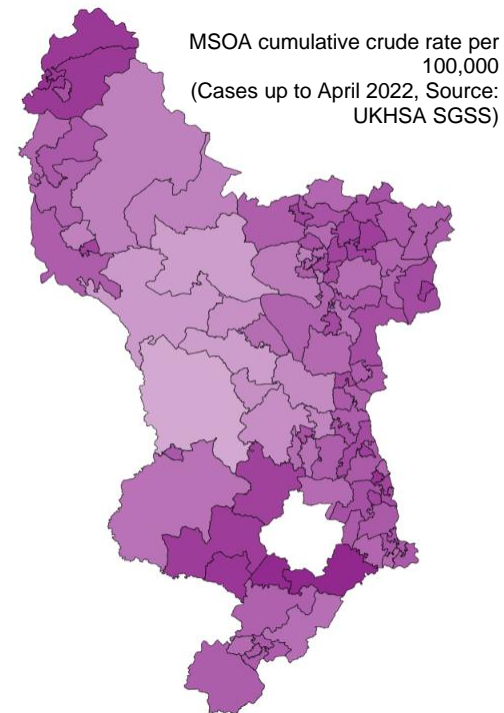
2,669 Covid-19 Deaths

Covid-19 hospital admissions increased during the first and second waves of the pandemic, however, were lower during the Delta and Omicron wave, a success of the vaccination programme. Between 1 April 2020 and 31 March 2022, 13,107 Covid-19 positive patients were admitted to the Chesterfield Royal Hospital and University Hospitals of Derby and Burton.

Up to April 2022 there were 2,669 deaths of Derbyshire residents with Covid-19 mentioned on the death certificate. Similar to hospitalisations there were two main peaks when exploring Covid-19 mortality in Derbyshire during the initial and second wave.

Despite the high number of people infected during the Delta and Omicron waves, the number of deaths occurring during these waves was lower than in the initial waves, primarily due to the success of the vaccination program.

The number of cases were distributed across the county, the table below and map to the right show the number of cases and the crude case rate per 100,000 population.

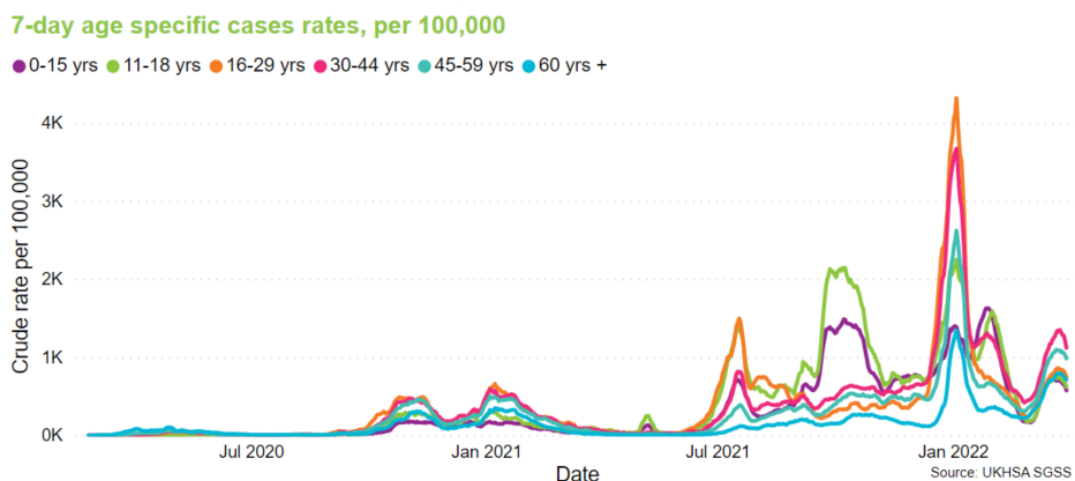


District and borough	Count of cases	Population count (MYE2020)	Crude rate x100,000
Amber Valley	38,912	128,829	30,204
Bolsover	25,293	81,305	31,109
Chesterfield	32,550	104,930	31,021
Derbyshire Dales	18,912	72,422	26,114
Erewash	35,953	115,332	31,173
High Peak	28,500	92,633	30,767
North East Derbyshire	31,033	102,216	30,360
South Derbyshire	34,840	109,516	31,813
Total	245,993	807,183	30,475

Testing and Cases

The pattern of confirmed cases has been heavily influenced by uptake and availability of testing. Early in the pandemic testing was only available to Covid-19 hospital patients, case rates were higher in those over 60 years old as this group were more likely to be hospitalised.

As testing became available to the rest of the population, case rates varied across age, occupation, gender and location, this was associated with the changes to government guidance/announcements and those coming forward to test.



Certain occupational groups such as those working in health and social care were required to undergo regular testing, these would be more likely to test positive for Covid-19. Routine testing in care homes was introduced (Whole Home Testing) in July 2020, identifying more cases amongst care home residents and staff.

In December 2020 Derbyshire was the first Local Authority in the East Midlands to roll-out rapid testing using Lateral Flow Devices (LFD) via community testing sites, this identified individuals that were asymptomatic and led to more confirmed cases being reported. All schools reopened in March 2021 with routine testing in place for all staff and secondary school students, identifying more cases in young people.

Other factors are also likely to impact uptake of testing, when exploring Covid-19 case rates by deprivation decile, there is little variation across Derbyshire, the least deprived areas have the highest cumulative rates. This may be associated with those from deprived areas being reluctant to take part in testing to see if they are Covid positive. For many people in more deprived areas for example, testing positive would mean individuals would have to self-isolate when they are not able to afford being out of work.

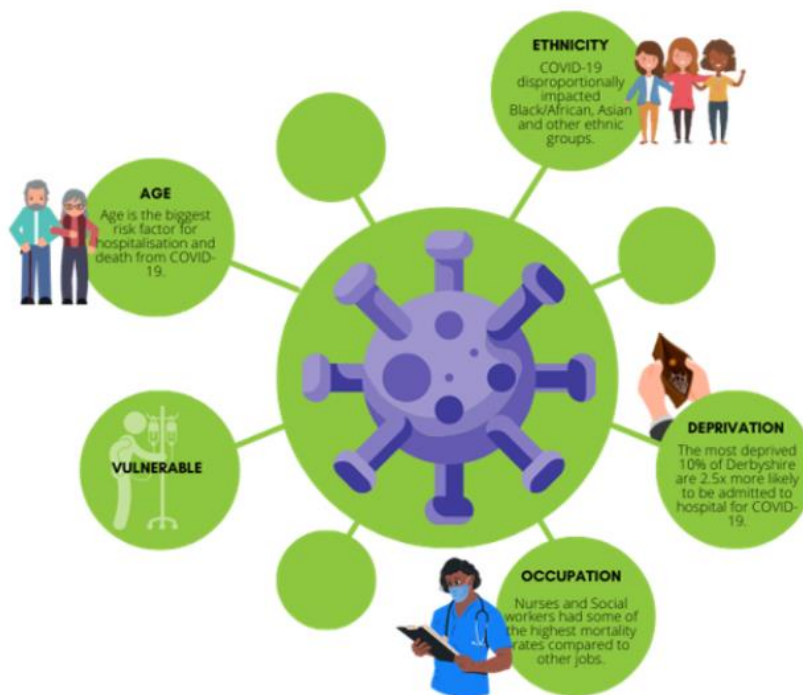
COVID-19 cases per 100,000, by deprivation decile (Derbyshire residents, cases upto April 2022)



The factors associated with testing are a key consideration when reviewing case rates across the pandemic. Hospital admissions and deaths from Covid-19 provide a better measure of the impact of Covid-19 across the County and explore how some population groups have been disproportionately impacted by the virus.

How were health inequalities a factor throughout the pandemic?

The pre-existing inequality divide is replicated in exposure, susceptibility and consequence of Covid-19 and, in some cases, has increased across age, sex, ethnicity, deprivation, occupation, and vulnerable groups. The diagram to the right summarises some of the impacts:



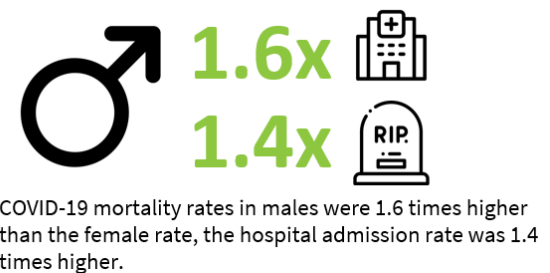
Age

Age is the biggest risk factor for hospitalisation and death from Covid-19. In Derbyshire the chances of hospitalisation in 2020-21 from Covid-19 was 1.7 times higher in those aged over 85 years old compared to the next oldest age group (75 to 84 years) and 21 times higher compared to those under 60 years old. The chances of dying from Covid-19 was 3 times higher for those over 85 years old compared to those aged 75 to 84 years old.



Gender and Sex

Gender and sex are different concepts that are often used interchangeably. Sex is usually categorised as male or female and refers to the biological attributes of an individual. Gender is a social construct that is an internal sense of self whether an individual sees themselves as a man or a woman, or another gender identity. Covid-19 has had an unequal impact across gender and sex.



In Derbyshire, hospital admissions and Covid-19 mortality rates were higher for males than females. Hospital admissions in males were 1.6 times higher than the female rate and the mortality rate was 1.4 times higher in males. This is a similar picture nationally and while evidence is limited, it is thought to be attributed to numerous factors.

Genetic makeup, immune response and hormone differences between males and females could be a factor, however, this does not fully explain the difference. [Research suggests](#) males are more likely to have lower rates of hand washing, social distancing, mask wearing and seeking help when compared to females and are less likely to avoid gatherings.

Occupation and gender are often associated, ONS reported men working in certain jobs had significantly higher rates of death from Covid-19, including security guards, taxi drivers, bus and coach drivers, chefs, sales and retail assistants, construction and processing plants as well as people working in social care. An [ONS study](#) looking at the different effects of Covid-19 found women were more likely to be furloughed and spend more time on unpaid household work and childcare compared to men, while this may be associated with lower exposure to the virus in women, it also affected women's general wellbeing more negatively.

Ethnicity

[National data](#) suggests that Covid-19 disproportionately impacts different ethnic groups with ethnic minorities being at more risk of exposure, hospitalisation and death. These inequalities are not solely a result of ethnicity alone, it is likely to be a combination of factors associated with ethnic groups, including occupation, social and economic status. Derbyshire has a predominantly White British population, 96% of Derbyshire residents are White British, 2% are White Non-British, 1%

are Asian/Asian British and the rest are spread across a range of minority ethnic groups. It is difficult to identify inequalities by ethnic groups within Derbyshire Covid-19 data due to small numbers affected, however, it would be expected that many of the impacts identified nationally would also disproportionately affect Derbyshire residents from a minority ethnic group.

Occupation

The type of work people do is associated with the risk of contracting Covid-19. Derbyshire case data showed that those working in health and social care, manufacturing and construction experienced higher numbers of cases, these are settings that were more likely to be unable to work from home and have higher levels of testing.

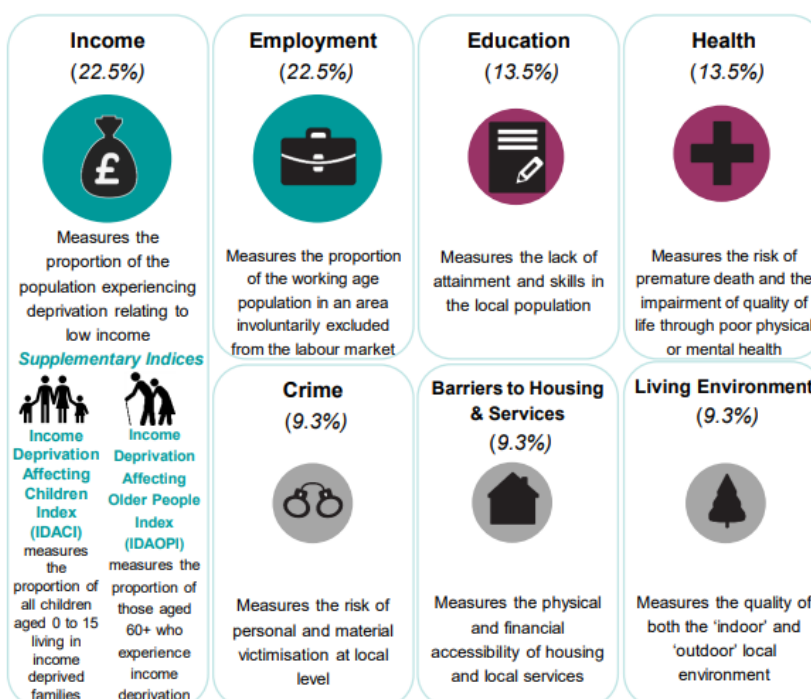
Covid-19-related mortality rates across the nine major occupational groups used by the [Office of National Statistics](#) has been considered, for men and women the highest mortality rates were seen amongst workers in three groups:

- **Caring, leisure and service:** This group covers occupations that provide services to customers, whether in a public protective or personal care capacity. Examples include childminders, teaching assistants, care workers, hairdressers, veterinary nurses and ambulance staff.
- **Process, plant and machine operatives:** This group covers occupations that operate and monitor industrial plant and equipment, and those that drive for a living. Examples include forklift truck drivers, bus and taxi drivers, scaffolders, sewing machinists and quarry workers.
- **Elementary occupations.** This group covers occupations that involve routine tasks, often involving simple hand tools and have a degree of physical effort. Examples include cleaners, farm workers, postal workers and security guards.

These occupations are often associated with lower wages and are physically demanding, and do not allow home-working, increasing the risk of exposure to the virus among workers in these groups.

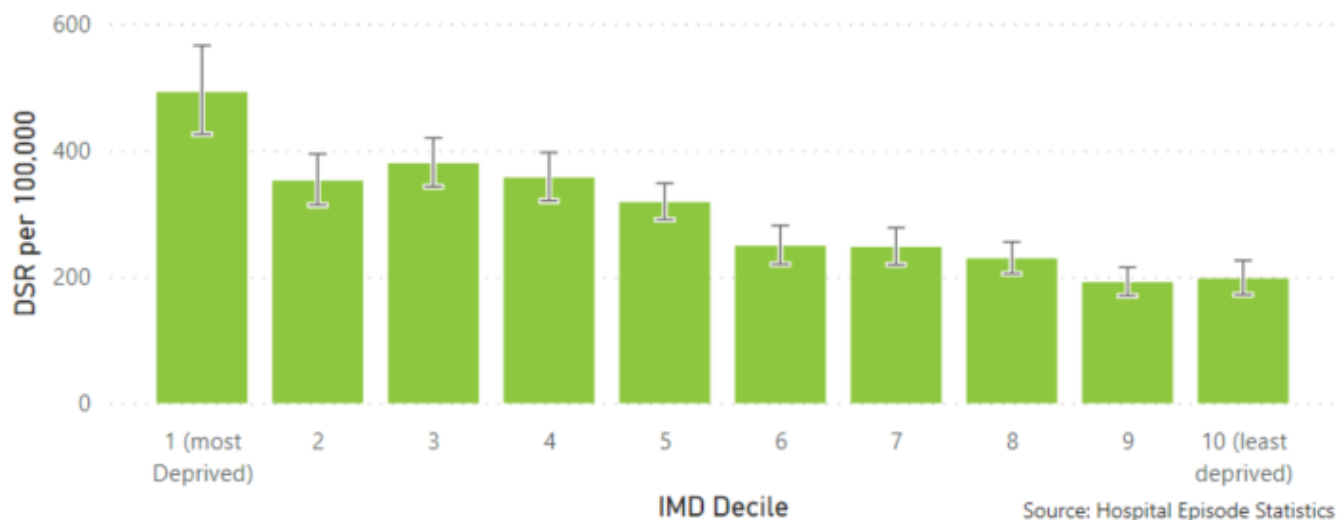
Deprivation

The [Index of Multiple Deprivation \(IMD\)](#) is a relative measure for summarising how deprived an area is, it is derived from multiple components including:



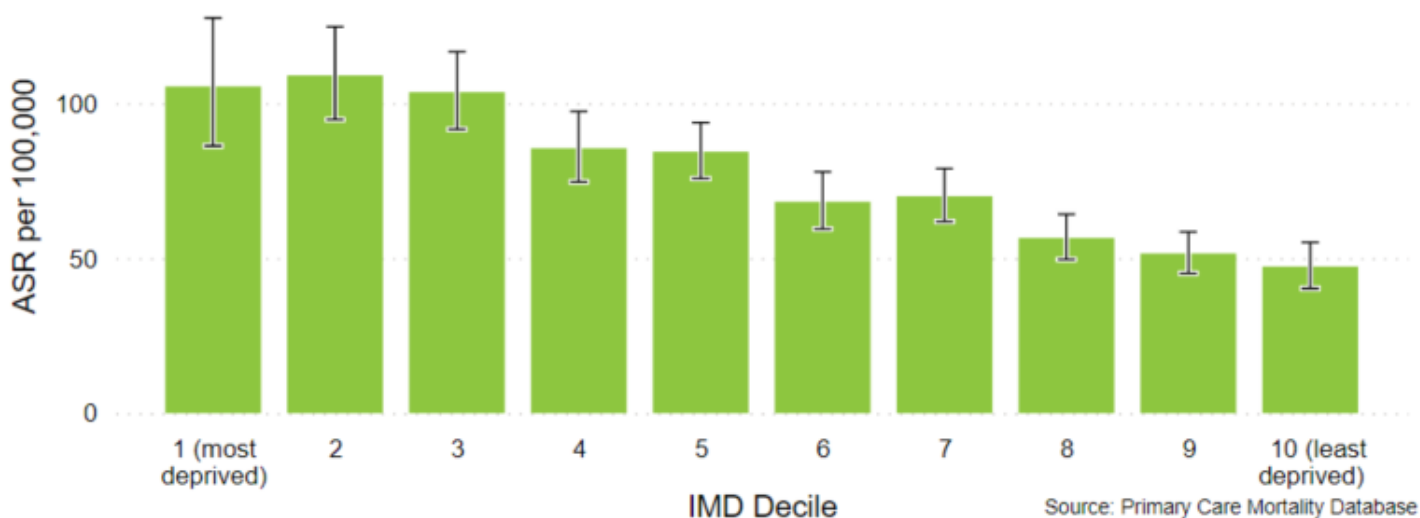
There is a strong association between Covid-19 infections, deprivation, risk of hospitalisation and death. Hospital and mortality data highlights a significant gradient by deprivation decile.

COVID-19 hospital admissions, per 100,000 by IMD deprivation decile (Derbyshire residents, FY 2020/21)



Those living in the most deprived areas of Derbyshire are 2.5 times more likely to be admitted to hospital for Covid-19 and 2.2 times more likely to die as a result of Covid-19, compared to those living in the least deprived areas. These differences are attributed to multiple factors associated with deprivation. Individuals living in more deprived areas are more likely to be in poorer health, live with disabilities and long-term conditions, and be associated with unhealthy behaviours such as physical inactivity and smoking which could increase the severity of Covid-19 outcomes. Individuals are likely to live and work in settings that put them at more risk of exposure to Covid-19, living in households with overcrowding and financial difficulties, and work in occupations that had less opportunity to work from home.

Mortality rates due to COVID-19, per 100,000 by IMD deprivation decile (Derbyshire residents, 2020-21)



7: Covid-19 - stepping up to the challenge

What Public Health Derbyshire did locally?

The Health Protection Team within the Derbyshire Public Health Department is dedicated to reducing the number and impact of communicable diseases and the pandemic saw the work of the team increase. The team offered an enhanced service to care homes, schools, and workplaces. Individuals who tested positive for Covid-19 have also been supported through Derbyshire's contact tracing team. The team worked alongside many other colleagues from within Derbyshire Public Health, but also across the council and from wider partner agencies. Over the course of the initial waves of the pandemic to April 2022, the team supported the following:

- **294** incident management team meetings held to manage the impact of Covid-19 outbreaks at a local level
- **1** new outbreak management system created to track cases
- **15** Covid-19 marshals employed who supported local communities
- Tracked **100's** of changes in national guidance
- **310** questions answered via Covid-19 community forums

Supporting educational establishments

In December 2020 Public Health England passed responsibility for the management of education outbreaks of Covid-19 to the Public Health Department in Derbyshire. This allowed a full support package to be available for education settings. Public Health Derbyshire were able to carry out full risk assessments to help settings identify any further actions to be taken. Where necessary onsite mobile testing units were deployed to test staff, pupils, and families onsite to prevent further transmission. The Health Protection Team monitored the number of cases in each setting to offer support when required and to monitor cases across the county, spotting trends and areas of higher incidence. Education settings were provided with localised support 7 days a week. National guidance was communicated to settings alongside useful guidance and advice. In summary, Public Health Derbyshire supported:

- **60** Education Outbreak Control Team meetings
- **266** education settings with one or more risk assessments completed
- Over **6,500** case history reporting forms received and processed
- **620** educational settings received personalised support

Workplaces and events

Working alongside environmental health officers from district councils and trading standards officers, Public Health Derbyshire provided advice and information to workplaces across Derbyshire, including the management of Covid-19 outbreaks within workplaces. Public Health Derbyshire also worked with colleagues to review and support the safe delivery of events such as festivals, sports events and food and drink festivals.

- **325** workplace incidents supported
- **9** event risk assessments reviewed

Care home advice and support

Working alongside national Public Health colleagues, NHS and Adult Care colleagues, Public Health Derbyshire provided support and advice to all care settings in the county, including identifying actions in settings that were experiencing Covid-19 outbreaks.

- Over **50** risk assessments and letters for social care were reviewed
- Over **300** queries answered from colleagues in adult social care

Local Contact Tracing in Derbyshire

Public Health Derbyshire set up a local Contact Tracing Team early in the pandemic using redeployed staff and soon recruited a dedicated team of 20 specialist contact tracers.

Calls from a local team were soon more successful than the national contact tracing service.

Residents appreciated knowing that the contact tracer was familiar with the area, and it allowed us to gather more accurate information.

The information from the contact tracers came directly into the Health Protection Team to enable links between cases to be made quickly and action taken.

Contact tracers could ask more detailed locally specific questions to get the information the Health Protection Team needed for planning and monitoring including information about vaccination views/status and wider symptoms.

The Contact Tracing Team were also able to put residents in touch with local services, such as the Community Response Unit or for financial support, which you can read more about in section 11 of this report. In total the Contact Tracing Team:

- Made **35,656** local contact tracing calls
- Successfully completed **20,973** or 58.82% of local contact tracing calls
- Undertook **1,087** enhanced contact tracing calls supporting specific outbreak response
- Made over **600** referrals to the Community Response Unit
- Saw **72%** of local case contacts completed successfully

8: Vaccinations and health inequalities

When Covid-19 vaccinations were rolled out from December 2020, they were offered to everyone, gradually working through the population starting with those who were most at risk of being seriously ill with the virus. Yet despite this universal offer, they are not universally accessible.

Accessing the vaccination can be harder for some people, for example those who have fewer resources to get to a clinic (e.g., those who don't own a car, where regular public transport links are limited, or who don't have funding for transport), for those who work long hours or who have caring responsibilities, for those with serious mental illness, or for those with needle phobia.

People may also be less likely to accept their offer of vaccination if they do not feel they need the vaccine or do not have confidence in it, particularly if they have been exposed to misinformation about it online or elsewhere.

Public Health Derbyshire worked closely with NHS and other partners to try and ensure that everyone had equitable access to the vaccine through providing a tailored approach for many groups of individuals, to help everyone make an informed decision on whether to take the vaccine, based on accurate information.

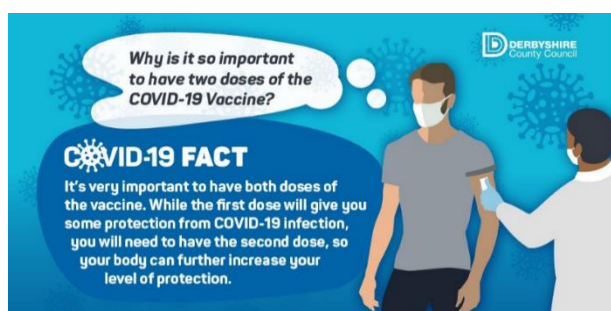
This included bespoke communication campaigns, pop-up clinics and working with existing services to offer outreach to settings such as homeless shelters, phone calls from clinicians, and offering home-based conversations and vaccinations to certain groups.

Using data and intelligence to focus efforts

The Derbyshire Public Health Knowledge and Intelligence Team developed a dashboard for data on vaccine uptake that allowed the identification of geographical areas or demographic groups that were not taking up the vaccine as quickly as others.

This, alongside data on the number of Covid-19 cases and feedback from local communities, helped to focus efforts where people may be less confident about the vaccine, more complacent about its benefits, and/or be less able to access vaccine clinics.

Sharing reliable information through trusted voices in local communities



Information on the Covid-19 vaccines was included in the Covid Facts Campaign, which brought together reliable, accurate and up-to-date information

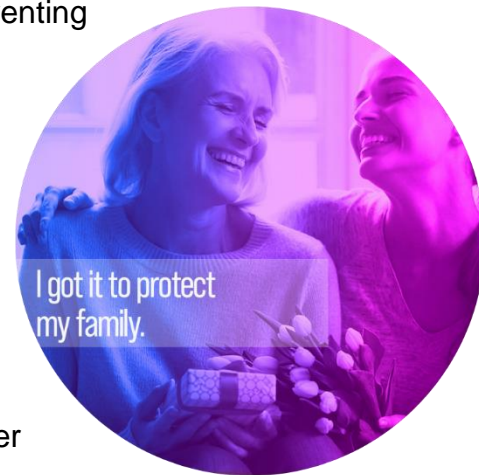
The campaign used behavioural science insights to combat misinformation that was circulating online and via flyers in some local areas.

22 vaccine awareness training sessions were delivered to health and care professionals, community groups, residents and others.

These sessions explained the history of vaccines and their role in preventing infection, how they work, what's in them and how they are made.

This training equipped trusted voices in the community to have conversations with local people about vaccinations, so they could challenge misinformation and people could make an informed decision based on facts.

Derbyshire County Council's Communications Team ran a highly successful [social media campaign](#) targeted towards young people to encourage them to take up the offer of vaccination, in response to lower uptake in this group initially.



This campaign reached over 160,000 people across all social media channels, resulting in 101,000 video views and 18,000 click-throughs to the NHS book a vaccine webpage.

Working with local communities, and whole-system efforts

Derbyshire Public Health and colleagues from across the wider council supported NHS partners in planning where vaccines should be delivered from, by listening to local people, community groups, the voluntary sector, local workplaces and local services.

Locally gathered insight was combined with data on where uptake was lower to identify where people might need extra support to access the vaccine.

As a result, more community pharmacies were approved to offer the vaccine in local areas, so people didn't have to travel as far.

In 2022, the roll-out of the Covid-19 Vaccination Flexible Response Service saw roving vaccination clinics operating out of local community venues.

In response to feedback from local communities, these venues also offered a place for people to go and ask questions or talk about the vaccine with an experienced clinician before they have decided whether to have it.

Data was used to show what proportion of people had already had their vaccination and identified areas where people might need a more localised service.

Working alongside local people, suitable venues were identified, and local community groups worked with Derbyshire Public Health to raise awareness of clinic times via social media and printed information in appropriate languages.

This resulted in:

- **71** clinics were delivered by the Flexible Response Service

- **32** local areas, where uptake of the vaccine was lower between January and May 2022, saw specific vaccination update activity
- **18** clinics were supported with face-to-face community engagement between January and end-March 2022, chatting with local people to understand how they felt about vaccination, answering any questions and informing them about the clinics (see graphic on next page)
- **1 in 3** people attending heard about the clinic as they were walking/passing by, and word of mouth and social media were the other main sources of hearing about the clinics

This approach to taking vaccination out to local people has resulted in a significant number of people coming forward to have their first and second doses of the vaccine in areas where people have previously found it harder to get to a vaccination site or have been more hesitant about taking up the offer.

The Derbyshire response to addressing vaccination inequalities is a collaborative effort, drawing on a range of departmental expertise.

As part of the approach to increase uptake across population groups, behaviour change theories were used.

This was important, as it enabled the team to develop tailored interventions to address emerging patterns of inequalities in the local vaccination data.

For example, an information campaign was developed with the aim to ensure all residents had the opportunity to access information from a trusted source which would enable them to make an informed choice about Covid-19 vaccination.

To do this, behavioural science was used to understand the impact of misinformation on uptake locally, and to shape an evidence-informed intervention that did not repeat misinformation “myths”, used health literacy friendly language, and took an empathic tone to reduce defensiveness.



The table below summarises how we supported communities to access the vaccine



27,130 leaflets were delivered to local households in areas with lower COVID-19 vaccine uptake to promote local clinics and help people who aren't online know where they can go.



Local communities were engaged with infection prevention advice as well as discussions around vaccination. Face masks, sanitiser and lateral flow tests were given out to people at stalls that supported the vaccination clinics and opened conversations about COVID-19 and staying safe.



Information sessions were held for specific community groups where requested. Participation in Radio Derby promotion of a clinic in Somercotes.



Service Development Officers engaged with businesses in pre-vaccination clinic scoping work to understand whether a local clinic would be worthwhile, and hear about the barriers to taking up the Covid-19 vaccination for their staff.



1,513 clinic posters were shared with local businesses to promote the clinics in areas with low vaccine uptake and high footfall. Emails and calls were made to nearby businesses to raise awareness of clinics so they could promote them to their staff and customers.



Engagement via local health and wellbeing networks to share Covid-19 vaccine communications with specific groups and settings took place and included Schools and Colleges, The BME Forum, districts and boroughs, Carers groups and staff groups.

9: Undertaking local testing in Derbyshire

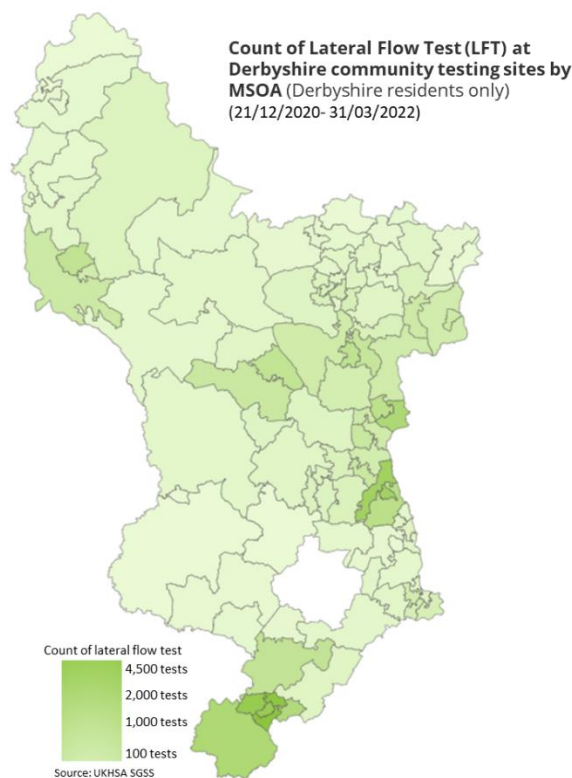
Derbyshire developed a comprehensive local testing offer throughout the pandemic. Testing is the process of offering a diagnostic test to either symptomatic (has symptoms) or asymptomatic (has no symptoms) individuals to identify the presence of infection. Rapid testing is an essential component of prevention and outbreak management to enable early identification. We worked with national partners to deliver testing in care homes, schools and other settings.

Symptomatic testing

Derbyshire Public Health linked with national partners to set up a range of symptomatic mobile or walk in testing sites across the county, which individuals could book via calling 119. Regular assessment, local intelligence and data, ensured these sites were located in the most suitable locations to maximise uptake by the local population and that if required they are moved to deal with a specific issue or increase in cases in a locality.

Community testing

Community testing helped us to identify asymptomatic cases locally and helped reduce the spread of disease and protect more vulnerable people in the local community.



In December 2020, Derbyshire was the first local authority in the East Midlands to establish an asymptomatic community testing offer.

Initially, the local testing capacity was utilised to target key workforce groups who could not work from home whilst restrictions were in place, and local residents were encouraged to get tested on a regular basis to reduce the risk of spreading the disease via asymptomatic transmission.

Targeted testing activity helped reduce potential health inequalities by specifically targeting those who were more at risk due to their occupation.

A network of fixed community testing centres was established in conjunction with local partners, and these ran until the early summer of 2021.

Then, in line with changing national requirements, the approach shifted to an agile approach which saw mobile vans visit a variety of locations across the county.

The agile testing approach allowed us to target areas where there were potential health inequalities in both urban and rural areas and enable access to testing for hard-to-reach groups.



The local testing sites were really valued by residents and the Clay Cross testing team were nominated for a Derbyshire Beacon of Hope award.

Working with colleagues in the Communications Team and local partners, Derbyshire Public Health was also able to target communications via social media advertising and messaging to encourage participation.

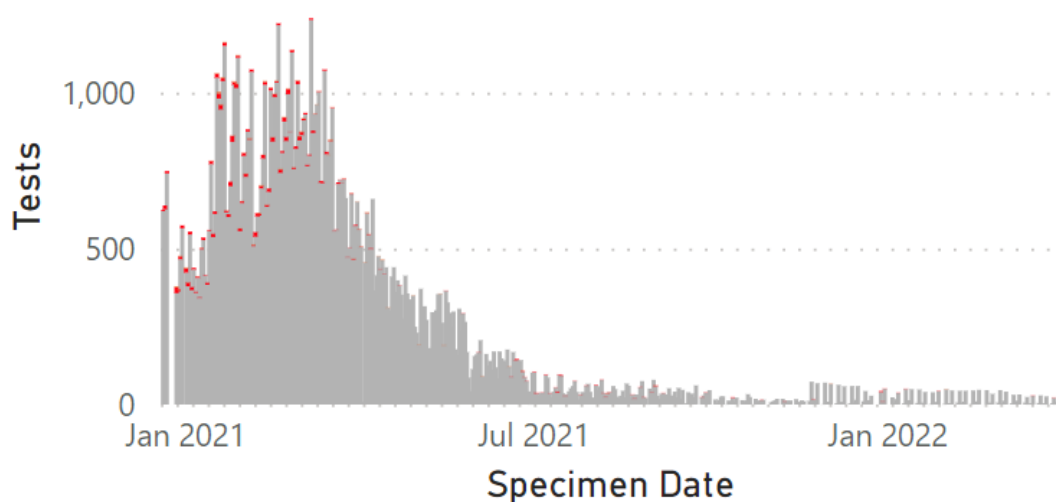
For example, targeted social media activity in the Bolsover area, where testing rates were lower, encouraged people, who do not have English as a first language, to get regularly tested.

Derbyshire also became a partner for the Community Collect testing model at an early stage which allowed people, who do not want to take a test at one of the community testing centres, to do so at home.

Community Collect testing also allowed people who could not attend a testing centre, perhaps due to age or frailty, to participate in testing and reduce potential inequalities.

Count of tests by Specimen Date and Result

Test Result ● Negative ● Positive ● Void



Case Study: Establishing a dedicated business focused testing centre

As part of Derbyshire's pathfinder project for asymptomatic testing Public Health Derbyshire established a small business-only testing centre in a portacabin on an industrial estate. Derbyshire Public Health approached local businesses and offered them a block of appointments every week to enable their staff to regularly access testing.

The appointment booking system gave businesses confidence that their employees would only be away from work for a short time and allowed the use of the testing centre capacity to be maximised.

The initial pilot engaged over 30 businesses, with over 4,000 tests completed by employees. This approach successfully helped to identify asymptomatic positive cases preventing further potential workplace outbreaks.

Targeted testing

In summer 2021 targeted testing activity took place in the Glossop area due to a spike in Covid-19 cases, and emergence of the Delta variant in the locality. Partner action enabled targeted, door-to-door testing to take place and additional communications activity to encourage participation in testing.

A local doctor agreed to share information about the importance of testing and the symptoms of Covid-19 which helped build trust and confidence in the activity taking place.

Over the course of the weekend the following activity took place:

- **852** people tested over two days
- **40** additional test kits were distributed
- **405** people vaccinated

In summary community testing between 21 December 2020 and 31 March 2022 saw:

- **72** community testing sites utilised
- **22** mobile sites operated in Derbyshire
- **159,266** PCR tests delivered at Queen's Park testing site and mobile units
- **128,120** test kits distributed to Derbyshire residents
- **102,256** Derbyshire residents were tested at a community testing venue within Derbyshire
- Of the 102,256 lateral flow tests completed, **719** (0.7%) were positive, 110 were void and 101,427 were negative

Derbyshire Residents Attending Community Testing Sites in Derbyshire, by Age and Sex



10: Stepping out of the pandemic: Impact on inequalities

During the Covid-19 pandemic many [policies were put in place by the Government which impacted the whole population, or specific groups across the whole population both locally and nationally](#). However, the impact of these policies was not the same for everyone. For some people:

- pre-existing inequalities resulted in more challenges because of the policies adopted
- for other people the additional policies created new challenges

These different experiences for some people were short-term while the policies were in place, for example communication barriers while mask-wearing.

For others there may be more long-term effects, for example if the policy affected their access to education or employment, which impacted health and wellbeing over the life course.

Below are some examples of these impacts:

Closure of schools

[Pupils from low-income backgrounds](#) had lower access to adequate digital devices for learning and reported lower time spent on learning at home, compared to those from middle-income backgrounds.

Special Education Needs school closures, led to many children with complex needs being cared for at home without additional support provided to parents or carers.

The voucher scheme to replace free school meals did not adequately serve children who could not attend school.

Use of 'Clinically Extremely Vulnerable' list for prioritising support

Access to support for a range of services was prioritised on a medical basis, with people identified as clinically extremely vulnerable.

However, this classification missed many people who needed help accessing services, such as people with disabilities including limited mobility or sight impairments.

This created challenges for these people to access services they relied upon before the pandemic, such as online deliveries.

Furlough

[Black and Minority Ethnic \(BAME\) people](#) Ethnic minorities, particularly people from a Bangladeshi, Pakistani or black African background were more likely to work in jobs not supported by the furlough scheme and led to higher rates of people losing employment.

[Women](#) were more likely to be employed in sectors that were shut down which led to them being more at risk from loss of employment.

Stay at home during lockdown

[Women](#) were more likely than men to take on increased childcare responsibilities, increasing the gender gap in childcare and affecting employment.

Many [lesbian, gay, bisexual and transgender \(LGBT+\) people reported](#) living in environments where they felt isolated, unsupported or at risk from harm, and without access to social networks for support.

Domestic abuse victims [reported increased severity of abuse](#) and lack of available coping and support mechanisms.

Key workers and essential frontline roles

Throughout the pandemic [key workers](#) in health care, social care and other essential services remained attending work. Those attending work in these essential roles were more likely to be at risk from Covid-19.

Women, people from a black or Asian background and those earning less than the UK average income were more likely to be these key workers. [Within health care](#), staff from an ethnic minority background were more likely to be in lower-paid frontline roles, than in managerial roles. These groups were therefore more likely to be at risk from Covid-19.

Suspension of cancer screening

To cope with pressures on the health service, some cancer screening services were suspended. [People living in areas with higher deprivation](#) experienced a larger reduction in urgent cancer referrals and first treatments for new cancer.

Late cancer diagnosis is linked to poorer outcomes.

[Suspension of screening is likely to worsen existing inequalities](#), as people from areas of deprivation are more likely to have worse cancer outcomes than people in areas of less deprivation.

11: Community action – stepping up together

Throughout the pandemic, Derbyshire Public Health have been able to utilise additional funding to strengthen local response activities – this has proved to be vital for the council and partners to undertake additional or enhanced activity to support health and wellbeing outcomes. Many of the projects that utilised this funding also targeted health inequalities and built community resilience. Here are a few examples about how this additional funding made a big difference locally and complimented other community led action across Derbyshire.

Providing housing advice and support via local law centres

£42,000 funding enabled Derbyshire Law Centre to increase housing advice and eviction prevention support in High Peak, Chesterfield, North-East Derbyshire, Bolsover and Derbyshire Dales as nationally there was concern that there was a significant increase in people facing housing vulnerability due to the economic impact of the pandemic. Working in the south of the county, Derby Law Centre also received £22,000 and increased housing advice and eviction prevention support in Amber Valley, Erewash and South Derbyshire. From October 2021 to March 2022:

- Derbyshire Law Centre dealt with **687** housing enquiries, which led to **219** housing cases, resulting in **70** cases of homelessness being prevented and a further **14** cases reaching a successful conclusion. Eight people were given advice and one client declined the service
- Derby Law Centre supported **163** people with housing concerns, including mortgage advice, rent, housing debt, homelessness and arrears. **109** people supported were unemployed

Supporting local action through the Covid-19 Emergency Fund

The pandemic has seen many organisations across Derbyshire working to ensure the basic needs of the most vulnerable residents are met. Local groups and organisations supported people who were shielding to live well, prevented social isolation and ensured activities complied with social distancing and health protection guidance. Organisations had to quickly adapt to keep operating and provide the much-needed support. The Derbyshire Public Health Covid-19 Emergency Fund was set up and distributed funding to enable them to keep doing what they do during this most challenging of times. Here are just a few examples of the difference made:

Support for new Mums

£1,000 funding from the Emergency Fund enabled Stay and Play to be restarted to reduce isolation and increase peer to peer support for new mums, many of whom had a baby during the first lockdown.

By adapting the approach, the group were able to maximise the potential for this whilst still providing an environment which was 'Covid-Safe' and fully risk assessed. One parent attending the group stated "This is perfect. I haven't spoken to anyone in my position since x was born and x certainly hasn't seen other children playing like this. We'll definitely be back in September."



Keeping young people Safe and Sound

As the Covid-19 pandemic developed, the risk of child exploitation had never been greater with children not in school, changes to their routine, increased stress, and isolation. In 2019 the group supported 100 children through one-to-one support and this increased significantly through Covid-19.

The £2,000 funding enabled an additional 50 hours of specialised one-to-one support for children and young people affected by exploitation in Erewash and South Derbyshire. The outcomes seen are:

- **100%** stated they had a reduced risk of exploitation
- **96%** said they were listened to, treated with respect, and could rely on staff
- **90%** stated they had increased confidence
- **85%** said they had improved their sexual and / or mental health
- **88%** said we made a difference to their overall lives
- **70%** said they had improved relationships with peers, family, or school

Asian Association of Chesterfield and North Derbyshire

As most of the members of the Asian Association identified as an older and/or vulnerable person, the organisation decided to support meal delivery throughout the pandemic.

The fresh and nutritious food was provided by Saffron Kitchen and door-step delivery enabled the delivery team to have a quick socially distanced chat with people receiving the food to check on their health and wellbeing. Any concerns were fed back so individuals could be directed to the right kind of additional support.



Using digital apps to provide health and wellbeing support



Derbyshire Public Health invested in the ORCHA digital platform which enables people across the county to access a range of health and wellbeing apps to support them on their health and wellbeing journey.

This platform was found to be a really useful tool that enabled people to stay well when face to face support wasn't running as normal.

For example, over the Christmas period in 2021, alcohol-related health apps were promoted utilising the apps available. Derbyshire Public Health also helped to set up the employee ORCHA survey to encourage more frontline workers to use this when working with partners and service users.

A link to a video about ORCHA can be found [here](#)

Using new technology to promote wellbeing messages across Derbyshire

Derbyshire Public Health purchased eight digital display boards which could be updated remotely with a range of key communication messages linked to the pandemic. These signs were put in prominent positions within libraries, so they could be seen when the libraries were not open and encouraged people to stay safe, get a Covid-19 vaccine and build awareness of mental health, health and wellbeing MOTs, gambling issues and digital apps.

Banners on street lighting columns were also installed on key roads across the county to share key Covid-19 related and vaccine related messages. This non-traditional form of advertising reached more people in a wider range of communities across the county and formed a key element of the non-pharmaceutical interventions utilised to promote positive behaviours and actions by everyone in Derbyshire.

Help stop the spread



Hands – wash your hands regularly



Face – wear a face covering in enclosed spaces



Space – keep at least 2m apart

DERBYSHIRE
County Council

Supporting local partnership action during the pandemic



The Derbyshire Public Health Localities Programme developed a rapid community response and enabled the swift mobilisation of support to some of the most vulnerable residents. Utilising long-established partnerships, Covid-19 forums were swiftly created across the county at the beginning of the pandemic to enable the coordination of food and medicine distribution at a local level from the Food Distribution Hub which had been set up in Chesterfield to coordinate provision across the whole county. The forums met weekly throughout the first wave to understand the local need and feed information in and out of the Local Resilience Forum.

The scale of the community response to Covid-19 was significant and local coordination of activities was vital to enable support to reach those that needed it.

Supporting local Covid Community Champions

In 2021 the Covid-19 Community Champions Network was established. The local networks have enabled Derbyshire Public Health and the wider council to communicate Covid-19 and vaccination messaging directly to communities, for example the South Derbyshire Covid-19 Community Champions Network directly reaches 47,000 local people in the South Derbyshire district via social media and other means. A Community Champions Forum enabled regular two-way interaction between local Public Health, NHS Communications and lead partners. Hyper-local issues were also discussed and fed back. Oversight was maintained on the process through the Derbyshire Local Resilience Forum.



Case Study

“ Mr C was referred by his GP practice into the Community Navigation Team in the High Peak in November 2020 following the death of his wife due to Covid-19. Mr C was finding it very difficult to cope with day-to-day tasks, was very lonely, and found it difficult to eat and sleep and hated the fact that he could not see other family members due to the lockdown. Mr C felt very unsafe being alone and hated being in his house and described himself as feeling very vulnerable.



The Community Navigation Team contacted Mr C daily following his referral to combat the feelings of loneliness and isolation. The team offered support with daily tasks such as having medication delivered and ensuring he had food supplies. Mr C was later referred to the befriending service for a weekly session. Mr C also took part in weekly Zoom meetings where he could take part in quizzes, mindfulness sessions, and chat with other people.

Mr C also took part in a weekly walk and talk group, when restrictions were lifted, and was able to meet others in the local park for a gentle stroll and natter. Mr C has fulfilled his main goal of returning to his job within the NHS supporting other people. The call companion scheme was funded via the local health and wellbeing partnership to support people in the Glossop area. ”

Helping vulnerable residents in extraordinary times



The Community Response Unit (CRU) was set up in response to the first national lockdown, which was announced in March 2020 to provide a range of help, advice and support to Derbyshire's most vulnerable residents. Individuals were able to contact Derbyshire Public Health and discuss issues of concern with them, they would then be linked to a local response organisation in the voluntary sector.

The CRU also supported with the delivery of food boxes and prescriptions to individuals. In the later stages of the pandemic response, the Health and Wellbeing Team provided ongoing support to individuals who needed a higher level of support. Lastly, the Winter Pressure Single Contact Point operated for a second year throughout autumn and winter 2021 and early 2022 supporting 74 people to leave hospital safely and receive appropriate housing support, advice and information.

Case Study

“ Mr T is a person with a learning disability, and he was introduced to the Health and Wellbeing Coach (HAWC) by a local community member. Mr T was his partners full-time carer and he was struggling due to their recent death from Covid-19. The coach took time to get to know the person, build up a trusting relationship to help identify how the person wanted his life to be improved. The coach provided practical help with organising the funeral and advised Mr T so he could organise his late partners affairs.

Mr T was living in his partner's rented home and the housing provider said he needed to move, so the coach supported Mr T to register for housing and start to look for his own property. The coach supported Mr T to manage his correspondence and found a letter from his utility company was uncovered which stated he had £4,000 in credit. This money was reimbursed and used to help pay funeral expenses.

The coach helped Mr T access benefits advice and income maximisation. The coach and Mr T has progressed the conversations onto what life could look like into the future and help identify his skills, passions and talents. Mr T is now regularly volunteering in his community. ”

Providing additional support for financial advice

Derbyshire Public Health has a long-standing partnership with Derbyshire Citizens Advice organisations, who were provided with additional funding throughout the pandemic to enable advice and support services from Citizens Advice to be located in local Foodbanks from July 2021 onwards. This was in addition to GP and community-based locations where the service normally operates. The service saw

- **11,404** people across the county were supported
- **55,770** different issues were given advice for
- **£13.4 million** in additional income was secured for individuals
- **£4.6 million** debt was rescheduled or written off

“ Mr W is a 70-year-old single male who was living in a privately rented flat. He has mobility issues caused by arthritis but has not recently consulted his GP. Mr W received no support to help maintain his home or personal care.

He had approached staff at his local foodbank in July 2021 as he has been told in a letter from his landlord's representative that they were giving 6 months' notice for him to leave his property.

A support worker at the foodbank linked Mr W with the Citizens Advice Adviser at the drop-in session to assist with a housing application. Mr W was accepted onto the housing list and awarded a full care package due to his care needs.

The adviser also supported Mr W to complete a Derbyshire Discretionary Fund application for key items of furniture. Working alongside a social worker they were also able to get Mr W Attendance Allowance and Pension Credit payments. Mr W also successfully secured tenancy to a level access bungalow in the local area. ”

Mr W accessed the Derbyshire Discretionary Fund which has issued:

- **1,156** Covid-19 support payments between May 2021 and February 2022
- **153** winter Covid-19 grants in Winter 2021/22
- **18,851** emergency cash payments to Derbyshire residents in 2021/22

Of those surveyed as part of an annual applicant survey in April 2022:

- **85%** agreed their award “made me feel less stressed”
- **66%** agreed their award “helped me to eat healthier”

Distributing food and essential supplies to those who need it most

Feeding Derbyshire aims to reduce the negative impact of hunger by working to ensure projects are inclusive and reach the most vulnerable people in the county.

In response to Covid-19 a batch cook delivery scheme was set up by Rural Action Derbyshire involving 12 projects across the county. This involved provision of ready meals to some of the most vulnerable across the county and the scheme provided a much-needed service to those who were shielding or self-isolating.



The foodbank network from August 2021 became part of a trusted partner network of 48 different agencies that supported the distribution of key items, such as cleaning products, hand sanitiser, PPE and lateral flow tests to vulnerable populations. To date the network has distributed:

- **536,000** face masks
- **8,208** boxes of lateral flow home test kits through food banks and other partners
- **12,480** hand-sanitisers
- **8,124** bottles of liquid soap

Preventing rough sleeping in winter months

Derbyshire Public Health have supported two schemes to enable people sleeping rough in winter to be housed and to provide wrap around health and wellbeing support.

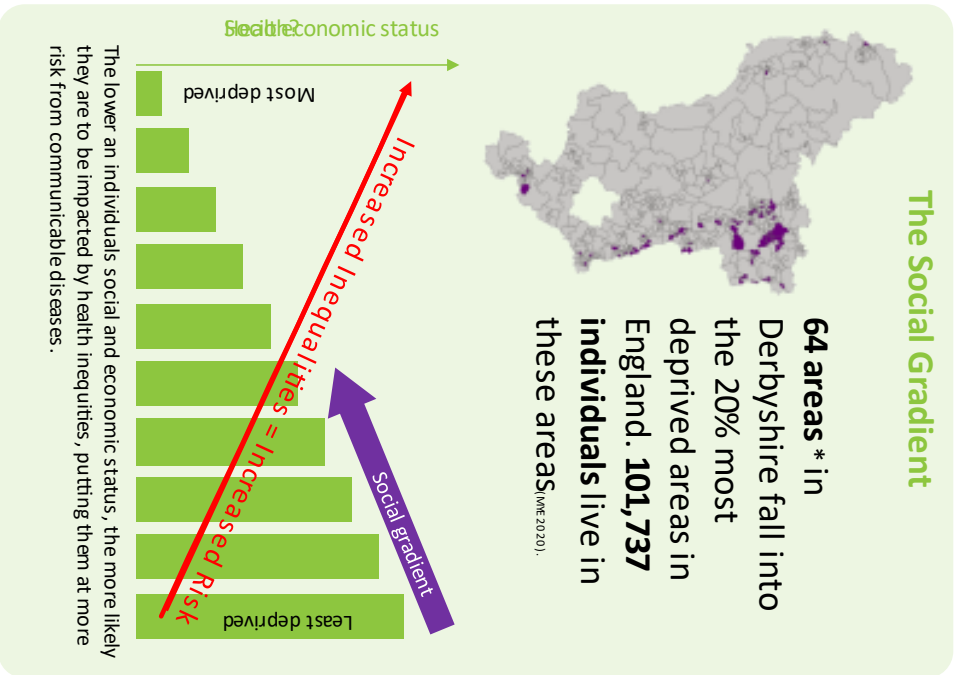
During the national lockdown in winter 2020, a partnership scheme at the Mount Cook Adventure Centre in Wirksworth was utilised. In winter 2021, the scheme used accommodation from across the county.

The programme was coordinated by Derbyshire and Staffordshire Moorlands Rough Sleeping Partnership supported by Derby City Mission who had already secured £100,000 of funding from the Government to provide winter services for people sleeping rough.

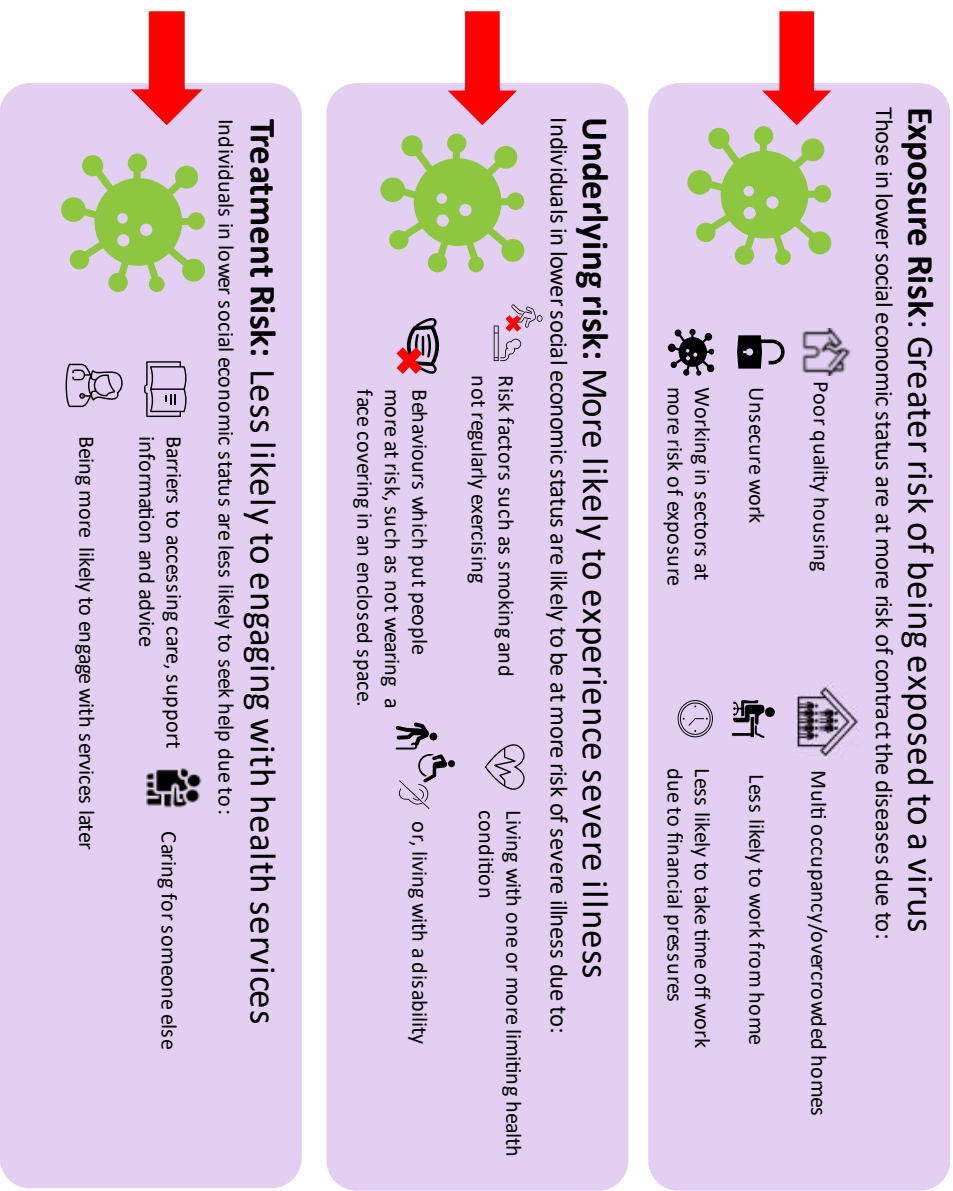
This funding was supplemented by £54,000 from Derbyshire Public Health and funding secured by Pathways of Chesterfield. Together with voluntary sector partners P3, the service was delivered from 1 December 2021 to 31 March 2022. Over this time:

- **59** referrals were made to the service with **54** referrals accepted - a **95%** acceptance rate
- **60** unique individuals were placed into the service, including 6 couples
- **15** different accommodation sites were used, consisting of hotels, B&B's and local authority stock
- **Three** individuals from a Target Priority Group of 41 were accommodated in the service. All three had been rough sleeping prior to their referral
- **54%** of placements resulted in a positive move-on outcome, with **11** individuals securing social or council housing

The Social Gradient exacerbates the effect of viruses on individuals



The Social Gradient exacerbates the effect of viruses on individuals



* The map presented lower layer Super Output Areas that fall in the 20% most deprived areas nationally from the ONS Index of Multiple Deprivation (IMD 2019). Lower Layer Super Output Areas (LSOAs) are census based geography used in the reporting of smaller statistics in England and Wales. The minimum population for LSAs is 1,000 and the maximum is 1,500.

CONTROLLED

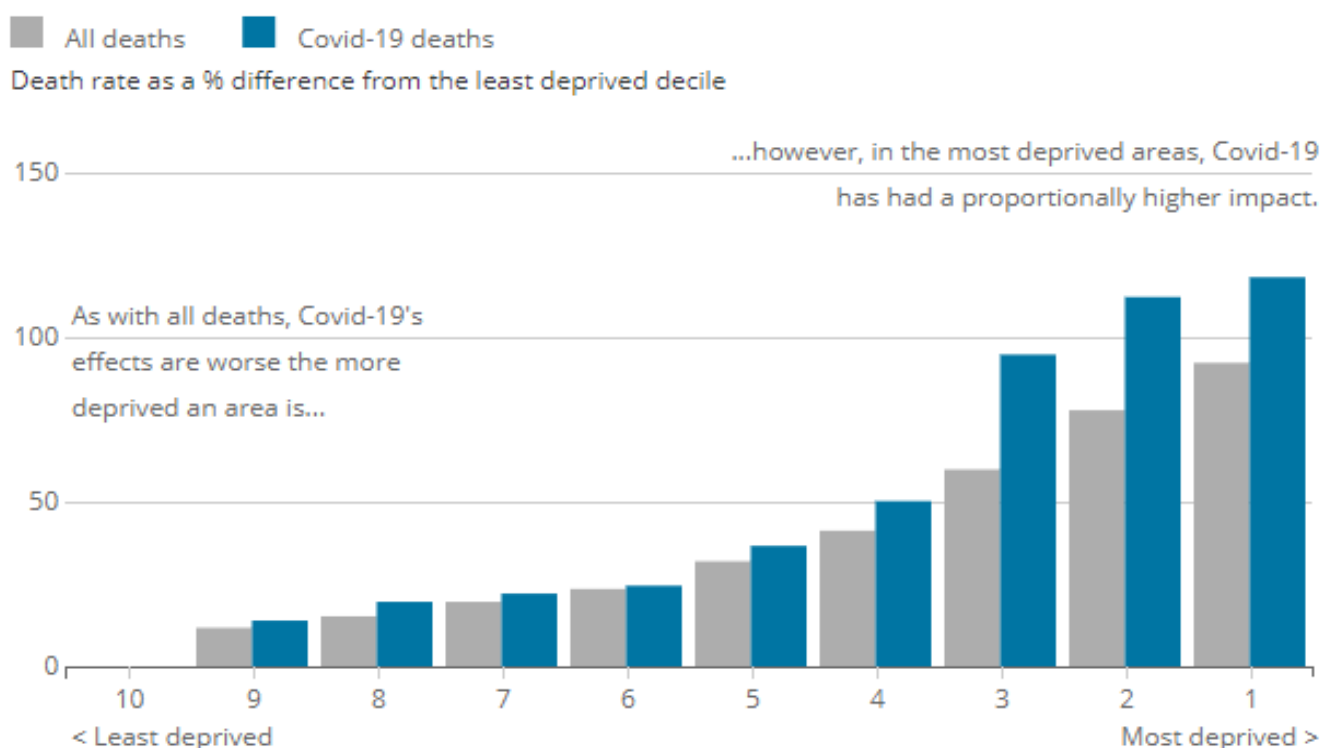
12: Building the next steps together

An unequal pandemic locally and nationally

The pandemic has had an [unequal impact nationally and locally](#) and the infographic on the previous page shows some of those impacts locally.

Research from the [Health Foundation](#) demonstrates how those living in the most deprived areas experienced higher mortality rates than the least deprived areas for both males and females.

However, the full impact of the pandemic on communities across Derbyshire may not yet be fully understood.



Source: Office for National Statistics – Deaths involving COVID-19

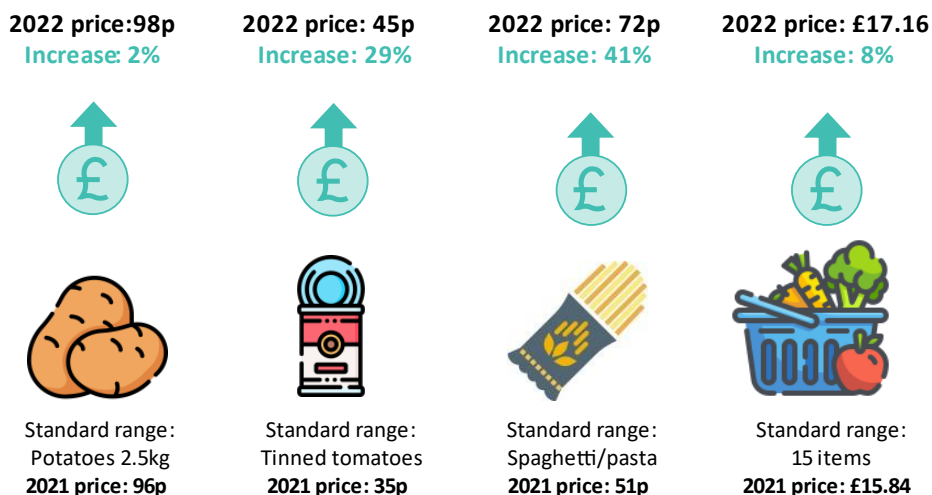
National and local data is still being published, including the [Build Back Fairer: The Covid-19 Marmot Review](#) which outlines how some health inequalities have widened as a result of the pandemic and it calls for concerted action to ensure that fairness is a key consideration in recovery.

Locally, should Covid-19 significantly return in the short or longer term, or a new pandemic takes hold, many communities continue to face the same, if not increased risks due to health inequalities.

It is vital that partnership action continues to act now and drive forward work programmes that reduce inequalities.

Cost of living compounding health inequalities locally

Through autumn and winter 2021 - as the main lockdown restrictions eased, but guidance was still in place due to the ongoing high case rates from the Delta and Omicron variants - a clear theme was emerging locally and national of a looming cost-of-living crisis.



The cost-of-living crisis and longer-term impacts of the pandemic will present a range of additional factors which may adversely impact on health inequalities within Derbyshire.

Taking steps together to tackle health inequalities

The [levelling up agenda](#) locally provides a huge opportunity to take some of these long-standing health inequalities in the county.

However, to achieve the ambition to reduce the healthy life expectancy gap (HLE) between local areas where it is highest and lowest so that by 2035 HLE will have risen by 5 years, partners across Derbyshire must integrate economic growth and regeneration with the health and wellbeing agenda.

The forthcoming Health Disparities White Paper from the Department of Health and Social Care will also help set the context nationally for local action.

The Derby and Derbyshire Integrated Care System (ICS) referred to as Joined Up Care Derbyshire, the new structures for the NHS, has come into effect at the start of July bringing together commissioners, service providers and other local partners.

The ICS provides a space for health inequalities to have a higher profile in the health and social care system and through partnerships with local councils and the voluntary sector.

The ongoing and continued use of the [CORE 20PLUS5 approach](#), summarised in the diagram on the next page, will be one-way systematic changes can be delivered to reduce and mitigate inequalities within the NHS.

REDUCING HEALTHCARE INEQUALITIES

The Core20PLUS5 approach is designed to support Integrated Care Systems to drive targeted action in health inequalities improvement

CORE20
The most deprived 20% of the national population as identified by the Index of Multiple Deprivation



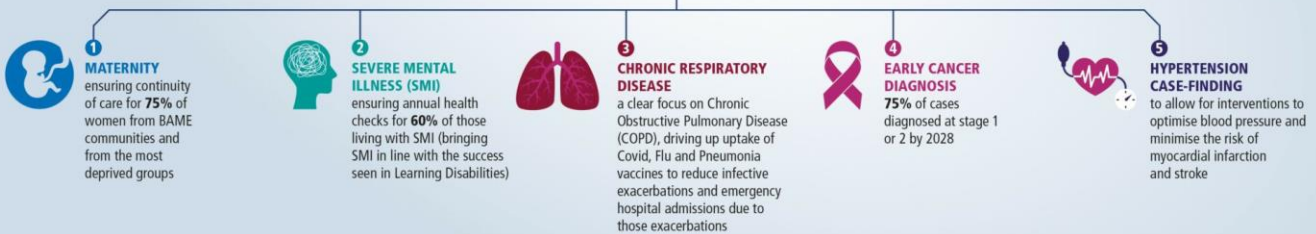
PLUS
ICS-chosen population groups experiencing poorer-than-average health access, experience and/or outcomes, who may not be captured within the Core20 alone and would benefit from a tailored healthcare approach e.g. inclusion health groups



Target population

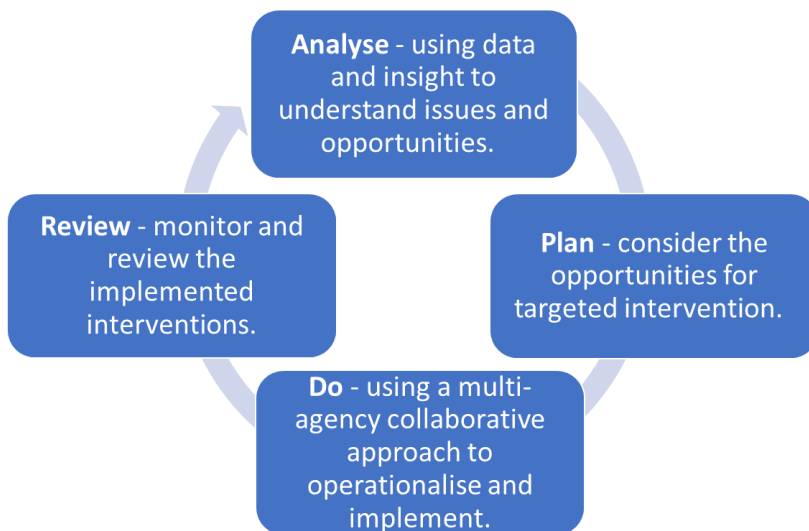
CORE20 PLUS5

Key clinical areas of health inequalities



The health and social care system needs to work alongside wider partners at neighbourhood, place and system level to drive change which will help mitigate inequality and unmet need through approaches such as [Population Health Management](#) (PHM).

PHM enables the greater use of data to ‘analyse, plan, do and review’ interventions that target specific population groups to help address complex health challenges through a range of clinical and non-clinical preventative interventions that address the wider determinants of health and considers health behaviours and lifestyles.



Health and social care are increasingly [co-producing solutions with the people](#) that will use the services and shifting power to communities.

Co-production is something to be encouraged and further developed in Derbyshire as in the longer-term it will help address health inequalities.

These practical day-to-day operational arrangements need to be balanced with the long view and

all partners in Derbyshire need to ask frequently and routinely ‘what can we do to reduce health inequalities for when the next global health crisis or pandemic comes along’?

It also needs to be acknowledged that event could be in 5 months, 5 years or 50 years-time – but it will happen.

13: Next steps and recommendations

Derbyshire's Public Health Department alongside a whole host of partner agencies, local organisations and communities themselves stepped up to the biggest local health challenge of a generation.

In 2022, Derbyshire Public Health continues to undertake a collaborative leadership role to protect and support communities across the county from Covid-19 and other factors which negatively impact the health and wellbeing of the residents of Derbyshire.

This report has highlighted that journey and detailed just some of the projects and pieces of work that has taken place across Derbyshire to demonstrate how this has been a huge team effort where everyone stepped forward together to do what they could to help.

This report demonstrates how partners all stepped up to the challenge together and the need to continue to do that as we learn to live with Covid-19 over the next 12 months by:

- Embedding ongoing prevention activity from Covid-19 as part of an all-hazard approach to prevention of infectious diseases
- Utilising information known about pre-existing inequalities and impact of Covid-19 to focus on improving health outcomes for those groups that have experienced the greatest impact in Derbyshire
- Retaining learning from the Covid-19 pandemic to ensure Local Authority Public Health is in a position to hit the ground running again in the event of a future pandemic, Covid-19 or other disease
- Maximising the opportunities created of the positive role of Derbyshire Public Health to influence pieces of work that improve health outcomes

More broadly partners will make a step change in communities in the next two to three years by:

- Working collaboratively with system partners to build a shared understanding of health inequalities across the system to make sustained progress in reducing these longstanding and worsening inequalities
- Co-producing solutions with partners and communities to help design initiatives and services that contribute towards reducing health inequalities
- Maximising the opportunities created by the launch of the Integrated Care System to ensure there is a renewed focus on health inequalities within NHS, the broader Public Sector and voluntary sector
- Working with partners to place health inequalities into their work and tackle social deprivation at route cause, via investment from upstream preventative interventions
- Facilitating the more systematic use of a population health management approach within Derbyshire to systematically identify and target health inequalities

14: Acknowledgements

With thanks to:

- Annette Appleton, Project Officer (Strategic Intent)
- Sara Baines, Public Health Lead (Localities, Place, Amber Valley & Derbyshire Dales)
- Andrea Barber, Health Improvement Practitioner (Economy, Workplaces and Health)
- Lisa Burn – Public Health Speciality Registrar
- Arundeeep Chaggar, Knowledge and Intelligence Officer (Knowledge & Intelligence)
- Shirley Devine, Group Manager (Knowledge & Intelligence)
- Helene Denness, Assistant Director of Public Health
- Richard Flint, Advanced Public Health Practitioner (Knowledge & Intelligence)
- Anne Hayes, Assistant Director of Public Health
- Ellie Houlston, Assistant Director of Public Health
- Richard Keeton, Service Manager (LLBD)
- Ellen Langton, Public Health Lead (Strategic Intent)
- Iain Little, Deputy Director of Public Health
- Sophie Maher – Service Development Officer (Test and Trace)
- Tanya Nolan, Service Manager (Health Protection)
- Louise Noon, Public Health Lead (Health Improvement)
- Sharon Putt, Service Manager (Weight Management)
- Gillian Quayle, Service Development Officer (Wider Determinants)
- Lois Race, Public Health Lead (Financial Inclusion)
- Ruth Shaw, Project Officer (Strategic Intent)
- Jane Sheppard, Service Development Officer (Wider Determinants)
- Vicky Smyth, Acting Group Manager / Public Health Lead (Health Improvement)
- Greg Stenson, Service Development Officer (Wider Determinants)
- Pippa Williams – Public Health Speciality Registrar

15: Bibliography, sources and further reading

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- [House of Commons Library. Unequal impact? Coronavirus and BAME people: Third Report of Session 2019–21.](#)
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- [Broader determinants of health | The King's Fund \(kingsfund.org.uk\)](#)
- [Local Government Association, Health inequalities: Age and gender and COVID-19](#)
- [Local Government Association, COVID-19 Suggestions for mitigating the impact on health inequalities at a local level \(2\)](#)
- [Local Government Association, A perfect storm – health inequalities and the impact of Covid-19](#)
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- [Womens' Aid. Shadow pandemic – shining a light on domestic abuse during COVID.](#)

Data sources

- Case data- UKHSA Secondary Generation Surveillance System (SGSS), case data up to 31/03/2022
- Public COVID-19 Data- Cases, positivity, Hospital admissions, deaths: UKHSA Coronavirus Dashboard Derbyshire Hospital admission data. Source: Hospital Episode statistics (HES) (FY 2020/21)
- Derbyshire Mortality data: Source: Primary Care Mortality Database (PCMD)(calendar year 2020 and 2021)
- UKHSA Second Generation Surveillance System, SGSS) via DCC Community testing Dashboard
- Office for National Statistics [Coronavirus \(COVID-19\) and the different effects on men and women in the UK, March 2020 to February 2021](#)
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- [Derbyshire Observatory – Life Expectancy](#)
- [Derbyshire Observatory - Mental Health Needs Assessment](#)
- [BBC News - Inflation prices](#)

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

28 July 2022

Forward Plan

Report of the Managing Director

(Corporate Services and Budget)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 To present the Executive's Forward Plan for the period 28 July – 31 October 2022 and provide an opportunity for Cabinet to comment on future decisions for inclusion in the forthcoming Forward Plan.

4. Information and Analysis

4.1 In the interests of effective coordination and public transparency, the Forward Plan includes any item that is likely to require an Executive decision of Cabinet or a Cabinet Member whether a key decision or not. The Forward Plan covers the forthcoming 4 months and will be updated on a rolling monthly basis. All items have been discussed and approved by the Corporate Management Team.

4.2 The Forward Plan is ultimately the responsibility of the Leader and Cabinet as it contains executive business due for decision. A copy of the Forward Plan covering the period 28 July – 31 October 2022 is attached at Appendix 2. This document was published on 28 June to comply with the requirements to give 28 days notice of key decisions to be considered at the 28 July Cabinet meeting.

5. Consultation

- 5.1 There is no requirement to consult in relation to the preparation of the Forward Plan.

6. Alternative Options Considered

- 6.1 Cabinet could decide not to agree with any of the items that are suggested for inclusion in the Plan. This would then be referred to the Corporate Management Team.
- 6.2 Cabinet could decide to move the date for consideration of any item provided the requirement to give at least 28 days' notice of a key decision is met.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

7.2 Background Papers

None identified

8. Appendices

- 8.1 Appendix 1 - Implications
- 8.2 Appendix 2 - Forward Plan for the period 28 July 2022 to 31 October 2022

9. Recommendation

- 9.1 That Cabinet notes the contents of the Forward Plan attached at Appendix 2 and comments on future decisions for inclusion in the Forward Plan, where appropriate.

10. Reasons for Recommendation

- 10.1 To promote the items that are due for decision by Derbyshire County Council's Executive during the forthcoming four-month period.
- 10.2 Whilst the Forward Plan cannot be an exhaustive list of all future decisions, to ensure as far as possible that the Forward Plan gives an indication of those decisions which it is known the executive will need to consider in the coming period and can therefore be used as a planning tool for managing the work programme of the executive and Improvement and Scrutiny Committees.

11. Is it necessary to waive the call-in period?

11.1 No

Report Author: Alec Dubberley

Contact details: alec.dubberley@derbyshire.gov.uk

Implications

Financial

1.1 None directly arising from this report.

Legal

2.1 The Council is required by law to give to give 28 days' notice of key decisions that are scheduled to be taken by the Executive. A key decision is one which is financially significant, in terms of spending or savings, for the service or function concerned (more than £500,000), or which will have a significant impact on communities, in two or more divisions in the County. This legal obligation is discharged by including the necessary information in the 'Forward Plan'.

2.2 There is no legal requirement to have a four-month rolling Forward Plan, however it is good practice to do so to support effective work programmes for the executive and scrutiny functions.

Human Resources

3.1 None directly arising from this report.

Information Technology

4.1 None directly arising from this report.

Equalities Impact

5.1 None directly arising from this report.

Corporate objectives and priorities for change

6.1 The Forward Plan will include future decisions which support the Council's corporate objectives and delivery of the Council Plan priorities and deliverables.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None directly arising from this report.

FORWARD PLAN FOR THE FOUR MONTH PERIOD 28 JULY 2022 TO 30 NOVEMBER 2022

This Forward Plan sets out the details of the executive decisions (key and non-key) which the Cabinet, individual Cabinet Members or Officers expect to take during the next four-month period.

Please note that a key decision is a decision to be taken by the Executive which:

- (1) is likely to result in the local authority incurring expenditure or making savings of above £500,000 and/or
- (2) is significant in terms of its effects on communities living or working in an area comprising two or more divisions/ county electoral areas.

The current members of the Cabinet are:

Councillor Barry Lewis	Leader of the Council and Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Councillor Simon Spencer	Deputy Leader and Cabinet Member for Corporate Services and Budget
Councillor Kewal S Athwal	Cabinet Member for Infrastructure and Environment
Councillor Alex Dale	Cabinet Member for Education
Councillor Carol Hart	Cabinet Member for Healthy Communities
Councillor Natalie Hoy	Cabinet Member for Adult Care
Councillor Tony King	Cabinet Member for Clean Growth and Regeneration
Councillor Julie Patten	Cabinet Member for Children's Services and Safeguarding
Councillor Carolyn Renwick	Cabinet Member for Highways Assets and Transport

The information provided for each key decision includes a list of the documents which will be submitted to the decision maker. Further documents relevant to the matter may also be submitted to the decision maker.

Subject to any restriction on their disclosure, copies of, or extracts from, any document listed will be available on the County Council's website or for inspection at County Hall, Matlock, Derbyshire DE4 3AG at least five clear days before the meeting.

If you wish to request details of documents listed or further documents as they become available please email Democratic Services on democratic.services@derbyshire.gov.uk

July

Subject: The Future of Wirksworth Infant School

Is this a key decision?	No
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Education
Document to be submitted to the decision maker	Report of the Executive Director - Children's Services
Lead Officer	Jenny Webster Jenny.Webster@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Children's Services Capital Programme

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Education
Document to be submitted to the decision maker	Report of the Executive Director - Children's Services
Lead Officer	Jill Beacham Jill.Beacham@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Voluntary and Community Sector Review

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Adult Care, Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Managing Director, Executive Director - Adult Social Care and Health

Lead Officer	Rob Lowe robert.lowe@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Proposed spend of Supplemental Substance Misuse Treatment Grant

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Jon Townshend, Victoria Clarke Jon.Townshend@derbyshire.gov.uk, Victoria.Clarke@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Director of Public Health Annual Report 2021/22

Is this a key decision?	No
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Annette Appleton, Ellen Langton annette.appleton@derbyshire.gov.uk, Ellen.Langton@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Approval of Delegated Powers to Agree Variations to the Enhanced Partnership for Bus Services in Derbyshire

Is this a key decision?	Yes
Date decision to be made	28 July 2022

Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Highways, Assets and Transport
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Deborah Oddy Deborah.Oddy@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Performance and Revenue Outturn 2021 22

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Eleanor Scriven, Louise Scholes Eleanor.Scriven@derbyshire.gov.uk, Louise.Scholes@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Corporate Property Asset Management Strategy

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Property
Lead Officer	Helen Forster, Janet Scholes Helen.Forster@derbyshire.gov.uk, Janet.Scholes@derbyshire.gov.uk
Improvement and Scrutiny Committee	All Improvement and Scrutiny Committees

Subject: Corporate Property Procurement Strategy

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Property
Lead Officer	Stuart Knight stuart.knight@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Adult Social Care Strategy

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet Member for Adult Care
Relevant Cabinet portfolio	Cabinet Member for Adult Care
Document to be submitted to the decision maker	Report of the Executive Director - Adult Social Care and Health
Lead Officer	Graham Spencer, Linda Elba-Porter Graham.Spencer@derbyshire.gov.uk, Linda.Elba-Porter@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: School budgets: deficit balances and recovery plans bringing budgets into balance over more than one financial year

Is this a key decision?	Yes
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet Member for Education
Relevant Cabinet portfolio	Cabinet Member for Education
Document to be submitted to the decision maker	Report of the Executive Director - Children's Services
Lead Officer	Jina Hames, Andy Walker

Liz.Tomes@derbyshire.gov.uk,
Andy.Walker@derbyshire.gov.uk

Improvement and Scrutiny Committee

People

Subject: Home to School Transport - Route Inspection Langwith to Shirebrook Academy

Is this a key decision?	No
Date decision to be made	28 July 2022
Decision to be taken by	Cabinet Member for Education
Relevant Cabinet portfolio	Cabinet Member for Education
Document to be submitted to the decision maker	Report of the Executive Director - Children's Services
Lead Officer	Gail Piper Gail.Piper@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

August

Subject: Snapp it project

Is this a key decision?	No
Date decision to be made	11 August 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Jo Perkins, Adam Norris jo.perkins@derbyshire.gov.uk, Adam.Norris@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

September

Subject: Derbyshire Integrated Local Transport Plan 2050

Is this a key decision?	Yes
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Highways, Assets and Transport
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Alan Marsden, Joanna Jackson Alan.Marsden@derbyshire.gov.uk, Joanna.Jackson@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Arts Delivery Service

Is this a key decision?	No
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Joanna Jackson, Michelle Parker Joanna.Jackson@derbyshire.gov.uk, Michelle.Parker@derbyshire.gov.uk
Improvement and Scrutiny Committee	Climate Change, Biodiversity and Carbon Reduction

Subject: Regeneration Programme Pipeline: South Derby Growth Zone Next Steps

Is this a key decision?	Yes
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Infrastructure and Environment
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Jim Seymour, Joanna Jackson

Jim.Seymour@derbyshire.gov.uk,
Joanna.Jackson@derbyshire.gov.uk

Improvement and Scrutiny Committee

Places

Subject: Cessation of Weight Restriction Enforcement

Is this a key decision?	Yes
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Steve Allen, Joanna Jackson steve.allen@derbyshire.gov.uk, Joanna.Jackson@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Healthy Workplaces - Substance Misuse Training for Employers Training Grant

Is this a key decision?	No
Date decision to be made	5 September 2022
Decision to be taken by	Cabinet Member for Health and Communities
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Jon Townshend Jon.Townshend@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

Subject: Data Management Strategy

Is this a key decision?	Yes
Date decision to be made	8 September 2022

Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Louise Scholes, Andy Cooling Louise.Scholes@derbyshire.gov.uk, andy.cooling@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Refresh of Health and Wellbeing Strategy

Is this a key decision?	No
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Annette Appleton annette.appleton@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Contract Award - Nicotine Replacement Therapy (NRT)

Is this a key decision?	No
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Director - Public Health
Lead Officer	Jon Townshend Jon.Townshend@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Performance Monitoring and Budget Monitoring/Forecast Outturn 2022-23 as at Quarter 1 (30 June 2022)

Is this a key decision?	Yes
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Document to be submitted to the decision maker	Report of the Managing Director, Director - Finance and ICT
Lead Officer	Sue Pilgrim, Eleanor Scriven, Esther Croll Sue.Pilgrim@derbyshire.gov.uk, Eleanor.Scriven@derbyshire.gov.uk, Esther.Croll@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Derby and Derbyshire 2021 Annual Casualty Report

Is this a key decision?	No
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Highways, Assets and Transport
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Joanna Jackson, Vanessa Ball Joanna.Jackson@derbyshire.gov.uk, Vanessa.Ball@derbyshire.gov.uk
Improvement and Scrutiny Committee	Places

Subject: Derbyshire and Derby Road Safety Strategy

Is this a key decision?	No
Date decision to be made	8 September 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Highways, Assets

	and Transport
Document to be submitted to the decision maker	Report of the Executive Director - Place
Lead Officer	Joanna Jackson, Vanessa Ball Joanna.Jackson@derbyshire.gov.uk, Vanessa.Ball@derbyshire.gov.uk
Improvement and Scrutiny Committee	People

October

Subject: Construction and Property Maintenance Delivery

Is this a key decision?	Yes
Date decision to be made	13 October 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Property
Lead Officer	Stuart Knight stuart.knight@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: ICP Joint Committee

Is this a key decision?	Yes
Date decision to be made	13 October 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Health and Communities
Document to be submitted to the decision maker	Report of the Executive Director - Adult Social Care and Health
Lead Officer	Ellen Langton, Annette Appleton Ellen.Langton@derbyshire.gov.uk, annette.appleton@derbyshire.gov.uk
Improvement and Scrutiny Committee	Health

Subject: Treasury Management Annual Report 2021-22

Is this a key decision?	No
Date decision to be made	13 October 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Eleanor Scriven, Sue Pilgrim Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

January

Subject: Performance Monitoring and Budget Monitoring/Forecast Outturn 2022-23 as at Quarter 2 (30 September 2022)

Is this a key decision?	Yes
Date decision to be made	8 December 2022
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Document to be submitted to the decision maker	Report of the Executive Director - Corporate Services and Transformation, Director - Finance and ICT
Lead Officer	Eleanor Scriven, Sue Pilgrim, Esther Croll Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk, Esther.Croll@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

February

Subject: Treasury Management Mid-Year Report 2022-23

Is this a key decision?	No
Date decision to be made	12 January 2023
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Eleanor Scriven, Sue Pilgrim Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Budget Consultation Results

Is this a key decision?	No
Date decision to be made	2 February 2023
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT, Executive Director - Place
Lead Officer	Eleanor Scriven, Sue Pilgrim Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Revenue Budget Report 2023-24

Is this a key decision?	Yes
Date decision to be made	2 February 2023
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Managing Director, Director - Finance and ICT
Lead Officer	Eleanor Scriven, Sue Pilgrim Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk

Subject: Capital Programme Approvals, Treasury Management and Capital Strategies for 2023-24

Is this a key decision?	No
Date decision to be made	2 February 2023
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Wendy Round, Eleanor Scriven, Sue Pilgrim Wendy.Round@derbyshire.gov.uk, Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

Subject: Reserves Position and Reserves Policy

Is this a key decision?	No
Date decision to be made	2 February 2023
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget
Document to be submitted to the decision maker	Report of the Director - Finance and ICT
Lead Officer	Sue Pilgrim, Eleanor Scriven Sue.Pilgrim@derbyshire.gov.uk, Eleanor.Scriven@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

March

Subject: Performance Monitoring and Budget Monitoring/Forecast Outturn 2022-23 as at Quarter 3 (31 December 2022)

Is this a key decision?	Yes
Date decision to be made	16 March 2023
Decision to be taken by	Cabinet
Relevant Cabinet portfolio	Cabinet Member for Corporate Services & Budget, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change
Document to be submitted to the decision maker	Report of the Managing Director, Director - Finance and ICT
Lead Officer	Eleanor Scriven, Sue Pilgrim, Esther Croll Eleanor.Scriven@derbyshire.gov.uk, Sue.Pilgrim@derbyshire.gov.uk, Esther.Croll@derbyshire.gov.uk
Improvement and Scrutiny Committee	Resources

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