

Public Document Pack



Helen Barrington

Director of Legal and Democratic
Services
County Hall
Matlock
Derbyshire
DE4 3AG

Email:

democratic.services@derbyshire.gov.uk
Direct Dial 01629 539035

Ask for Alec Dubberley, Head of
Democratic and Registration Services

PUBLIC

To: Members of Cabinet

Wednesday, 30 November 2022

Dear Councillor,

Please attend a meeting of the **Cabinet** to be held at **10.00 am** on **Thursday, 8 December 2022** in 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 and Democratic Services

AGENDA

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 17 November 2022 (Pages 1 - 6)

5. Capital Budget Monitoring and Forecast as at Quarter 2 2022-23 (Pages 7 - 20)
6. Performance Monitoring and Budget Monitoring/Forecast Outturn 2022-23 as at Quarter 2 (30 September 2022) (Pages 21 - 158)
7. Primary Education in Tibshelf (Pages 159 - 166)
8. Children's Services Capital Budget - Further Allocations (Pages 167 - 182)
9. Update on Delivery of Children's Services Strategy (Pages 183 - 220)
10. Low Level Support (Pages 221 - 300)
11. Regeneration Programme Pipeline – Chesterfield-Staveley Regeneration Route (Pages 301 - 334)
12. South Derby Growth Zone – Business Case, Land and Legal Approvals (Pages 335 - 368)
13. Markham Vale Progress (Pages 369 - 388)
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. Markham Vale Delegated Decisions (Pages 389 - 396)
16. Award of Contract for Highways Drainage Cleansing (Pages 397 - 402)

PUBLIC

MINUTES of a meeting of **CABINET** held on Thursday, 17 November 2022 at Committee Room 1, County Hall, Matlock.

PRESENT

Councillor B Lewis (in the Chair)

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

Officers present: Emma Alexander (Managing Director), Helen Barrington (Director - Legal and Democratic Services), Carol Cammiss (Executive Director - Children's Services), Alec Dubberley (Head of Democratic and Registration Services), Peter Handford (Director Of Finance and ICT), Chris Henning (Executive Director - Place), Ellie Houlston (Director Of Public Health), Helen Jones (Executive Director - Adult Social Care and Health) and Joe O'Sullivan (Executive Director - Corporate Services and Transformation).

184/22 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

None.

185/22 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

None.

186/22 TO APPROVE, AS A CORRECT RECORD, THE NON-EXEMPT MINUTES OF THE MEETING HELD ON 13 OCTOBER 2022

RESOLVED:

To approve as a correct record, the minutes of the meeting held on 13 October 2022.

187/22 THE FUTURE OF WIRKSWORTH INFANT SCHOOL

Councillor A Dale introduced a report, which had been circulated in advance of the meeting, reporting on the statutory consultation carried out by the Council on the proposed closure of Wirksworth Infant School.

RESOLVED to:

- 1) Note the responses to the statutory consultation on the proposed closure of Wirksworth Infant School; and

- 2) Approve the closure of Wirksworth Infant School from 31 August 2023.

188/22 S106 CAPITAL ALLOCATIONS

Councillor A Dale introduced a report, which had been circulated in advance of the meeting, advising of the receipt of recent Section 106 developer contributions for allocation to projects in line with the individual Section 106 agreements.

RESOLVED to:

- 1) Note the receipt/availability of s106 funding and approve allocations to the projects outlined at Appendix 2 to the report; and
- 2) Note the repayment of unexpended time limited funds outlined at Appendix 2 to the report.

189/22 PROCUREMENT OF A CREATIVE MENTORING PROGRAMME

Councillor A Dale introduced a report, which had been circulated in advance of the meeting, seeking approval to undertake a procurement exercise of a block contract for a Creative Mentoring Programme to support children in care.

RESOLVED to:

- 1) Approve a procurement solution of a block contract for a Creative Mentoring Programme which would incorporate the recruitment, training, and supervision of creative mentors;
- 2) Approve the diversion of the current maximum spend of £200,000 per annum to a 3-year, block contract commitment of a maximum of £600,000. The funding of which to remain from unallocated Pupil Premium Plus; and
- 3) Delegate the award of the contract to the Executive Director of Children's Services.

190/22 DERBYSHIRE YOUTH JUSTICE PLAN 2022-2023

Councillor J Patten introduced a report, which had been circulated in advance of then meeting, seeking approval of the Youth Justice Plan as required under Section 40 of the Crime and Disorder Act 1998.

RESOLVED to:

Approve the Youth Justice Plan and recommend it to Council for approval as part of the policy framework.

191/22 PROCUREMENT OF A BLOCK CONTRACT FOR CHILDREN'S RESIDENTIAL PLACEMENTS

Councillor J Patten introduced a report, which had been circulated in advance of them meeting, seeking approval to undertake of a procurement exercise to procure a block contract for children's residential placements.

RESOLVED to:

Approve the undertaking of a procurement exercise to procure a block contract for children's residential placements for a period of 3 years, with the option to extend for 2 further periods of 2 years, up to a maximum contract period of 7 years and for a maximum contract value of £4.5 million per year, thus totalling a maximum contract value of £31.5 million over the 7-year term.

192/22 ADULT CAREERS SERVICE AND YOUTH HUB

Councillor T King introduced a report, which had been circulated in advance of the meeting, seeking approval to allocated £743,292 from the Covid Recovery Fund to support the growth in the Adult Careers Service and Youth Hub provision.

RESOLVED to:

- 1) Approve the allocation of £743,292 to support the growth of the Adult Careers Service and, in particular, the expansion of the Youth Hub; and
- 2) Note that a further request for funding will be made to Cabinet for the additional £175,000, should the funding from the Council's Public Health and the Department of Work and Pensions not be secured.

193/22 2023-2024 HIGHWAYS CAPITAL DELIVERY PROGRAMME

Councillor K S Athwal introduced a report, which was circulated in advance of the meeting, seeking approval for the 2023/24 Highways Capital Delivery Programme.

RESOLVED to:

- 1) Approve the acceptance of the 2023-24 Local Transport Plan grant from the Department for Transport to the Highways Capital Programme and gives permission to procure all necessary goods/services in accordance with the Council's procurement protocols;
- 2) Approve the proposed scheme list and budget allocations as detailed at Appendices 3 and 4 to the report;
- 3) Authorise spend to start in current year on 2023-24 schemes in line with budgets set out in Appendix 4 to the report to be funded from current budget allocations held by Place Department and approved by the Director of Highways.
- 4) Delegate authority to the Director for Highways to approve any changes to the programme, (within the tolerance of the overall budget).

194/22 APPROVAL TO ALLOCATE EXISTING SECTION 106 AGREEMENTS TO HIGHWAYS SCHEMES AND TO APPROVE THE PROCESS TO ALLOCATE FUTURE SECTION 106 AGREEMENTS

Councillor K S Athwal introduced a report, which was circulated in advance of the meeting, seeking approval to allocate Section 106 funding to highways schemes.

RESOLVED to:

- 1) Note the content of the report;
- 2) Approve the creation and the allocation of funds to existing or new Section 106 projects identified in Appendix 2 to the report, adding them to the highways capital programme where appropriate;
- 3) Approve the draft process for managing Section 106 agreements as outlined in the report;
- 4) Agree to receive an annual report detailing progress and updates aligned to the annual Infrastructure Funding Statement; and
- 5) Delegate amendments to the Section 106 process described in the report, and future Section 106 allocations, to the Director of Highways, in consultation with the Cabinet Member for Highways, Assets and Transport.

195/22 REVISED WELLBEING STRATEGY

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, seeking approval to publish and implement the revised Wellbeing Strategy, aligned to the Council's People Strategy.

RESOLVED to:

Approve the revised Wellbeing Strategy and its timeline for implementation.

196/22 MOSAIC SOCIAL CARE MANAGEMENT SYSTEM MIGRATION OF SYSTEM TO SUPPLIER HOSTED SERVICE

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, seeking approval to fund for the provision of a hosted Social Care Management Solution.

RESOLVED to

Approve the first-year costs of £0.504m for a hosted Social Care Management Solution, which include implementation costs of £0.140m, to be met from a combination of the General Reserve/additional borrowing where appropriate. Further years costs will be met from the General Reserve if necessary, as outlined at Appendix One to the report.

197/22 EXECUTIVE HEALTH AND SAFETY POLICY STATEMENT AND RESPONSIBILITIES

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, seeking approval for the revised Executive Health and Safety Policy Statement and Responsibilities for publication.

RESOLVED to:

Approve the revised Executive Health and Safety Policy Statement and Responsibilities.

198/22 FORWARD PLAN

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that presented the Executive's Forward Plan for the period 1 December to 31 March 2023 for discussion.

RESOLVED:

To note the contents of the Forward Plan attached at Appendix 2 to the report.

The meeting finished at 2.30 pm



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

8 December 2022

Report of the Director of Finance & ICT

Capital budget monitoring and forecast as at Quarter 2 2022-23
(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 £0.500m).

3. Purpose

3.1 To inform Cabinet of the latest Capital budget monitoring position as at 30 September 2022.

4. Information and Analysis

4.1 The report includes Cabinet approved schemes that have been active during this financial year, including schemes closed in year. Each scheme has a nominated budget holder who is responsible for ensuring the scheme stays within budget, and who provides the projected spend figures. The schemes have been approved over several previous years in addition to the current year.

4.2 The 2022-23 capital programme is £101.896m, approved adjustments to this figure reduced this to £94.595m. The budget for schemes being monitored this year total £614.106m, of these, £605.105m are currently open schemes. There is a forecast underspend of £7.937m over the life of these projects (see Appendix 2).

4.3 Project managers actively review the timing of scheme expenditure to reflect circumstances. This is important for financial planning. The analysis below compares future years spend in this report with the position reported at Q1. It shows there has been an increase in the expenditure planned into future years of £9.236m. This is spread over many projects and often happens as the realities of a new project crystallise.

	Spend in 2023-24	Spend in 2024-25	Spend in 2025-26	Total
	£m	£m	£m	£m
Q2 forecast	49.837	8.945	0.536	59.318
Q1 forecast	44.125	5.290	0.667	50.082
Increase / (decrease) in expenditure	5.712	3.655	(0.131)	9.236

This is analysed over the Departments as follows:

	Spend in 2023- 24	Spend in 2024- 25	Spend in 2025- 26	Total
	£m	£m	£m	£m
Adult Social Care & Health	0.194	0.000	0.000	0.194
Children's Services	0.353	0.500	0.000	0.853
Corporate Services and Transformation	0.538	0.000	0.000	0.538
Place	4.627	3.155	(0.131)	7.651
Total	5.712	3.655	(0.131)	9.236

4.4 **Adult Social Care & Health - projected underspend of £2.129m**

Adult Care has a budget of £94.538m comprised of 59 schemes. Five schemes account for 76% of the budget These are summarised in the table and narrative below.

Major Schemes	£m
Disabled Adaptations 2019 - 2022	20.583
Belper Integrated Specialist Facilities Centre	15.613
Bennerley Avenue – Care Home	15.000
Darley Dale Specialist Community Care Centre	10.520
Hearnor Specialist Community Care Centre	9.750

Disabled Adaptations

The Disabled Adaptations schemes are the currently open programmes which relate to aids and adaptations installed in resident's own homes so they may remain as independent as possible. They will be fully financed from borrowing together with contributions from clients and district councils. Currently the spend for 2022-23 is in line with the budget. For previous years there is an underspend of budget of £1.141m due to reduced activity caused mainly by Covid 19. With approval, the intention is to use this underspend to fund the replacement of existing Telecare equipment in 2023-24. This will avoid requesting new borrowing to fund this.

The Belper Integrated Specialist Facilities Centre

The Belper Centre offers accommodation for up to 40 older persons and includes a library on site. The Care Home opened in June 2020 and the residents from Ada Belfield moved into the new accommodation during September 2020. Asbestos contamination (reported to Cabinet in previous monitoring reports) has been remedied at a cost of approximately £1.500m. Pursuing an asbestos contamination claim is not viable. The overspend has been covered by using underspends from other projects. The overall spend is projected to be £15.613m and the defects period has now expired. The final retention was released in June 2022.

Bennerley Avenue - Care Home

Construction for this commenced in February 2021 with final completion estimated to be Autumn 2023 following the end of the defects period. The home opened in August 2022 and residents moved in during September. The Home replaced the nearby Hazelwood Care Home and has 40 general needs beds. The budget and forecast expenditure are £15.000m. The business case specification is being prepared for phase 2 of the development and potential bidders will be invited to submit expressions of interest on the site.

Specialist Care Centres

These provide care for physically frail, elderly clients with dementia:

- Darley Dale - opened in March 2016 and had issues with its roof and remediation is now complete. This scheme is due for sign off

pending the completion of some minor works and retention fees. The Authority is awaiting the final certificate. The retention fees have now been released except for £0.020m to cover off the minor works still outstanding. There have been ongoing issues with roof leaks for which the contractor accepted full responsibility to resolve. They undertook a site visit in October and work commenced in November in relation to the roof repairs for which they were liable. In addition, there is still some snagging that requires attention. The budget is £10.520m and spend to date is £10.419m.

- Heanor - opened in August 2015 and is now complete and the final certificate paid. No further costs are expected with the contractor. A further £0.200m is budgeted in the event of latent defects. The spend is anticipated to be £9.168m with an underspend of £0.582m.

4.5 Children's Services - projected underspend of £1.720m.

This is across multiple projects with no individual significant item.

Children's Services has a budget of £167.401m comprised of 727 schemes. Five schemes account for 23.28% of the budget. These are summarised in the table and narrative below.

Major Schemes	£m
Alfreton Park School Replacement	13.350
Tibshelf New Primary School	7.013
Bramley Vale Primary Replacement	6.425
Highfield Farm School	6.253
Boulton Moor School	5.923

Alfreton Park School

Phase 1 achieved practical completion and hand-over of the new school took place on 4 March 2022. The defects period continues. Phase 2, demolition of the old school building took longer than anticipated due to large amounts of asbestos being found hidden in the (CLASP) structure which was not evident from the surveys. This involved a small additional cost of £0.011m. Other Phase 2 works include landscaping and installation of an adventure playground completed in November 2022.

Tibshelf New Primary School

The feasibility for the new 'Federated' school at Tibshelf has been completed and cost estimates prepared. Children's Services are now considering the feasibility study and further consultation was undertaken in September 2022, which is reported in a separate report to this

meeting. Due to the delays, and the anticipated reduction in the capital receipt, the costs have risen significantly and further funding of £6.760m is currently being sought.

Bramley Vale

The project at Bramley Vale Primary School is for the replacement of all the school, except for the Foundation Unit and a single block. Morgan Sindall have been engaged via the SCAPE framework. The most recent cost estimate is significantly over the last cost estimate. Value engineering is being undertaken to reduce project costs. However, approval is being sought for additional funding of £0.891m.

Highfield Farm School

The new build at Highfield Farm School was completed in August 2020. The making good defects certificate has now been issued with no defects outstanding. All works have now been completed in line with budget and the final account settled. The remaining budget outstanding relates to furniture and IT of £0.381m which will be recharged by the Spencer Academy Trust in due course. The remaining budget relates to fee invoices outstanding.

Boulton Moor School

Boulton Moor is funded by S106 contributions. The main project has stalled due to legal agreements being finalised regarding site access. Concertus Derbyshire Limited have been asked to investigate a temporary school option but have not yet been commissioned by Children's Services to undertake this element of additional works. The project has recently been repriced due to the delays and this has resulted in additional costs of over £2.000m. Additional funding is currently being sought.

4.6 Corporate Services and Transformation - projected underspend of £2.151m

Corporate Services and Transformation has a budget of £35.524m comprised of 262 schemes. Five schemes account for 27% of the budget. These are summarised in the table and narrative below.

Major Schemes	£m
Green Deal and Fuel Poverty grant	2.521
SAP S/4 upgrade	2.000
Glossop 3G Pitch and Changing Room	1.714
County Hall - Winter Gardens Refurbishment	1.700
SRM Upgrade & TASK Replacement	1.563

Green Deal and Fuel Poverty Grant

This scheme will potentially assist up to 30 fuel poor Derbyshire residents as part of the Derbyshire Healthy Home Programme. They will comprise of replacement or first-time central heating systems. In some cases, this will assist with hospital discharge. These schemes, follow referrals by Adult Social Care and Health Services and are the ones not fully funded by other grants.

SAP S/4 upgrade

This project which is for a major computer system has been delayed from initial forecasts due to ongoing issues with the ICT infrastructure and staff availability issues. The completion date is planned to be Winter 2023. This delay has caused some extra costs and it is now anticipated that there will be an overspend of £0.043m after all project contingency is used. This will be met by a Revenue Contribution as approved by Cabinet on 15 April 2021.

Glossop 3G Pitch and Changing Room

This development is in partnership with Glossop North End Football Club. It will be at no cost to Derbyshire County Council, with funding coming from other parties including The Football Foundation and High Peak Borough Council. The project was delayed after the need to upgrade the site's electricity infrastructure was identified. The work plan has since been updated and additional funding secured to meet the revised specification and timing. Work has recently commenced on site.

County Hall - Winter Gardens Refurbishment

This scheme was commissioned to Concertus Derbyshire Ltd (CDL) for design. The space cannot currently be used as a function space due to inadequate toilet provision and issues with accessibility. Surveys identified that the costs could be more substantial than budgeted for. The project is currently on hold pending the outcome of a wider review of County Hall.

SRM Upgrade & TASK Replacement

This project was for a major computer system which has now been completed and the project closed. The scheme came in under budget by £0.226m.

4.7 Place - projected underspend of £1.937m.

This is mainly due to projected under spends of £1.461m relating to the LED Invest to Save project plus other less significant over and underspends.

Place has a budget of £316.643m comprised of 99 schemes. This is approximately 52% of the total Capital budget. Six schemes account for 69% of the Place budget. These are summarised in the table and narrative below.

Major Schemes	£m
Local Transport Plan (LTP) 2017-2022	76.253
Markham Vale Employment Zone	41.583
LED Street Lighting	32.100
Pothole and Challenge Fund 2020-2021	30.132
Waste Project, Derby	25.000
Woodville Swadlincote Regeneration Route	12.797

Local Transport Plan

These schemes are managed within the Council's Local Transport Plans and funded from grants provided by the Department for Transport (DfT). All grants are fully utilised, and subject to approval, reallocated to other infrastructure projects. The separate yearly schemes that make up the budget total relate to schemes from 2017- 2022. These schemes totalling £76.253m are forecast to be completed by the end of 2025-26. The forecast underspend of £2.261m will be required for additional pothole schemes undertaken. (See below)

Markham Vale

An amount of £2.333m remains to be spent from the approved capital budget. This will require reviewing against the estimated costs of the remaining works packages that are required to be completed, given the high construction inflationary pressures currently being experienced. On three previously prepared plots and where terms have been agreed with inward investors, two planning applications have been submitted and an application has been approved for an electric vehicle charging station. Subject to securing all planning approvals and other development conditions, capital receipts of approximately £2.300m will be received over the coming 12 to 24 months. Another 0.7-acre development plot has been recently created which will attract a further capital receipt when developed and another 0.6-acre plot is currently being prepared for development.

During the last quarter a capital grant bid has been submitted towards the £0.75m costs of creating a 2km long cycling and walking route to work.

The Staveley Waterside project comprises a phased mixed-use development. The Council have been preparing detailed designs and cost estimates to deliver a Phase 1 development within the budgeted estimate of £3.064m; £2.664m of which has been provisionally secured

from the Staveley Town Deal fund with the remaining funding comprising in-kind land value, £0.150m of DCC Reclamation capital already secured, plus contingency of £0.721m funded by capital receipts generated at Markham Vale. It is intended that a planning application will be submitted before the end of 2022.

LED Street Lighting

The LED Invest to Save project is nearing final completion across the county. The majority of these are now part of large whole asset replacement programmes that are part funded by the Local Transport Plan and funding from the LED Invest to Save project budget to enable the full scope of works to be delivered, realising maximum energy and carbon savings. The scheme so far has proven to be an incredible success with LEDs installed which has reduced the energy liability by 14,500,000kWh (the equivalent of boiling 4.8 million kettles for an hour). If we had not commenced this project the energy liability for the street lighting asset alone (excluding illuminated signs, bus shelters and traffic signals) would be £6.100m per year. It is anticipated that most of the remaining projects will be concluded within this financial year, however due to issues in the steel industry supply chain, some may not be fully concluded until 2023-24. The cost of steel and construction materials continues to rise resulting in additional increased costs of £0.096m estimated since Quarter 1 monitoring. There is an underspend currently forecast of £1.461m. The sharp rise in the cost of electricity means that further investment in LED Street Lighting may yield further savings. A business case is currently being prepared which may result in future capital spend subject to Council decisions.

Pothole and Challenge Funds

A significant programme of surface treatment schemes that can only be carried out in favourable weather have been delivered so far this summer. This continues in addition to a significant programme of resurfacing works which are ongoing and will continue for the next few months. This progress has contributed to the reduction of defects on the highway network and should help prevent future ones occurring during winter months.

The Challenge Fund project to repair retaining walls in the Matlock Bath area is progressing well with ground investigation having been completed on many sites. Issues related to ecology, land ownership and planning issues are progressing well. To ensure the council achieve value for money and confidence in the costs of the works in these volatile times more efforts are being put into the procurement process which has resulted in a delay in the proposed works which are now expected to start in Spring 2023.

These projects with a budget of £30.132m are forecast to spend £32.560m They are on schedule to complete by the end of 2024 with an overspend against budget of £2.428m which relates to additional pothole schemes being undertaken and increased costs due to inflation and supply chain issues. With approval this will be financed mainly by savings from the LTP (£2.261m) and delaying schemes to the 2023 LTP.

Waste Project

The Council and Derby City Council entered into an Inter Authority Agreement (IAA) on 20 August 2014 in relation to the operation and management of a Public Private Partnership contract with Resource Recovery Solutions (Derbyshire) Ltd (RRS) for the construction of the long-term Waste Treatment Facility in Sinfin and provision of associated services. It has been previously reported the contract with RRS was terminated on 2 August 2019. RRS has commenced formal court proceedings against the councils, which will be defended. Work on the facility to determine its condition and capability is nearing completion. Both authorities approved recommendations in November 2021 to develop business cases for the future of the waste treatment facility. The business cases are progressing and once complete, both councils will reconvene to review and decide how to proceed.

The business cases compare two options:

- To rectify and use the facility and,
- To close the facility and dispose of the councils' waste using a third party.

Woodville-Swadlincote Regeneration Route

The Woodville-Swadlincote Regeneration Route has been developed as a key enabler of regeneration set out in the South Derbyshire Local Plan, bringing former industrial land back into use for both housing and commercial development. It leads directly to provision of 300 homes and an estimated 580 jobs, with significant additional employment anticipated across a wider area but stimulated by this core investment. The route is approximately 1.1km in length and is a combination of new construction and the upgrading of what was a cul-de-sac through an industrial estate. Opening to traffic was achieved in late 2021, with correction of minor design defects and landscaping work continuing into 2022 but now complete. The remaining expenditure of £0.426m is expected by the end of March 2023 and that the project remains within its allocated budget of £12.797m.

Elvaston Castle Masterplan

This Project, while not significant in terms of being one of the highest values within the Capital Programme, is significant in that this is Phase 1, which includes:

- Access drive, car park and roundabout
- New build café
- Regeneration of the lower stable yard, upper stable yard and museum yard
- Infrastructure and access improvements

The design of Phase 1 is in its planning stage, and the construction is expected to commence during 2024, subject to the planning approval. This is a year behind originally anticipated.

The Masterplan has subsequent phases costing potentially £39.000m, which will need to be revised to reflect both inflationary pressures and planning outcomes. The plans to deliver further phases are currently being developed. Submissions for any subsequent phases will be made as part of future capital programme bids. The Masterplan has been developed through consultation with our communities and partners and is being delivered as part of a collaborative programme with the volunteers of Elvaston Castle & Gardens Trust (ECGT). The Masterplan will unlock the commercial potential of the estate and make it a sustainable enterprise. A business model for future operations is currently being scoped.

4.8 Top Ten Capital schemes by value

Set out in Appendix 3 is a summary of the ten largest current capital schemes, representing approximately 46% of the current budget. These schemes are currently projected to underspend by £2.435m. This is attributable to underspends on both the LED Invest to Save project and Disabled facilities major adaptations. This is offset by an overall overspend on the LTP and Pothole Schemes. As the LED project is funded by Invest to Save monies the underspend cannot be recycled or transferred to cover any potential overspends on other projects.

5. Consultation

5.1 Not directly arising out of this report.

6. Alternative Options Considered

6.1 Do Nothing - The Council's Financial Regulations require the preparation and submission of reports to Cabinet on the projected expenditure and resources compared with approved estimates, on a regular basis.

7. Implications

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

8. Background Papers

- 8.1. None Included.

9. Appendices

- 9.1 Appendix 1- Implications.
Appendix 2- Summary of Projected Capital spend by Department
Appendix 3-Top Ten Capital Projects According to Budget Value

10. Recommendation(s)

- 10.1 That Cabinet notes the current position on the monitoring of Capital schemes.

11. Reasons for Recommendation(s)

- 11.1 To ensure that the Council is complying with best practice in providing regular capital reports to all key stakeholders regarding capital estimates and expenditure.

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

- 12.1 No

Report Author: Pam Taylor, Senior Finance Officer
Contact details: pam.taylor@derbyshire.gov.uk

Implications

Financial

1.1 The current Capital Programme forecast indicates an overall underspend of £7.937m against a total programme of £614.106m as set out in Section 4 of the report.

Legal

2.1 The Director of Legal and Democratic Services has advised in relation to individual projects referred to in the report.

Human Resources

3.1 None directly arising out of this report.

Information Technology

4.1 None directly arising out of this report.

Equalities Impact

5.1 Not directly arising out of this report.

Corporate objectives and priorities for change

6.1 None directly arising out of this report.

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

7.1 None directly arising out of this report.

Summary of Projected Capital Spend by Department									Appendix 2	
Department	Current Budget	Total spend to date inc commitments	Estimated spend remaining 2022-23	Total projected spend to 31 March 2023	Planned spend 2023-24	Planned spend 2024-25	Planned spend 2025-26	Planned spend 2026 +	TOTAL Revised planned spend	(Under) / Over
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care & Health	94.538	81.820	7.852	89.672	2.737	0.000	0.000	0.000	92.409	(2.129)
Children's Services	167.401	94.811	50.672	145.483	19.698	0.500	0.000	0.000	165.681	(1.720)
Corporate Services and Transformation	35.524	15.610	14.350	29.960	3.413	0.000	0.000	0.000	33.373	(2.151)
Place	316.643	223.276	58.459	281.735	23.989	8.446	0.536	0.000	314.706	(1.937)
Grand Total	614.106	415.517	131.333	546.850	49.837	8.946	0.536	0.000	606.169	(7.937)

Top Ten Capital Projects According to Budget Value										Appendix 3	
	Approval Year	Current Budget	Total spend to date inc commitments	Estimated spend remaining 2022-23	Total projected spend to 31 March 2023	Planned spend 2023-24	Planned spend 2024-25	Planned spend 2025-26	Planned spend 2026+	TOTAL Revised planned expenditure	(Under) / Over
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Local Transport Plan 2017-2022	17 - 22	76.253	32.640	29.059	61.699	8.435	3.758	0.100	0.000	73.992	(2.261)
Markham Employment Growth Zone	88 - 89	41.583	39.250	0.583	39.833	0.750	0.750	0.250	0.000	41.583	0.000
LED Street Lighting	15 - 16	32.100	28.014	0.809	28.823	1.816	0.000	0.000	0.000	30.639	(1.461)
Pothole and Challenge Fund 2020 & Pothole Fund 2021 & 2022	20 - 22	30.132	22.023	9.750	31.773	0.787	0.000	0.000	0.000	32.560	2.428
New Waste Treatment Facility Derby	20 - 21	25.000	22.721	2.279	25.000	0.000	0.000	0.000	0.000	25.000	0.000
Disabled Facilities Major adaptations 2019 – 2022	19 - 22	20.583	15.736	3.706	19.442	0.000	0.000	0.000	0.000	19.442	(1.141)
Belper Integrated Specialist Facilities	12 - 13	15.613	14.836	0.571	15.407	0.206	0.000	0.000	0.000	15.613	0.000
Bennerley Avenue Care Home	20 - 21	15.000	13.600	0.900	14.500	0.500	0.000	0.000	0.000	15.000	0.000
Alfreton Park Special School	17 – 18	13.350	13.258	0.092	13.350	0.000	0.000	0.000	0.000	13.350	0.000
Woodville Swadlincote Regeneration Route	19 - 20	12.797	12.371	0.426	12.797	0.000	0.000	0.000	0.000	12.797	0.000
TOTAL		282.411	214.449	48.175	262.624	12.494	4.508	0.350	0.000	279.976	(2.435)



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

8 December 2022

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

**Performance Monitoring and Budget Monitoring/Forecast Outturn
2022-23 as at Quarter 2 (30 September 2022)**

(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 £0.500m).

3. Purpose

3.1 To provide Cabinet with an update of Council Plan performance and the Revenue Budget/forecast outturn for 2022-23, as at 30 September 2022 (Quarter 2).

4. Information and Analysis

Integrated Reporting

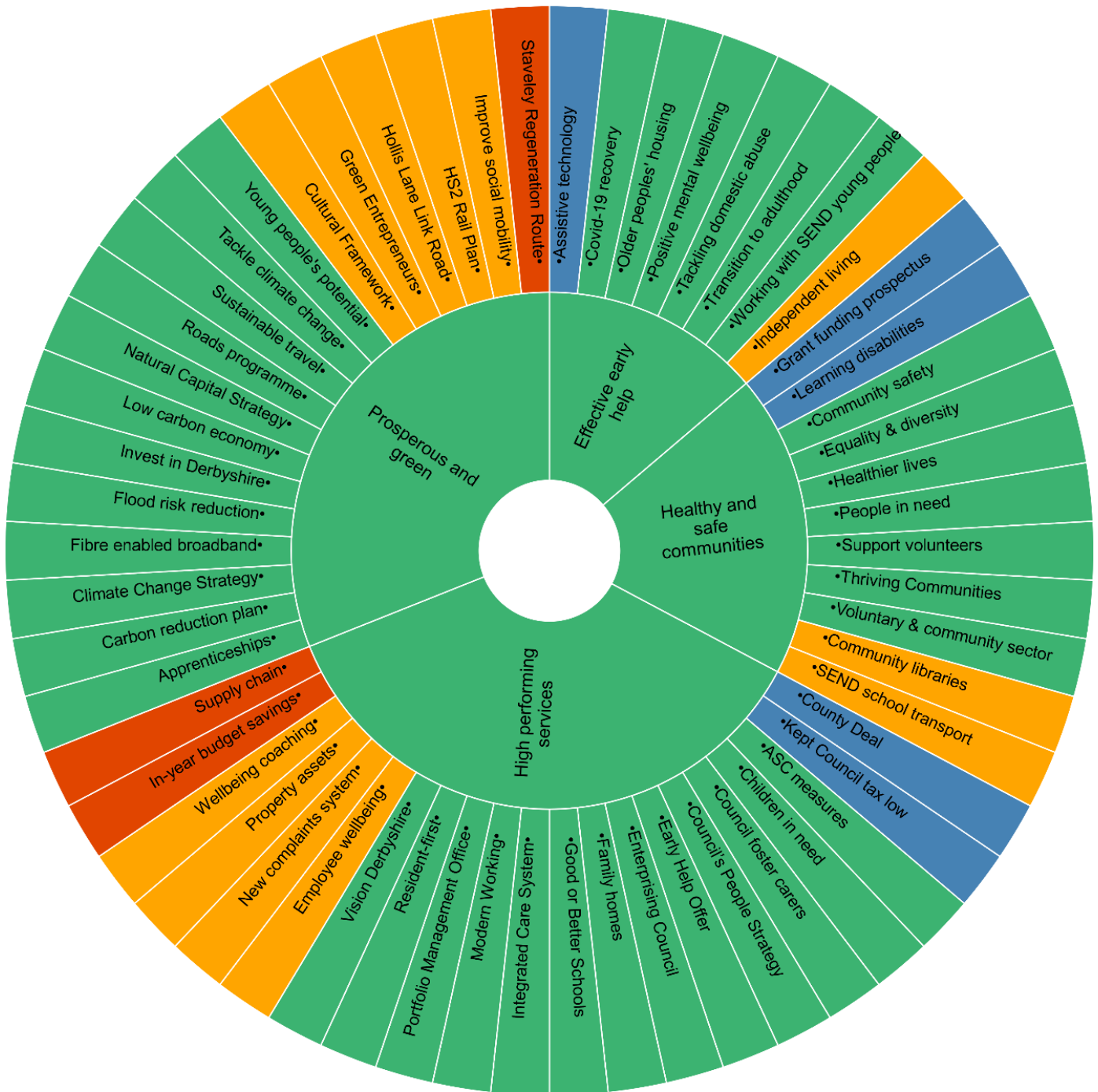
- 4.1 This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.
- 4.2 The Performance Summary sets out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities.
- 4.3 The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 September 2022.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio for 2022-23 as at 30 September 2022. Further reports will be considered at Audit Committee and Council in accordance with the Budget Monitoring Policy and Financial Regulations.

Performance Summary

- 4.5 The Council Plan for 2022-25, which outlines the Council's priorities, key deliverables and performance measures, was developed and approved by Council in March 2022.
- 4.6 The 2022-23 Quarter 2 Performance Report, attached at Appendix 3, sets out the position in full, up to the end of September 2022, for each deliverable and associated key measures set out in the Council Plan.

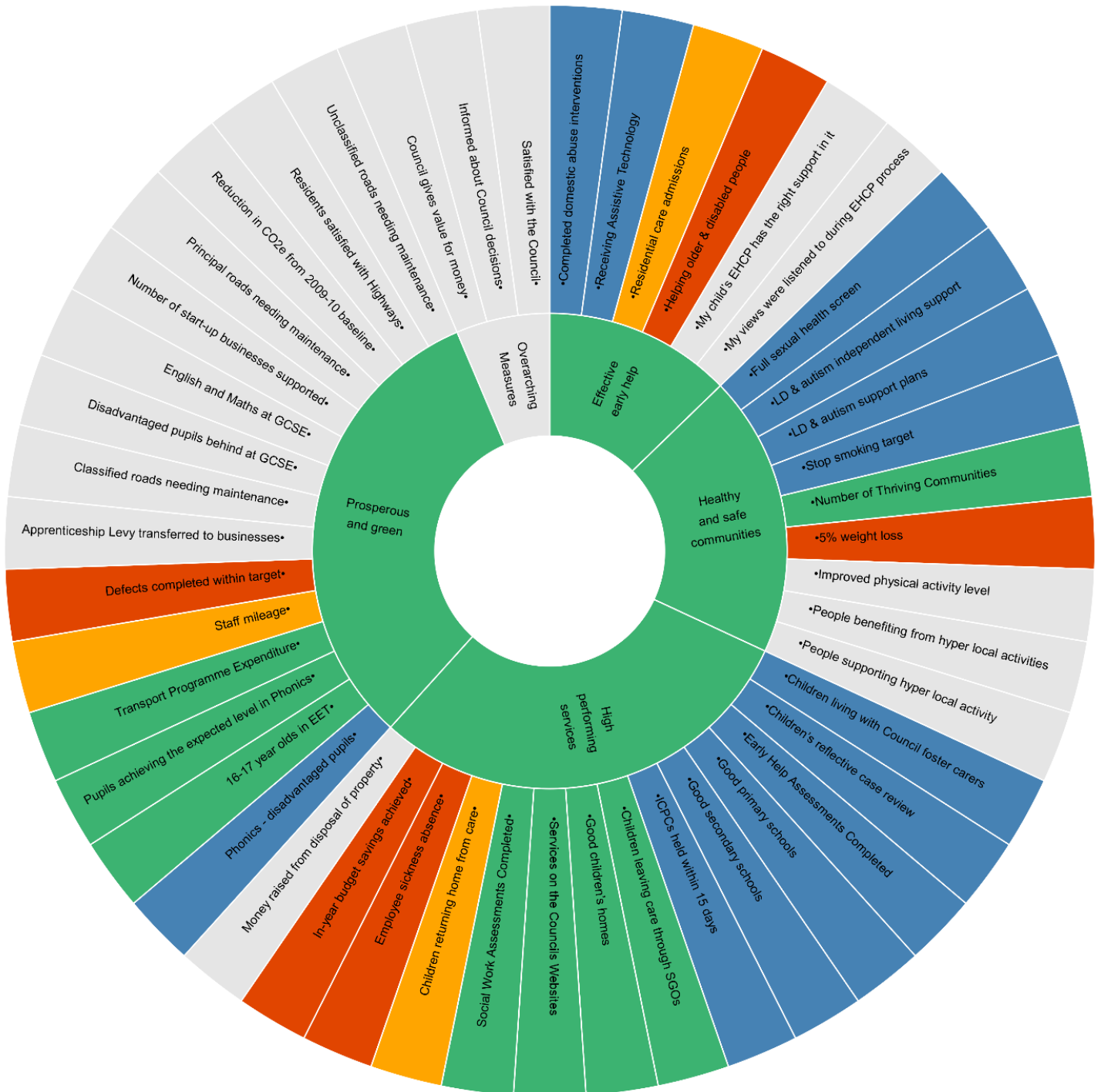
4.7 The Council is performing well in delivering the Council Plan, with 74% of the 58 deliverables in the Plan showing 'Good' or 'Strong' progress. Only 21% have been rated as 'Requiring Review' and three deliverables have been rated as 'Requiring Action'. Progress in delivering the Plan is shown in the graphic below.

Deliverable Progress



4.8 The graphic below shows performance against target for each measure by priority. For the 38 key measures with data at this point in the year, thirteen have been rated as 'Strong', with a further eight rated as 'Good', while three have been rated as 'Requiring Review' and five as 'Requiring Action'.

Key Measures Against Target



Performance by priority

4.9 The resilient, healthy and safe communities priority shows overall 'Good' performance for both the deliverables and the measures.

4.10 Key areas of success are as follows:

- Good progress continues to be made in ensuring people with a learning disability and/or who are autistic have an outcome focussed support plan, with 489 plans in place to date, ensuring access to more community-based opportunities.
- The Council has continued to provide support to people and communities in need via the Derbyshire Discretionary Fund, making 7,112 awards during the quarter, totalling over £0.775m.
- The development of open and welcoming spaces in communities has been progressed and during the quarter there were 3,478 recorded instances of people benefitting from activity stemming from the Council's Thriving Communities approach.
- Grants totalling £0.462m have been made to community groups, promoting positive behaviours, improving local networks, helping people to feel safer and encouraging sustainable and green activity.

4.11 An area for consideration under this priority is as follows:

- Work to review how the Council delivers home to school transport for children with special educational needs continues to be delayed, with a number of new risks and challenges in this area. However, some mitigation of these risks has enabled some progress to be made. The focus of activity during Quarter 2 has been on the decision-making process and how Children's Services can best assess the need for home to school transport to enable Place to plan the most effective use of resources.

4.12 The high performing, value for money and resident-focused services priority shows overall 'Good' performance for both deliverables and measures.

4.13 Key areas of success include:

- The Government signed a devolution deal with Derbyshire, Derby, Nottinghamshire and Nottingham Councils on 30 August 2022, which will see the East Midlands receiving £1.14 billion over 30 years to invest in the region and the establishment of an East Midlands Mayoral County Combined Authority, subject to formal agreement and public consultation.

- The Council is ranked as the lowest council for Council Tax for 2022-23, when comparing the average council tax per dwelling against comparator authorities who provide similar services.
- The proportion of children and young people attending good or better schools in Derbyshire during the academic year 2021-22 has seen a faster rate of improvement than that seen nationally, for both primary and secondary pupils. Although the gap with the national position has narrowed, proportions remain lower than comparators, particularly at secondary level, and the deliverable will remain a priority for the 2022-23 academic year.

4.14 Areas for consideration under this priority are as follows:

- Work to develop a longer-term preventative wellbeing coaching model has been delayed, partly due to the Covid-19 pandemic and partly due to Human Resources processes taking longer than anticipated. Revised timescales have been agreed and plans are being established to complete all outstanding pieces of work by the end of March 2023.
- Progress in implementing a new complaints and feedback system has been delayed. The level of work to integrate Adult Social Care and Health (ASCH) systems may be significant. The completion date has been put back to December 2023, and developments are being kept under review to identify any issues and manage timescales.
- Whilst progress has been made in supporting wellbeing, employee sickness absence has risen to 5.7% for the year to date, compared with 4.7% for the same period last year. The target for the year is 4.6%. Work has continued on refreshing the Council's Wellbeing Strategy which is ready for formal agreement. Work is also underway to break down further the sickness absence data to better understand the underlying causes of sickness across the largest identified primary causes of sickness. The impact of spikes in Covid-19 infections rates is also being explored. Teams where the sickness levels are higher than the Council average have been identified for further investigation.
- Property rationalisation targets have been impacted due to the uncertain market and economic conditions, their impact on Council and partner resources, market interest in land sales and value over the term. These influencers are structural in nature and the Council will continue to monitor impact as national and regional conditions unfold.
- It is forecast that of the in-year savings target of £8.057m, £7.037m will be achieved in the current financial year. The Council is reviewing all of its savings initiatives and developing a programme of

savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered.

- The implementation of a contract and supply chain management regime across the Council has been delayed due to difficulties and delays in recruiting the contract compliance team. Various recruitment campaigns continue to be run, combined with changes to the recruitment process to make it easier for candidates to apply. While this is being addressed, some work is being progressed where possible.

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:

- During the quarter, 215 people have been referred for Assistive Technology during the quarter, contributing towards reducing the need for formal support and promoting safety and independence in their own homes.
- Work continues with local partners to support mental wellbeing. Over 500 "talking benches" have been set up across the county, allowing people to begin conversation with others and talk openly about their health and wellbeing.
- The Derby and Derbyshire Violence against Women and Girls Strategy has been developed and launched and the first meeting of the new Domestic and Sexual Abuse Partnership Board was held in September 2022.

4.17 An area for consideration under this priority is as follows:

- Progress on the Better Lives programme to support older people and people with a disability to increase their independence continues to be impacted by the shortage of homecare. The Better Lives programme has been reconfigured into the "Best Lives Derbyshire" programme to support mitigation of this issue and work is now underway to review the Short-Term Service, which helps older and disabled people to regain their independence, to increase capacity and to create a wider workforce plan.

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:

- The spend on the Local Transport Programme has met the target and the planned surface dressing programme has been completed.
- Total carbon emissions for 2021-22 were 15,399 tCO₂e, which is a reduction of 64% since 2009-10 and a reduction of 3% from the 2020-21.
- The Renishaw Property Flood Resilience scheme benefiting thirteen properties has been completed. 80 properties separately have benefitted from £0.400m from the Department for Food, Environment and Rural Affairs grant scheme.
- Provisional 2021-22 data for the percentage of pupils reaching the required standard in Phonics suggest improved comparator performance and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. The percentage of Derbyshire 16 to 17 year olds in education, employment and training continues to be in the top 25% of council areas nationally.

4.20 Areas of consideration under this priority are as follows:

- So far in 2022-23, 9,252 defects have been completed, with 80.4% being completed within target timescales. Whilst this is below the target of 90%, it is higher than at the same point in 2021-22, when 73.5% of defects were completed in target timescales. During Quarter 2, 94.1% of defects were completed in target timescales, which is higher than target. It is considered that through the implementation of the Local Transport Plan Capital delivery scheme a reduction in defects will be seen throughout the year which should have a positive impact on the amount of defects, and customer satisfaction levels, by the year end.
- Whilst preparation work on planning and procurement for the Hollis Lane Link Road has continued during the quarter, the cost uncertainty will remain until a construction contractor is appointed.
- Whilst there is still no confirmation from the Department for Transport (DfT) on the northern leg of HS2, the development study is ongoing and consultation on the electrification of the Midland Mainline through the Derwent Valley Mills World Heritage Site is taking place with both Network Rail and the DfT.
- The costs of the Chesterfield to Staveley Regeneration Route remains an issue, and discussions are underway with both Government and private sector stakeholders over project funding.
- Take up of the Green Entrepreneurs small grants fund for businesses has not been as anticipated as a result of the current

market conditions and rising inflation costs which seems to be affecting business confidence. Work is taking place with the University of Derby to intensify networking opportunities to engage further with businesses and raise the awareness of the Green Entrepreneur Fund.

- There have been difficulties in recruiting to the Vision Derbyshire programme team which will play a lead role in taking forward work on social mobility. Work is taking place to review current hosting arrangements for the programme team alongside a light touch review of the Vision Derbyshire approach which will consider the resourcing of the approach and recruitment to the vacant posts.
- An outline prospectus has been produced for the Derwent Valley Mills World Heritage Site Development Framework, however this requires wider partnership buy in. The Prospectus will be presented to Chief Executive Officers and Councillors from each of the Local Planning Authorities in the World Heritage Site by the Council's Head of Conversation and Executive Director of Place in the next calendar year.

4.21 With 74% 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.

Revenue Outturn Summary

4.22 The Council's forecast outturn for 2022-23 as at Quarter 2 (30 September 2022), compared to controllable budget, is summarised below. The forecast outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £389.554m and Public Health grant of £43.803m, other ring-fenced grants and income from other third parties and their associated spend.

	Budget	Use of DLUHC Covid-19 Grant Funding	Adjusted Budget	Forecast Actuals	Projected Outturn	Budget Performance
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	
Adult Care	264.780	0.000	264.780	280.400	15.620	
Children's Services and Safeguarding and Education	146.161	0.000	146.161	150.016	3.855	
Clean Growth and Regeneration	0.848	0.000	0.848	0.679	-0.169	
Corporate Services and Budget	59.928	0.695	60.623	63.110	2.487	
Health and Communities	9.925	0.000	9.925	9.158	-0.767	
Highways Assets and Transport	37.792	0.000	37.792	39.626	1.834	
Infrastructure and Environment	45.984	0.000	45.984	48.111	2.127	
Strategic Leadership, Culture, Tourism and Climate Change	13.493	0.000	13.493	13.736	0.243	
Total Portfolio Outturn	578.911	0.695	579.606	604.836	25.230	
Risk Management	24.598	0.000	24.598	7.244	-17.354	
Debt Charges	38.185	0.000	38.185	37.361	-0.824	
Interest and Dividend Income	-4.600	0.000	-4.600	-6.458	-1.858	
Levies and Precepts	0.363	0.000	0.363	0.363	0.000	
Corporate Adjustments	3.424	0.000	3.424	3.102	-0.322	
Unfunded Pay Award	0.000	0.000	0.000	13.000	13.000	
Total	640.881	0.695	641.576	659.448	17.872	
Use of Earmarked Reserves	17.872	0.000	17.872	0.000	-17.872	
Total After Use of Earmarked Reserves	658.753	0.695	659.448	659.448	0.000	

4.23 An overall Council overspend of £17.872m is forecast, after accounting for the use of £0.695m of non-ringfenced grant funding provided by the Department for Levelling Up Housing & Communities (DLUHC) to support local authorities with the impacts of the Covid-19 pandemic.

This is funding from the remaining balance of the Covid-19 general emergency funding at 31 March 2022, amounting to £15.370m, which has been carried forward to 2022-23 in an earmarked reserve. The forecast also includes the use of £7.651m from departmental reserves to support the Highways Assets and Transport and Infrastructure and Environment portfolios. However, the Council will use some of the balances on its Budget Management, Covid-19 and Inflation Earmarked Reserves to report a break-even position as shown in the table below. It is anticipated that, after these amounts have been drawdown, a balance on the Covid-19 reserve will remain available for future use. Whilst the use of earmarked reserves, in-year, will result in the Council reporting a break-even position, the impact of the unfunded pay offer, demand pressures and inflationary costs will need to be addressed as part of the budget setting process for 2023-24 as the effect will be an ongoing cost pressure.

Reserve	Balance Available	Use to fund identified Covid impacts	Use to fund overspend	Residual
	£m	£m	£m	£m
Inflation Risks	10.000	0.000	6.200	3.800
Budget Management	10.000	0.000	10.000	0.000
Covid Emergency Grant	15.370	0.695	1.672	13.003
	35.370	0.695	17.872	16.803

4.24 Of the forecast £25.230m portfolio overspend, the significant variances are:

- an overspend of £15.620m on the Adult Care portfolio;
- a £1.834m overspend on the Highways Assets and Transport portfolio, after the use of £4.884m of departmental earmarked reserves;
- a £2.127m overspend on the Infrastructure and Environment portfolio, after the use of £2.767m of departmental earmarked reserves;
- a £3.855m overspend on the Children’s Services and Safeguarding and Education portfolios; and
- a £2.487m overspend on the Corporate Services and Budget portfolio.

4.25 The forecast £15.620m overspend on the Adult Care portfolio relates to Purchased Services costs. There has been an increase in demand in

relation to hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased. The forecast includes inflationary pressures of £1.700m in respect of Direct Care utilities and catering supplies.

- 4.26 The forecast £1.834m overspend on the Highways Assets and Transport portfolio mainly relates to unachieved savings from previous years, additional costs arising from an increase to the workforce assigned to routine highways maintenance, and under-recovery of highways staff and overheads recharged to schemes. The forecast includes £1.200m of inflationary pressures. This forecast is after the use of £4.884m of departmental earmarked reserves.
- 4.27 The forecast £2.127m overspend on the Infrastructure and Environment portfolio has mainly arisen due to unachieved savings from previous years, £1.500m of inflationary pressures in the Waste Management service and unfunded posts of staff working on the Elvaston Master Plan. This forecast is after the use of £2.767m of departmental earmarked reserves.
- 4.28 The forecast £3.855m overspend on the Children's Services and Safeguarding and Education portfolios is partly due to a continued high demand for placements for children who are in care or unable to remain at home. The number of children requiring support is growing because the rate at which children enter care is greater than the rate at which children exit care, and because alternatives to care often require long-term financial support, leading to a growing number of arrangements to fund. Average cost increases are due to inflation and the need to make more higher cost placements with independent providers. Other factors contributing to the overspend include the impact of the 2022-23 pay award and inflation on traded and grant funded services within Education Support Services, the cost of covering vacancies in Children's Safeguarding services with agency social workers and supporting children with complex needs to remain with their families or maintain their current care placement. There is also an increase in the number of children who are eligible for Council-funded transport and an increase in average cost, with the increase in cost being due to both economic factors affecting contractors, and an increased need for more specialised vehicles to transport individual children.
- 4.29 The Children's Services and Safeguarding and Education portfolios forecast includes inflationary pressures of £0.898m, comprising £0.476m of energy costs, £0.335m of food costs and £0.087m of

transport and fuel costs, excluding Home to School Transport which is covered by specific contingency budgets. Not all of these costs will be met from Council budget, as a number of services are funded by trading or grant income, however potentially this may impact on the contribution those services can make to corporate overheads.

- 4.30 The Council plans to support the Children's Services and Safeguarding and Education portfolios through allocations of a combination of ongoing budget growth and one-off funding to put these services on a sustainable financial footing by the time mitigation measures are able to stabilise the demand pressures on looked after children. Recent modelling suggests that demand pressures on looked after children are likely to level off by 2023-24. Analysis of current placement commitments, demographics and historic trends gives placements cost estimates ranging from £0.7m below to £2m above this forecast. There is also the potential for further increases in the number of children requiring placements or increases in average placement costs, giving an upper estimate of £4m above the forecast. A contingency budget is held to meet these potential pressures, and a balance of £1.182m would remain if the current forecast overspend of £2.040m is funded from this budget. It is considered likely that placement costs will increase during 2022-23 and may exceed the contingency budget. A contingency budget is also held to meet the potential pressures of a further increase in number of children eligible for transport, or further increases in transport costs, and a balance of £1.919m would remain for mainstream and special needs Home to School Transport costs, if the current forecast overspend of £0.561m is funded from this budget. It is considered likely that costs will increase during the year but that it is unlikely these would exceed the contingency budget.
- 4.31 The forecast £2.487m overspend on the Corporate Services and Budget portfolio has mainly arisen in the Corporate Property division, primarily because of delays in achieving previously allocated savings. These savings are expected to be achieved over the coming years through rationalisation of the property base, with a consequent reduction in property running costs, and borrowing savings through use of the capital receipt to offset the need to borrow to fund the capital programme. PSP Derbyshire LLP will be the principle vehicle for delivering the savings. There is underachievement of the Industrial Development income target, which is based on full occupancy. Full occupancy cannot be achieved as vacancies occur during the turnover of lettings, and some units are offered at rents below market rates for occupying charities. There is a further cost pressure related to incurring running costs on buildings that are awaiting disposal or repurpose. The forecast also

includes estimated gas and electricity inflation, at 300% and 100% respectively, of £1.806m.

- 4.32 There is a forecast underspend on corporate budgets in 2022-23. The underspend on the Risk Management budget relates mainly to £7m of contingency funding shown as available to support expenditure which has been included in portfolio forecasts. There was also a £5m adjustment for Business Rates income. Business Rates income in 2021-22 was significantly reduced because of the impact of Covid-19 and the extent of recovery was uncertain at the time the Revenue Budget 2022-23 was set, with amounts finalised after. In addition, £4m relates to additional non-ringfenced grants and £1m to service pressure funding returned by a portfolio following receipt of grant income, all announced after the 2022-23 Revenue Budget was set. An underspend on the Debt Charges budget is forecast as the portfolio of the Council's long-term loans is repaid and interest on this debt reduces. A favourable variance is forecast in the Interest and Dividends budget. The Council utilises a range of investments to maximise its income on cash balances. Interest income includes interest accrued on the loan advances to Buxton Crescent Ltd. A small underspend on Corporate adjustments is forecast.
- 4.33 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 is being closely monitored, with a programme of action underway involving the Council's Corporate Management Team. However, there is a heightened risk of not achieving a balanced budget, because of both cost pressures and savings slippage as a result of the Covid-19 pandemic and other factors.
- 4.34 The delivery of the Council's Five-Year Financial Plan (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.
- 4.35 The General Reserve stands at £32.133m as at 30 September 2022. There are commitments against the General Reserve and the balance

will be further reduced by the measures required to deliver the Council's FYFP noted in paragraph 4.34 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 2026-27. The adequacy of the Council's General Reserve balance is considered at paragraphs 4.62 to 4.64 below.

Portfolio Costs

4.36 There is a forecast Council portfolio overspend of £25.230m, after the use of £7.651m of departmental earmarked reserves and £0.695m of non-ringfenced grant funding provided by DLUHC from the remaining balance of the Covid-19 general emergency funding as at 31 March 2022, carried forward to 2022-23 in an earmarked reserve. Budget of £0.695m is forecast to be allocated to portfolios to match the forecast additional cost and lost income of the Council's response to Covid-19 up to the end of March 2023, 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.

4.37 Portfolio costs are explained in more detail in Appendices 4 to 11.

Risk Management Budget

4.38 There is a forecast underspend on the Risk Management Budget of £17.354m in 2022-23.

	Budget £m	Forecast Expenditure £m	Over / (Under) Spend £m
Pay Award 2022-23	6.789	6.789	0.000
National Insurance Social Care Levy	0.441	0.441	0.000
Local Government Pension Scheme Employer Contributions	0.014	0.014	0.000
Energy/Food	1.000	0.000	(1.000)
Pay and Price Issues	8.244	7.244	(1.000)
Street Lighting Energy	0.415	0.000	(0.415)
Children in Care Placements	1.222	0.000	(1.222)
Special Needs Home to School Transport	1.962	0.000	(1.962)
Mainstream Home to School Transport	0.518	0.000	(0.518)
Children in Care Placements (one-off)	2.000	0.000	(2.000)
Departmental Specific Service Pressures	6.117	0.000	(6.117)
General Contingency	0.116	0.000	0.000
Remaining Contingency Funding	14.477	7.244	(7.233)
Adjustment for Business Rates income	4.791	0.000	(4.791)
Business Rate Relief Grant	2.262	0.000	(2.262)
Revenue Support Grant adjustment	0.018	0.000	(0.018)
Food Info Allergen Labelling Grant	0.019	0.000	(0.019)
Extended Rights to Home to School Transport Grant	1.614	0.000	(1.614)
Additional Non-ringfenced Grants	3.913	0.000	(3.913)
Domestic Abuse Service Pressure	1.417	0.000	(1.417)
One-off Funding Returned from Departments	1.417	0.000	(1.417)
Total Risk Management Budget	24.598	7.244	(17.354)

4.39 The Risk Management Budget of £24.598m includes:

- £14.476m of remaining contingency funding set aside in the 2022-23 Revenue Budget. This comprises remaining pay and price issue elements of £8.244m, departmental specific service pressures of £6.117m and general contingency of £0.115m:
 - £6.789m for a 2022-23 pay award, considered at paragraphs 4.40 to 4.43 below;
 - £1.000m to support Departments with the rising cost of energy and food in non-school budgets, considered at paragraph 4.46 below;
 - £0.441m remaining balance of the forecast additional cost of a 1.25% increase in National Insurance contributions relating to the contingency amount for a 2022-23 pay award, though see paragraph 4.45 below;
 - £0.415m for an ongoing increase in street lighting energy costs;
 - £0.014m remaining balance for additional Local Government Pension Scheme employer pension contributions;
 - £5.702m additional funding for Children's Services, potentially required for rising costs, corporately held until the actual cost is known, with £3.222m for children in care placements, £1.962m for special needs home to school transport and £0.518m for mainstream home to school transport, and
 - £0.115m general contingency.
- £4.791m adjustment for Business Rates income. The amounts were finalised after the 2022-23 Revenue Budget was approved by Council on 2 February 2022.
- £3.913m of additional non-ringfenced grants that had not been announced when the 2022-23 Revenue Budget was approved by Council on 2 February 2022. This comprises:
 - £2.262m Business Rates Relief Grant;
 - £1.614m Extended Rights to Home to School Transport Grant;
 - £0.019m Food Allergen Labelling Grant; and
 - £0.018m Revenue Support Grant adjustment.
- £1.417m approved in the Council's 2022-23 Revenue Budget to fund ongoing service pressures managing additional statutory duties in relation to the Domestic Abuse Act 2021. These funds were returned unused from the Health and Communities portfolio as the portfolio was able to alternatively finance this pressure from a Domestic Abuse Grant for 2022-23, which had not been announced when the 2022-23 Revenue Budget was approved by Council on 2 February 2022.

4.40 The forecast expenditure of £7.244m on the Risk Management Budget is:

- £6.789m draw-down of contingency funding for a 2022-23 pay award;
- £0.441m draw-down of the remaining balance of contingency funding for the forecast additional cost of a 1.25% increase in National Insurance contributions relating to the contingency amount for a 2022-23 pay award; and
- £0.014m drawdown of the remaining balance of contingency funding for additional Local Government Pension Scheme employer pension contributions.

The following contingency amounts are shown as available to support expenditure which has already been included in portfolio forecasts:

- £1.000m to support Departments with the rising cost of energy and food in non-school budgets;
- £0.415m for an increase in street lighting energy costs; and
- £5.702 for Children's Services required for rising costs, with £3.222m for children in care placements, £2.480m for special needs and mainstream home to school transport.

4.41 The 2021-22 pay award for Local Government Service Employees (effective from 1 April 2021) was agreed on 28 February 2022. 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 left the Council with a shortfall of £1.876m in 2021-22 and a £1.896m ongoing pressure in each subsequent year. It was 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. This is considered below.

4.42 Negotiations in respect of the 2022-23 pay award for Local Government Service Employees concluded on 1 November 2022. The National Employers' final one-year offer was agreed with the unions representing the main local government workforce as follows:

- With effect from 1 April 2022, an increase of £1,925 on all pay points covered by the Council's Pay Grades up to and including Grade 16, which is equivalent to a 10.5% increase for employees

on pay point 1 and 4.0% for employees on the highest pay point, and an increase of 4.0 per cent on all allowances, except for travel rates.

- With effect from 1 April 2023, an increase of one day to all employees' annual leave entitlement and the deletion of pay point 1.

The final 2022-23 basic salary pay offer is equivalent to an average pay increase of 7.3% across the Council's workforce. Initial modelling suggests that the cost to the Council of the basic pay offer is around £19.866m in 2022-23.

- 4.43 The forecast additional 2022-23 budget pressure arising from the agreed 2021-22 pay award and the proposed 2022-23 pay award for basic pay totals £21.762m. This will be an ongoing budget pressure in each subsequent year. In the 2022-23 Revenue Budget, the Council set aside contingency funding of £6.789m for the 2022-23 pay award and £0.446m for the associated additional on-cost from a 1.25% increase in employer's contributions. This leaves the Council with a forecast ongoing budget shortfall of £14.527m, in addition to the impact of the proposed 2022-23 increase in allowances.
- 4.44 Not all of this ongoing pressure will fall to the Council. Some employees work in areas wholly funded by grants and it is essential that these grants take up their fair share of additional costs in line with their workforce cost, however, this may be too late for 2022-23 in respect of the Dedicated Schools Grant. A review of sales, fees and charges will identify amendments required in the short term to reflect additional associated workforce cost. An ongoing review of Traded Services, where the Council receives income in return for providing discretionary services to external organisations and/or individuals, will be accelerated, and should capture additional workforce cost, to accurately inform discussions and decisions regarding services' sustainability, as cost increases cannot be supported by base budget.
- 4.45 The reversal of April's 1.25% rise in National Insurance took effect from 6 November 2022 across the UK. It is estimated that this will result in an ongoing saving of £1.9m from 2023-24 and a £0.8m one-off saving in 2022-23. There will therefore be £0.7m of contingency funding for this purpose which is not required, after excess budget which has already been allocated to departmental budgets has been returned to the Risk Management budget. These changes have not yet been incorporated into the forecasts within this report; therefore, it is expected that the reported forecast outturn position before the use of earmarked reserves will improve by £0.8m after they are factored in.

- 4.46 Total inflationary pressures of around £7m have been identified and are included in portfolio forecasts.
- 4.47 The Council is lobbying the Secretary of State for Levelling Up, Housing and Communities, to reinforce the unaffordability in the medium term of the proposed local government 2022-23 pay award and general inflation on budgets. The £17.354m forecast underspend on the Council's in-year risk management budget is already fully depleted in reducing the portfolio overspend in this forecast. The Council's Revenue Budget 2022-23 set aside £1.000m to support Departments with the rising cost of energy and food in non-school budgets and the Outturn Report 2021-22 set aside a further £10m in an Earmarked Reserve to meet increasing inflation risks. These funds will be used on a one-off basis for 2022-23 support, where approved. Other one-off budget management earmarked reserves are also potentially available corporately and from departmental underspends, although the corporate reserve ordinarily supports one-off funding in the Council's annual Revenue Budget. As a last resort, there is also the Council's General Reserve. The adequacy of the General Reserve balance is considered below.
- 4.48 A decision on what, if any, additional budget will be available for allocation to departments to support these pressures on a one-off basis in 2022-23 and on an ongoing basis will not be made until more information is known in respect of the latest inflation and funding expectations, in respect of the agreed pay award, other inflationary costs and in respect of proposed mitigations. Consideration will be given to a new programme of in-year savings and review of the use of in-year growth items awarded to departments in the 2022-23 Revenue Budget, if it is decided that additional funds are required corporately for a fairer redistribution which better reflects in-year changes to budget pressures.

Debt Charges

- 4.49 The Debt Charges budget is forecast to be underspent by £0.824m in 2022-23.
- 4.50 Debt charges are based on interest payments, the Capital Financing Requirement (CFR) and a Minimum Revenue Provision (MRP) of 2.5% (in keeping with the policy reported to Cabinet on 22 November 2016).
- 4.51 The Council has paid off a number of external loans, which were used to support the Council's Capital Programme, in recent years, and has

not undertaken further borrowing. This has led to lower interest payments, resulting in a forecast underspend for 2022-23.

Interest and Dividend Income

- 4.52 Interest and dividend income budgets are forecast to achieve income £1.858m higher than budgeted in 2022-23.
- 4.53 The interest base rate rose from 0.75% to 1.00% on 5 May 2022, to 1.25% on 16 June 2022, 1.75% on 4 August 2022, 2.25% on 22 September 2022 and to 3.00% on 3 November 2022. However, the Council utilises a range of investments, including pooled funds, to maximise its interest and dividend income on balances.
- 4.54 The forecast underspend mainly relates to interest receipts on the Council's temporary loans to other local authorities, which are anticipated to exceed the expectation at the time the 2022-23 Revenue Budget was approved. Increases in base rate impacts favourably when the Council loans money to other local authorities, however this is offset by higher interest costs on its temporary borrowing from other local authorities.

Corporate Adjustments

- 4.55 There is a forecast underspend of £0.322m on Corporate Adjustments in 2022-23.
- 4.56 The forecast underspend reflects an anticipated saving of £0.449m from the Council paying its Local Government Pension Scheme 2022-23 employer contributions early.

Budget Savings

- 4.57 A summary of the achievement of budget savings targets for 2022-23 is provided at Appendix 14. The budget savings target for 2022-23 is £8.057m, with a further £14.905m target brought forward from previous years. Of the in-year savings target, £7.037m will be delivered in the current financial year. The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered. Where there is non-achievement of savings brought forward, the resulting base budget overspend is offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received.

Debt Age Profile

4.58 The age profile of debts owed to the Council and the value of debts written off is disclosed in Appendix 15. This information is collected on a departmental rather than on a portfolio basis.

Earmarked Reserves

4.59 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. The outcomes from the next review are scheduled to be reported in January 2023.

4.60 A summary of outstanding balances on the Council's earmarked reserves as at 30 September 2022 is set out in Appendix 13.

4.61 The Council's response to the Covid-19 pandemic and its effects on the Council's finances are expected to continue into 2022-23. Any funding received to support Covid-19 impacts, 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, or to meet other cost pressures if needed and grant rules allow.

General Reserve

4.62 The General Reserve stands at £32.133m at 30 September 2022. The level of General Reserve is £32.133m, after the forecast outturn for 2022-23, which is 5% of the Council's Net Budget Requirement for 2022-23. This assumes the forecast overspend in 2022-23 is funded from earmarked reserves, as detailed in paragraph 4.23.

General Reserve

	£m
Balance at 30 September 2022	32.133
Projected Outturn 2022-23	0.000
Forecast Balance at 31 March 2023	32.133

Net Budget Requirement 2022-23 **618.581**

General Reserve Balance as % of NBR at 31 Mar 2023 **5.19%**

- 4.63 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 30 September 2022, after the commitments above, the figure for the Council stood at 5.2%. However, it is necessary to consider this indicator over the medium term to gain a better understanding of its adequacy.
- 4.64 In the Council's 2022-23 Revenue Budget Report, in a reasonably pessimistic forecast, the General Reserve was predicted to decrease to 1.4% (£9.522m) of the Council's Net Budget Requirement by 2026-27. However, this forecast did not anticipate that inflation would be at current levels. It is now recognised that whilst the Council should be able to use one-off funding to balance its budget in the short term, the General Reserve is likely to be under too great a pressure in the medium term if additional funding is not received to support the Council through this period of high inflation. If additional funding is received, the Council would aim to use restorative measures over the Five-Year Financial Plan to build back up the balance of the General Reserve to a reasonable, risk assessed level.

Portfolio Summaries

- 4.65 A summary of each of the individual portfolio performance and outturn positions for 2022-23 is detailed in Appendices 4 to 11.
- 4.66 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 Five-Year Financial Plan (FYFP) and its overall level of reserves.

Traded Services

- 4.67 A trading area is where the Council receives income in return for providing discretionary services to external organisations and/or individuals.
- 4.68 '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. An overall deficit of £1.113m is forecast for 2022-23 on fully traded areas across the Council as a whole.
- 4.69 '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. An overall excess of £1.277m compared to the budgeted income target is forecast for 2022-23 on partially traded areas across the Council as a whole.
- 4.70 Appendix 12 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 forecast revenue outturn position to ensure compliance with good financial management principles and to support the development of short and medium-term financial planning. Not producing a budget monitoring report would be contra to the Council's Financial Regulations which requires the reporting of variances of income and expenditure against budget allocation to be reported to Cabinet in line with the Budget Monitoring Policy.

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 – Key to Performance Ratings

9.3 Appendix 3 – Performance Report 2022-23 Council Overview

9.4 Appendix 4 – Adult Care - Portfolio Summary

9.5 Appendix 5 – Children’s Services and Safeguarding and Education - Portfolios Summary

9.6 Appendix 6 – Clean Growth and Regeneration - Portfolio Summary

9.7 Appendix 7 – Corporate Services and Budget - Portfolio 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 – Traded Services

9.13 Appendix 13 – Earmarked Reserves

9.14 Appendix 14 – Budget Savings Monitoring 2022-23

9.15 Appendix 15 – Aged Debt

10. Recommendations

That Cabinet:

10.1 Notes the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2022-23 as at 30 September 2022 (Quarter 2).

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.

11. Reasons for Recommendations

11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2022-23. 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 The balances of both the General and Earmarked Reserves support good financial planning.

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

12.1 No

Report Authors:

Sam Holmes

Simon Pape

Contact details:

Samuel.Holmes@derbyshire.gov.uk

Simon.Pape@derbyshire.gov.uk

Implications**Financial**

- 1.1 An overall Council overspend of £17.872m is forecast, after accounting for the use of £0.695m of non-ringfenced grant funding provided by the Department for Levelling Up Housing & Communities (DLUHC) to support local authorities with the impacts of the Covid-19 pandemic. The forecast also includes the use of £7.651m from departmental reserves to support the Highways Assets and Transport and Infrastructure and Environment portfolios. However, the Council will use some of the balances on its Budget Management, Covid-19 and Inflation Earmarked Reserves to report a break-even position, as shown in the table below. Whilst the use of earmarked reserves, in-year, will result in the Council reporting a break-even position, the impact of the unfunded pay offer, demand pressures and inflationary costs will need to be addressed as part of the budget setting process for 2023-24 as the effect will be an ongoing cost pressure.

Reserve	Balance Available £m	Use to fund identified Covid impacts £m	Use to fund overspend £m	Residual £m
Inflation Risks	10.000	0.000	6.200	3.800
Budget Management Covid Emergency Grant	10.000	0.000	10.000	0.000
	15.370	0.695	1.672	13.003
	35.370	0.695	17.872	16.803

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 High inflation and the proposed pay award for 2022-23 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.	
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 2022-25

Performance Report
Quarter 2 2022-23

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Introduction





Welcome to the Council's performance report on the Council Plan 2022-25, for Quarter 2 2022-23. 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. The Plan was refreshed in March 2022 to ensure it continues to address the key opportunities and challenges facing the Council. Our key priorities continue to be:

- 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:

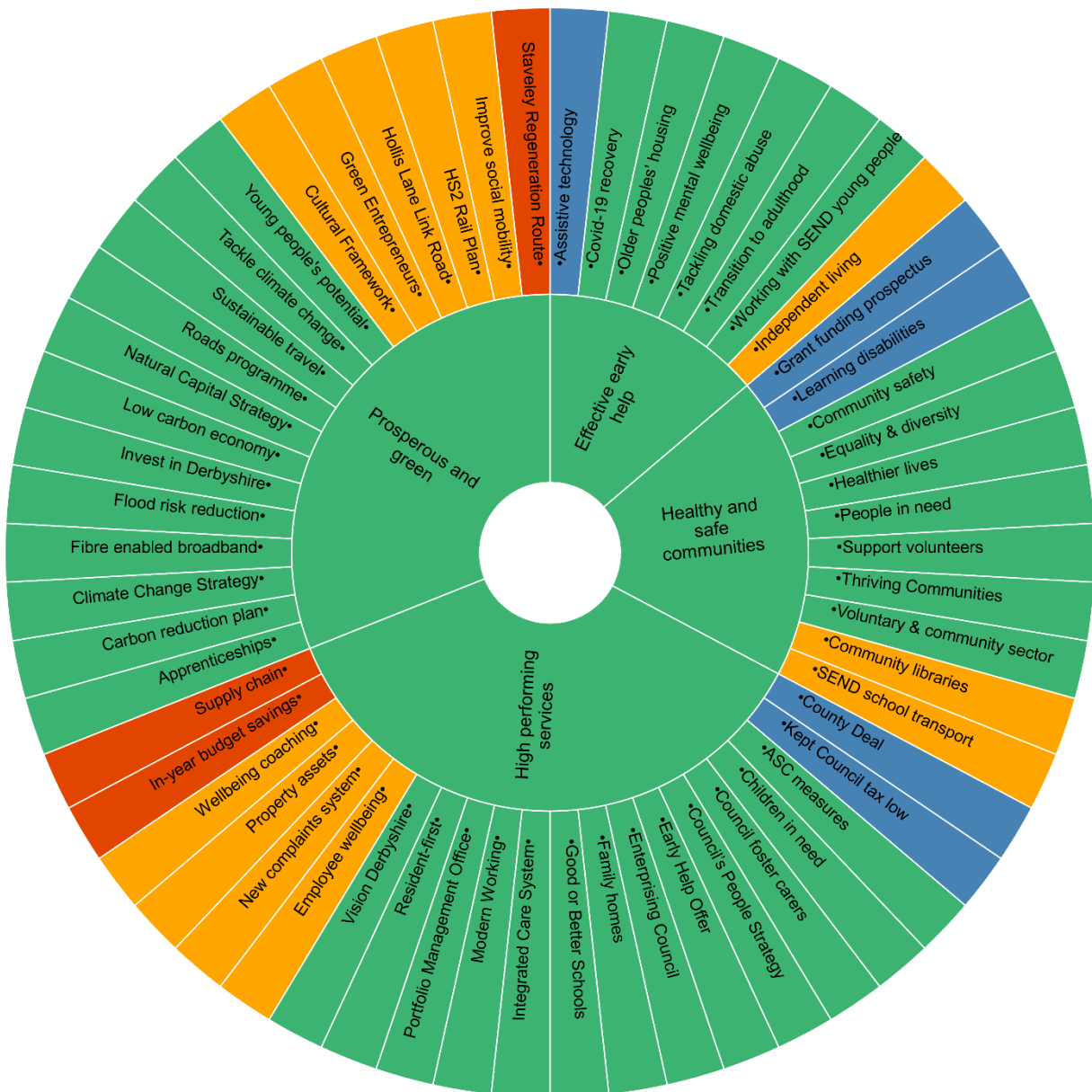
Category	Deliverables	Measures	Council Response
 Strong	On track or complete with outcomes exceeding expectations	More than 5% better than target (2% better than target if the target is greater than 95%)	Continue to monitor. Celebrate and learn from success
 Good	On track or complete with outcomes in 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

Summary

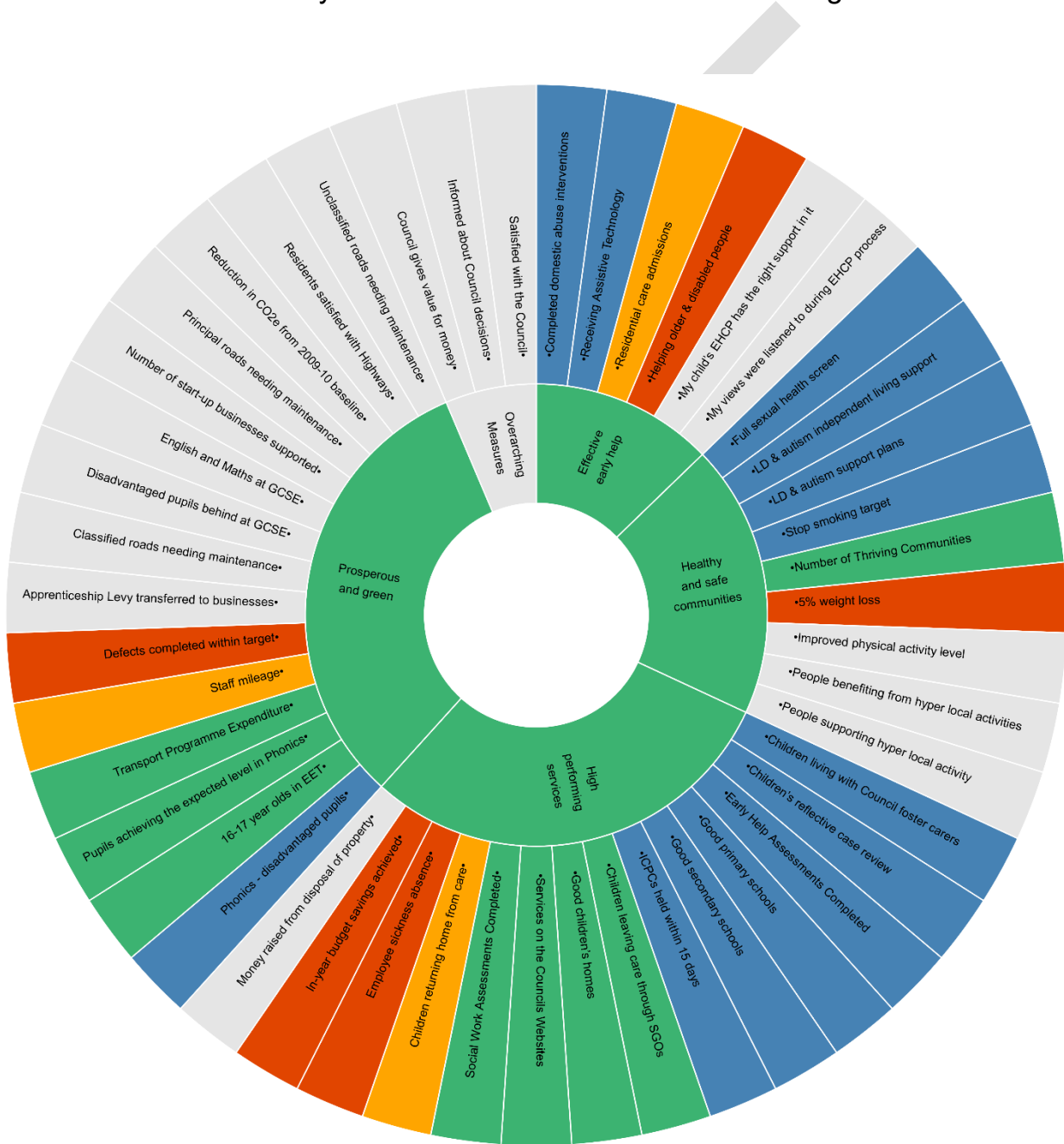
Deliverable Overview

Good progress has been made in delivering the Council Plan during Quarter 2 2022-23. Of the 58 deliverables in the Plan, 65% have been rated as 'Good'; 9% have been rated as 'Strong'; 21% have been rated as "Requiring Review" and 5% as "Requiring Action". A graphical representation of the Council's performance for Quarter 2 against its priorities (inner wheel) and deliverables (outer wheel) is below. The colours in each segment show the progress the Council is making during 2022-23. The performance for each priority and deliverable is detailed 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 29 key measures with data at this point in the year, 13 have been rated as 'Strong', with a further 8 rated as 'Good'. Only 3 have been rated as 'Requiring Review' and 5 as 'Requiring Action'. Measures which are grey currently have no data available or no targets set for 2022-23. The key measures are detailed in the following tables.



Performance – Trend over Time

Deliverables

	Jun 2022	Sep 2022	Dec 2022	Mar 2023
★ Strong	6	5		
✔ Good	35	38		
⦿ Review	16	12		
🚩 Action	1	3		

Measures

	Jun 2022	Sep 2022	Dec 2022	Mar 2023
★ Strong	11	13		
✔ Good	6	8		
⦿ Review	5	3		
🚩 Action	4	5		

	Jun 2022	Sep 2022	Dec 2022	Mar 2023
Improving	9	7		
No Change	21	43		
Declining	9	8		
Completed	0	0		

	Jun 2022	Sep 2022	Dec 2022	Mar 2023
Improving	0	3		
No Change	9	19		
Declining	0	4		

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Key areas of Success

Key areas of success during Quarter 2 are:

- ★ **Worked with people with learning disabilities, recovering from mental ill health and/or autism to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals**

Progress continues to be made in ensuring people with a learning disability and / or who are autistic have an outcome focussed support plan, with 489 plans in place to date, ensuring access to more community-based opportunities.

- ★ **Established a new grant funding prospectus and framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity**

The total value of grants made was £462,426. Plans are underway to look at how the new grant funding approach can support an additional priority around the costs of living crisis and specifically community 'warm spaces'.

★ **Worked with partners and central government to negotiate a County Deal for Derbyshire and Derby as one of the nine early pathfinder areas including securing powers, flexibilities and funding and establishing effective governance arrangements**

The Government signed a devolution deal with Derbyshire, Derby, Nottinghamshire and Nottingham Councils on 30 August 2022 which will see the East Midlands receiving £1.14 billion over 30 years to invest in the region and the establishment of an East Midlands Mayoral County Combined Authority, subject to formal agreement and public consultation.

★ **Kept Council Tax within the lowest 25% of county council areas and lobbied government to secure a better funding settlement**

The Council's Council Tax level remains in the bottom 25% of similar authorities.

The Council continues to take opportunities to lobby Government for an improved and multi-year funding settlement, individually and collectively as part of the national Society of County Treasurers group.

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

During the quarter 215 people have been referred for Assistive Technology, helping to provide support and promoting independence in people's own homes.

✔ **Provided support to people and communities in need, including financial help from our discretionary fund, and other activities that promote financial inclusion**

The Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund, making 7,112 awards in Quarter 2 totalling £775,386. Over 6,600 people have been supported to maximise their benefit income across provision delivered by the Council's Welfare Rights team.

✔ **Delivered a £40m Local Transport Programme to provide well managed roads and highways and address road safety concerns**

The spend on the Local Transport Programme has met the target and the planned surface dressing programme has been completed.

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

Total emissions for 2021-22 were 15,399 tCO₂e, which is a reduction of 64% since 2009-10 and a reduction of 3% from the previous year.

✓ **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**

The Renishaw Property Flood Resilience scheme benefiting 13 properties has been completed. 80 properties separately have benefitted from £400,000 from the Department for Food, Environment and Rural Affairs grant scheme.

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

Progress is "Good" for the delivery of electric vehicle charging points and developments on priority sections of our proposed Key Cycle Network.

✓ **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**

Provisional 2021-22 data for the percentage of pupils reaching the required standard in Phonics suggest improved comparator performance and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally.

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

The number of apprentices and businesses supported are both on target, supporting key economic sectors.

Key areas for Consideration

The following areas have been rated as "Requiring Review" or "Requiring Action" during Quarter 2:

🔴 **Number of participants in Council weight management programmes who achieve 5% weight loss**

Issue: The number of participants in Council weight management programmes who have achieved a 5% weight loss during Quarters 1 and 2 is predicted to be 110 against a target of 140, whilst below target, benchmarking information shows that based on confirmed rates for the achievement of 5% weight loss from Quarter 1, Derbyshire has slightly higher figures than the

national average. **Action:** Live Life Better Derbyshire continues to expand its community face to face offer, and are exploring measures to improve client retention rates.

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

Issue: One community library has been transferred with expressions of interest for three more. No further interest has been received to date. **Response:** Engagement with libraries is on-going and it is hoped with the relaunch of the Library Strategy that further engagement and appetite from the community will lead to further Expressions of Interest.

🟡 **Reviewed how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources**

Issue: A number of new risks and challenges identified during Quarter 1 delayed progress of this deliverable. **Response:** Progress has been achieved during Quarter 2. The focus of activity has been on the decision-making process and how Children's Services can best assess the need for home to school transport to enable Place to plan the most effective use of resources. A pilot panel process has been established which will start at the end of October 2022.

🟡 **Developed a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services**

Issue: Workload and demand for services have resulted in altered priorities. Timescales for project tasks have been delayed due to this. **Response:** A meeting is being held in October 2022 with project leaders to establish a plan and timescale with the aim of completing all outstanding pieces of work by end of March 2023.

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

Issue: Progress has been made with Childrens Services now in place and Place being implemented. Work with Adult Social Care and Health is due to start however the complexities and possible integration to systems required and the need to implement wider reporting mean progress has been rated as review. **Response:** Work is ongoing to understand the reporting requirements and timescales for implementation in Place and ASCH.

🟡 **Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery**

Issue: Employee sickness absence is 5.7% up to September 2022, against a year end target of 4.6%. **Response:** Work has continued on refreshing the Council's Wellbeing Strategy which is ready for formal agreement. Work is also underway to break down further the sickness absence data to better understand the underlying causes of sickness across the largest identified

primary causes of sickness. The impact of spikes in Covid-19 infections rates is also being explored. Teams where the sickness levels are higher than the Council average have been identified for further investigation.

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

Issue: This has been rated as "Requiring Review" due to the uncertain market and economic conditions, their impact on Council and partner resources, market interest in land sales and value over the term. **Response:** The impact of economic conditions on delivery targets will continue to be monitored and reported as national and regional conditions unfold.

Kept on track to achieve all planned budget savings in the current year

Issue: It is forecast that of the in-year savings target of £8.057m, £7.037m will be achieved in the current financial year. **Action:** The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered.

Implemented a contract and supply chain management regime across the Council which drives value for money throughout the contract lifecycle

Issue: There is an unprecedented demand for procurement and contract management staff. This is impacting on our ability to recruit into procurement and contract management vacancies and causing significant delays to establishing and implementing the Council's contract management framework which is key to this deliverable. **Action:** Various recruitment campaigns continue to be run, combined with changes to the recruitment process to make it easier for candidates to apply. While this is being addressed, some work is being progressed regarding contract management training and the implementation of the Council's Sustainable Procurement Policy.

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

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** As part of the Short Term Service review work has been undertaken to create new job profiles and structure for the service which have been approved. Whilst this is good progress there still remains a shortage of homecare support.

Percentage of defects completed within target timescales

Issue: So far in 2022-23, 9,252 defects have been completed, with 80.4% being completed within target timescales. Whilst this is below the target of 90% it is higher than at the same point in 2021-22, when 73.5% of defects were completed in target timescales. During Quarter 2, 94.1% of defects were completed in target timescales, which is higher than target. **Action:** It is considered that through the implementation of the Local Transport Plan Capital delivery scheme a reduction in defects will be seen throughout the year which should have a positive impact on the amount of defects.

Opened Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

Issue: Due to economic conditions, cost uncertainty will remain until a construction contractor is appointed. **Response:** Rigorous process in the procurement of a contractor is underway to ensure best value.

Prepared a countywide response to the Integrated Rail Plan for the Midlands and the North in relation to HS2 to minimise any potential disruption and take full advantage of the economic growth opportunities

Issue: This action is delayed whilst the Government confirmation on the HS2 proposals around Chesterfield and Toton is awaited. **Response:** Whilst there is still no confirmation from the Department for Transport (DfT) on the northern leg of HS2, the development study is ongoing and consultation on the electrification of the Midland Mainline through the Derwent Valley Mills World Heritage Site is taking place with both Network Rail and the DfT.

Completed Outline Business Case and prepared a planning application to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Issue: Scheme cost is the main issue with both Government and local contributions needing to be confirmed. **Action:** Active discussions are underway with both Government and private sector stakeholders over project funding.

Rolled out the Green Entrepreneurs scheme, a £2m grant fund to help local business to develop and invest in green energy and carbon reduction

Issue: Although progress is being made on the programme there is a lack of green entrepreneurial businesses coming forward - predominantly due to the current market conditions and rising inflation costs which seems to be affecting business confidence. **Response:** Work is taking place with the University of Derby to intensify networking opportunities to engage further with businesses and raise the awareness of the Green Entrepreneur Fund.

Worked with partners through the Vision Derbyshire approach to develop a countywide approach to improve social mobility, targeting underperforming areas across the county

Issue: There have been difficulties in recruiting to the Vision Derbyshire programme team which will take forward this work.

Response: Work is taking place to review current hosting arrangements for the programme team alongside a light touch review of the Vision Derbyshire approach which will consider the resourcing of the approach and recruitment to the vacant posts.


















Mobilised the Derbyshire Cultural Framework and reviewed and developed a costed action plan for the Derwent Valley Mills World Heritage Site




















Issue: The Derbyshire Cultural Framework is on track. With regard to the Derwent Valley Mills World Heritage Site Development Framework, an outline prospectus has been produced, however this requires wider partnership buy in.

Response: The Prospectus will be presented to Chief Executive Officers and Councillors from each of the Local Planning Authorities in the World Heritage Site by the Council's Head of Conversation and Executive Director of Place in the next calendar year.

Key Measures Updated for Quarter 2 2022-23


The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Number of participants in Council delivered stop smoking programmes who stop smoking	Sep-2022	709	600	 Strong
Number of participants in Council weight management programmes who achieve 5% weight loss	Sep-2022	110	140	 Action (Review in Q1)
Uptake of full sexual health screen out of those eligible	Sep-2022	75.8%	60.0%	 Strong
Number of communities (geographic or thematic) applying a Thriving Communities approach	Sep-2022	6	6	 Good
Number of people from organisations and communities directly supporting the running of hyper local activity in Thriving Communities areas	Sep-2022	70	Not set	 No Target
Number of people who received support or benefiting from hyper local activities in Thriving Communities areas	Sep-2022	5,264	Not set	 No Target
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2022	489	453	 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	Sep-2022	13	10	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Sep-2022	2.7%	1.5%	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Sep-2022	8.0%	3.0%	 Strong
Percentage of children returning home after a period in care	Sep-2022	15.0%	16.0%	 Review (Good in Q1)
Increase in the proportion of children in care leaving through special guardianship orders where it is safe and appropriate to do so	Sep-2022	15.7%	15.7%	 Good (Review in Q1)
Number of children living with Council foster carers	Sep-2022	361	327	 Strong (Good in Q1)
Proportion of practice areas with reflective case reviews judged to be good or better	Sep-2022	79.1%	70.0%	 Strong
Early help assessments completed within 45 days	Sep-2022	97.3%	90.0%	 Strong
Social work assessments completed within 45 days	Sep-2022	91.5%	89.0%	 Good
Initial child protection conferences within 15 days	Sep-2022	92.4%	83.0%	 Strong

Key Measure	Date	Actual	Target	Performance
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2022	91.7%	91.0%	 Good (Strong in Q1)
Number of services accessed via e-forms on the Council websites	Sep-2022	140	140	 Good
Employee sickness absence (Council, not including schools)	Sep-2022	5.7%	4.6%	 Action
Amount of money raised from the disposal of land and buildings	Sep-2022	£254,000	Not set	 No Target
Projected achievement of in-year budget savings	Sep-2022	£7.037m	£8.057m	 Action (Review in Q1)
Number of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2022	1,416	1,794	 Action
Number of permanent admissions to residential and nursing homes	Sep-2022	484	466	 Review
Number of people with social care needs receiving Assistive Technology	Sep-2022	421	300	 Strong
Completed domestic abuse interventions	Sep-2022	36.5%	29.0%	 Strong
Percentage of parents/carers who feel that their child's EHCP has the right support in it	Sep-2022	75.0%	Not set	 No Target
Percentage of parents/carers who feel that their views were listened to during the assessment process	Sep-2022	75.0%	Not set	 No Target
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2022	£20.000m	£20.000m	 Good (Action in Q1)
Percentage of defects completed within target timescales	Sep-2022	80.4%	90.0%	 Action
Reduction in staff mileage	Aug-2022	4,787,810	4,625,530	 Review
Number of start-up businesses supported	Sep-2022	241	Not set	 No Target
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2022	96.4%	94.6%	 Good
Percentage of pupils achieving the expected level in Phonics	Aug-2022 (Annual Measure)	75.0%	75.0%	 Good
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2022 (Annual Measure)	18.7%	20.6%	 Strong
Amount of Apprenticeship Levy transferred to businesses	Sep-2022	£96,719	Not set	 No Target


Key Measures with new data for Quarter 1

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Number of participants who have improved their physical activity level	Jun-2022	85	Not set	 No Target

Key Measures with new data for Earlier Quarters

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage reduction in CO2e from 2009-10 baseline	Mar-2022 (Annual Measure)	64.2%	63.0%	 Good

Progress on Council Plan priorities

DRAFT

Resilient, healthy and safe communities

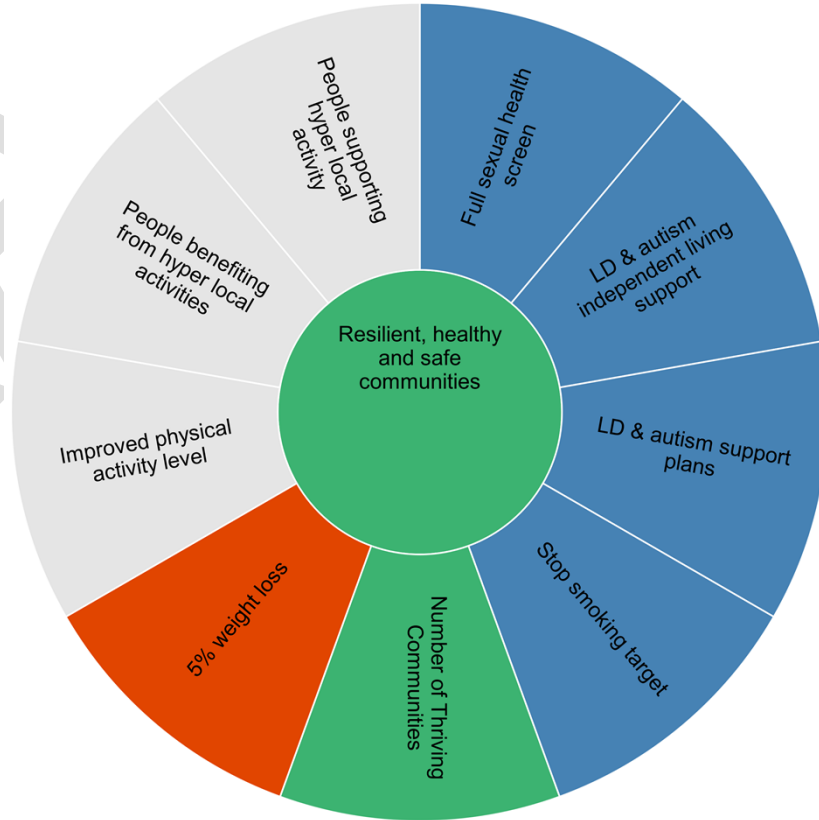
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 2 deliverables rated as “Strong”, 7 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 6 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 of participants in Council delivered stop smoking programmes who stop smoking	Sep-2022	709	600	 Strong
Number of participants in Council weight management programmes who achieve 5% weight loss	Sep-2022	110	140	 Action (Review in Q1)
Uptake of full sexual health screen out of those eligible	Sep-2022	75.8%	60.0%	 Strong
Number of participants who have improved their physical activity level	Jun-2022	85	Not set	 No Target
Number of communities (geographic or thematic) applying a Thriving Communities approach	Sep-2022	6	6	 Good
Number of people from organisations and communities directly supporting the running of hyper local activity in Thriving Communities areas	Sep-2022	70	Not set	 No Target
Number of people who received support or benefiting from hyper local activities in Thriving Communities areas	Sep-2022	5,264	Not set	 No Target
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2022	489	453	 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	Sep-2022	13	10	 Strong

Progress on our deliverables and key measures

✔ Worked with partners to enable individuals and communities to lead healthier and happier lives, accessing support when and where they need it to encourage physical activity, help people stop smoking and manage their weight

Rating: Good

Expected completion date: 31 Mar 2023

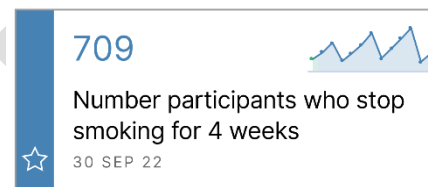
Throughout Quarter 2, a range of activity has taken place within Public Health to enable individuals and communities to lead healthier and happier lives.

Demand for Live Life Better Derbyshire (LLBD) stop smoking services has reduced in Quarter 2 compared to the 2021-22 financial year as it is likely that in that year there was a greater demand due to the impact of Covid-19. In Quarter 2, 538 people set quit dates and 350 people are forecast to achieve 4 week quits based on a 65% quit rate. The 4 week quit rate of 65% remains above the England average, which is 59%. LLBD is leading the implementation of the tobacco dependency treatment project in Derbyshire that is intended to offer stop smoking support to inpatients at Chesterfield Royal Hospital and Derby Hospital, with stop smoking support working directly at both hospitals.

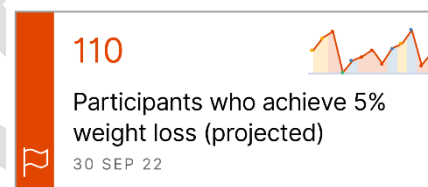
Demand for weight management services remains high, with numbers increasing monthly. 570 people started the weight management programme in Quarter 2, and it is projected that 68 people will achieve a 5% weight loss based on 20% of completers achieving target. Together with confirmed figures from Quarter 1 this means that it is predicted 110 people will achieve a 5% weight loss compared to a target of 140. LLBD continue to add new clinics to meet the demand for face to face delivery and are exploring measures to improve client retention rates.

LLBD continues to undertake engagement to encourage more men into the weight management service. Similarly, engagement is taking place with individuals who have a learning disability and those with long Covid to lose weight, both cohorts have reported good engagement and outcomes as a result of the interventions, and the service will continue to develop partnerships with the learning disability community across the County in Quarter 3.

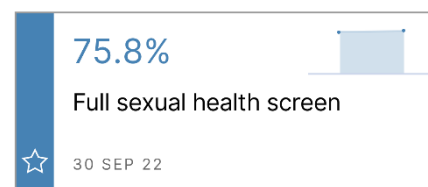
Demand for LLBD Physical Activity services has increased in Quarter 2 and remains very high. It is forecast that 85 people who started our physical activity programme will have improved their activity level. Capacity is being increased to support inductions to reduce the waiting time between initial contact with the service and receiving support via the programme. LLBD have introduced a new Move 4 Wellbeing pathway giving access to our physical activity service for people with low to moderate wellbeing.



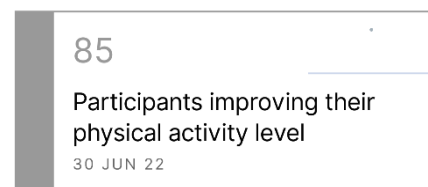
2019-2020	1,158
2020-2021	1,554
2021-2022	1,757
2022-2023	709
Target	600
Performance	Strong
Number of Participants	1,074



2019-2020	232
2020-2021	129
2021-2022	240
2022-2023	110
Target	140
Performance	Action (Review in Q1)
Number of Participants	991



2022-2023	75.8%
Target	60.0%
Performance	Strong

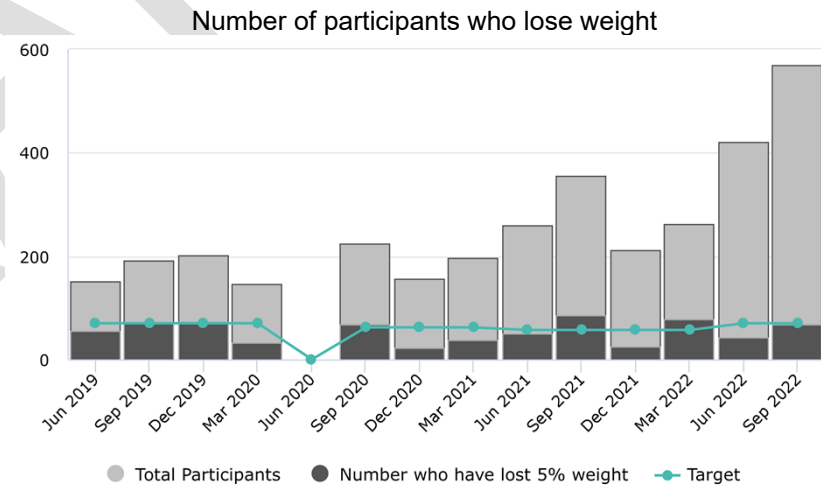
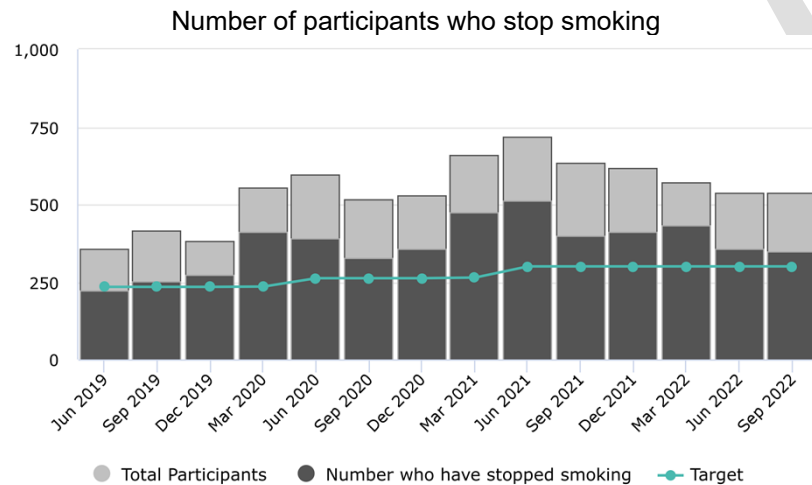


2022-2023	85
Target	Not set
Number of Participants	234

The Leisure Partnership Offer started in July 2021 as a way of supporting existing LLBD clients into existing community leisure services by providing either a free or discounted leisure centre membership option. Demand has increased in Quarter 1 and 2 with 214 total referrals (53.5% of the target) and 130 meets and greets completed (81% of the target). Work continues on the development of a partnership approach to commissioning physical activity services with Active Derbyshire, district and borough councils and wider partners. A Cabinet paper was approved to transform the way services are commissioned.

Throughout Quarter 2, there have been 8,119 contacts into the Derbyshire Integrated Sexual Health Service, not including online services. In Quarter 2, there has been a 77% uptake for a full sexual health screening either online or in a clinic which is 6,842 out of 8,927 offered so this has resulted in an average figure for 75.8% for year to date. At the end of Quarter 2, 85 schools are engaged and working on the Relationship and Sexual Education (RSE), Building Effective Relations Together Award. 16 schools in total have now achieved the bronze RSE award. There is generally less activity in Quarter 2 due the school summer holidays.

Public Health commission the Derbyshire Recovery Partnership to deliver adult substance misuse support services. In Quarter 2 there have been 315 referrals and there are 3,787 people in treatment at the end of the quarter (based on 12 month rolling average); during Quarter 2 we have seen an increase in the number of successful completions for opiate users. Work during Quarter 2 on the deployment of Supplemental Substance Misuse Treatment and Recovery Grant to enhance treatment quality and capacity continues. There are some challenges as a result of the grant programme being approved on an annual basis by HM Treasury, which has created some obstacles for partners in terms of recruitment due to short lived fixed term contracts. Public Health is working actively with our delivery partners to understand and overcome this.



✓ **Provided support to people and communities in need, including financial help from our discretionary fund, and other activities that promote financial inclusion**

Rating: Good

Expected completion date: 31 Mar 2023

Throughout Quarter 2 Public Health has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the ongoing cost of living crisis and the support provided by the Household Support Fund, which is administered via the Derbyshire Discretionary Fund. There have been 7,112 awards in Quarter 2 totalling £775,386. There have been no instances of flooding hardship this quarter.

6,673 people have been supported to maximise their benefit income across provision delivered by the Welfare Rights team. The Welfare Rights Service has maintained high volumes from Quarter 1 and in addition has seen an increase in contact from the public in response to the Council led communications campaign around Cost of Living support. This includes 638 additional requests for benefit checks specifically from pensioners.

Wider support for financial inclusion provided by Public Health Advisory Services continues to be high in both GP surgeries and community settings and providers are reporting that individual cases are more complex with multilayer problems, thus requiring more follow up appointments and ongoing case work. During Quarter 2 the service has made 6,796 contacts, during this period the service has supported people to gain £2,583,339 in income and has supported people to manage £963,918 of debt.

✓ **Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's new Equality, Diversity and Inclusion Strategy 2022-2025**

Rating: Good

Expected completion date: 31 Mar 2023

Overall, progress is being made against the majority of priorities identified for delivery during 2022-23. All five workstreams are being resourced with officers from across different services with all departments contributing. Additional stakeholders, such as representatives from employee networks and the trade unions, or from community groups, are also contributing to the development of action plans, or helping to shape what we are doing. Work has begun to monitor performance with the first six-month performance report on progress against the priorities contained in the Equality, Diversity and Inclusion (EDI) Strategy for consideration in early November 2023.

In addition, work which was timetabled for later in the life cycle of the Strategy, such as work to respond to changes in interpreting and translation services, development of an EDI Policy, and the need to review practice in relation to the collection of customer, community and employee data has been brought forward.

✓ **Ensured the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as serious violence and County Lines**

Rating: Good

Expected completion date: 31 Mar 2024

Work is ongoing against all of the priorities outlined in the Derbyshire Community Safety Agreement. A new structure of Thematic Boards has been agreed by the Derbyshire Safer Communities Board in order to strengthen the partnership response. A number of Thematic Boards are now well

established and Board Chairs have been agreed for the remaining boards and they are in the process of holding their first meetings. The Council is playing a key leadership role in this work.

✔ Further develop and embed the Thriving Communities approach to increase the number of people taking part in hyper-local activity and/or support, as part of connected teams of public services and communities working creatively together

Rating: Good

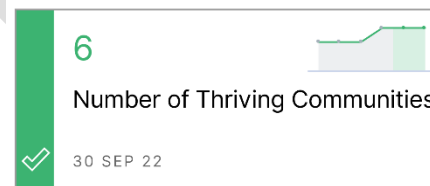
Expected completion date: 31 Mar 2023

During this quarter progress has been made in developing Connected Teams at community level and using the insight from this activity to inform the strategic direction of the Thriving Communities approach. The Council is working closely with partners and communities to understand the different landscape post-Covid, and how this is affecting the ability of staff and local people to work creatively together in welcoming, open community spaces. Activity continues to be focussed in Cotmanhay, Shirebrook, Gamesley, Newhall, Langley Mill and Ashbourne.

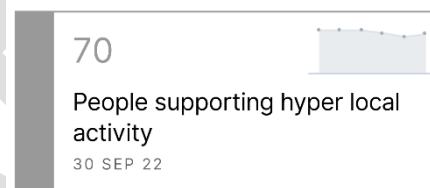
Overall, the number of people benefitting from Thriving Communities activity increased from 1,786 to 3,478. In Gamesley, Shirebrook and Cotmanhay a range of practical activities and events have been run for people and families, with higher participation rates coinciding with the school summer holidays. Connected Teams made up of staff and local people have supported this activity and have also provided low level support. The number of staff supporting local activity has risen from 29 to 37, as a result of Langley Mill and Ashbourne activity now beginning to take shape. The number of community members supporting has decreased from 48 to 35 as a result of the Shirebrook community space being closed for much of this period for refurbishment and regular activities not running. However, in terms of successful low-level support, the community drop-in has been re-established in Shirebrook with local people and service providers working together to offer a welcoming front door for people in need. Likewise, in Gamesley a significant amount of support has been offered to residents to help people access services (where eligible) and financial support during the current cost of living crisis, the effects of which are being felt by many community members.

Significant learning has been gained during this period, which will help the Council and its partners to understand the current ability and capacity of public sector organisations to collaborate around a community agenda. There remains an ongoing challenge in all areas to establish and sustain self-managed Connected Teams at the hyper-local level, this is primarily due to high demands on individual service. During this period Adult Social Care staff have been proactive in exploring how their preventative work can shift its culture and practice to support Connected Team activity, using Gamesley as a way to deepen understanding from a community and service perspective. This learning, alongside linkages with Children's Services and Public Health priorities, is feeding into organisational strategy for embedding the Thriving Communities approach.

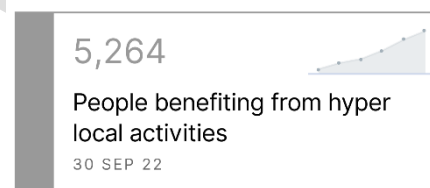
The Thriving Communities Board has not met formally during this period, as a result of postponements due to service pressures and circumstances beyond the Council's control. However, the Thriving Communities Spaces and Places (cross-departmental) group continues to grow in strength, working to improve local spaces for community use and accessible service provision. Its main achievement this period has been the completion of improvements



2021-2022	6
2022-2023	6
Target	6
Performance	✔ Good




2022-2023	70
Target	Not set



2022-2023	5,264
Target	Not set

to the community spaces in Shirebrook. This work has been a successful collaboration with the community, with shared responsibility for works and a dynamic relationship which has provided value for money and appropriate design. The group has also worked closely with the community in Cotmanhay to understand how to make the best use of local facilities, including creating a long-term property lease on a key Council building used by the community and offering professional support to sustain community activity.

 **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: 31 Mar 2023

Voluntary and Community Sector (VCS) infrastructure providers across the county have been a vital source of support in mobilising volunteers and the wider sector to assist with response and recovery efforts and support to residents. To ensure that there is adequate VCS infrastructure in place to provide ongoing support during Covid-19 the Council has made an additional £250,000 payment to providers for twelve months until September 2022, per district area in Derbyshire, to ensure adequate infrastructure capacity to support core infrastructure - including volunteering. This funding has now been allocated to volunteer centres across the county and work will take place in the coming months to monitor this spend and understand the impact that this has made.

At its meeting on 6 December 2021, Cabinet also agreed to maintain all existing grant allocations to VCS infrastructure organisations, until March 2023. This includes an additional £100,000 for providers compared to pre-pandemic levels. Plans for VCS Infrastructure provision post April 2023 are also being developed for agreement.

A new funding framework and grant programme which was launched in January 2021 has approved 99 grants to voluntary and community organisations to the value of £462,426.

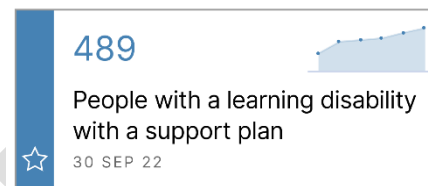
This funding will enable groups and communities to access resources to make their communities better places, whilst also delivering on the ambitions outlined in the Council Plan. This should give charities, social enterprises, community groups and community minded organisations the opportunity to mobilise local people, increase civic participation and deliver community identified priorities. Monitoring of early grant awards is taking place and this will look to identify the number of volunteers mobilised, how they have been supported and the impact funding is having on local communities.

★ Worked with people with learning disabilities, recovering from mental ill health and/or autism to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

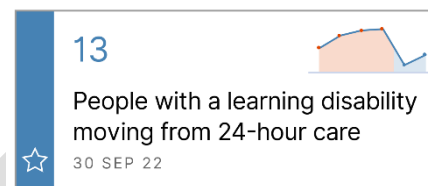
Rating: Strong

Expected completion date: 31 Mar 2025

During Quarter 2 the Better Lives programme of work has been reconfigured into the 'Best Life Derbyshire' programme of work. The central team of practitioners continue to work actively with people with a learning disability or who are autistic. In total 489 people have a new outcome focused plan in place. Cabinet have now taken the decision to redesign the Council offer of day opportunities for people with a learning disability and / or who are autistic. 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 and plans are in place to continue to progress during the year. Eight people have moved in the last quarter. This brings the total to 46 people since April 2021. Work is continuing with our Health partners to improve our joint services for people with a learning disability, recovering from mental ill health and / or who are autistic.



2021-2022	373
2022-2023	489
Target	453
Performance	★ Strong



2021-2022	33
2022-2023	13
Target	10
Performance	★ Strong

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

Rating: Review (Good in Q1)

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 2 libraries to be transferred: Old Whittington and Wingerworth. An expression of interest has also been received for Tideswell Library. The Library Strategy was relaunched in September 2021 to help drive renewed community interest in the transfer scheme. This action has been rated as review as no further interest has been received to date.

🔆 Reviewed how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources

Rating: Review

Expected completion date: 31 Mar 2025

Work in this area during Quarter 1 highlighted a number of new and unexpected risks and challenges which required urgent focus delaying progress of this review. These issues included staff turnover and capacity within dependent areas of delivery which impacted business as usual service delivery and reduced capacity to develop this area of transformation. Mitigation of these risks has enabled more progress this quarter. The focus of activity during Quarter 2 has been on the decision-making process and how Children's Services can best assess the need for home to school transport to enable Place to plan the most effective use of resources. The need for information at specific times is key for effective delivery and this will be clearer once the established pilot panel starts to operate at the end of October 2022. This pilot process will take us to March 2023. Work to support better efficiencies and better outcomes will be developed based on the information and intelligence gathered from the pilot once it has completed.

 **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 2023

Following a 13 week consultation period on the Voluntary and Community Sector (VCS) Grants Review the Council received approximately 275 responses to the consultation and work has taken place to analyse the findings and put together a report alongside an Equalities Impact Assessment.


A report to Cabinet on 28 July 2022 provided an update on the current position, summarised consultation findings and set out next steps for taking the review forward alongside key recommendations for consideration.

Work has continued to implement the next stages of the review and immediate actions following Cabinet approval of proposals. This has included the completion of 62 individual grant assessments to ascertain whether funding should continue through a commissioned route using agreed criteria outlined in the report.

In mid-August, the Council wrote to all recurring grant recipients to inform them that full grant assessments had been completed and confirmed to organisations the recommended decision on their funding. This included an attachment of their individual assessment.

A six-week period of engagement also concluded at the end of September 2022 to help organisations impacted and support them to make a representation on the decision should they wish to do so. Officers have been meeting with affected groups, answering queries and responding to concerns.

Plans for VCS Infrastructure provision post April 2023 are also being developed for agreement. This will support meeting the recommendations set out in the last funding extension report in December 2021.

 **Established a new grant funding prospectus and framework and provided grants which promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity**

Rating: Strong (Good in Q1) Expected completion date: 31 Mar 2023

Delivery of the Council's new, outcomes-based funding programme for the sector continues through the Funding Framework and Prospectus. This includes investing in local people and communities to create opportunities for them to adapt, develop and grow.

Application packs are being sent to groups on a regular basis and at 21 September 2022, 251 applications had been received across all of the priority funding areas.

The most recent application round for medium grants closed on the 31 July 2022, and the Council received 51 applications. Final determinations of medium grants were made in early September 2022.

To date 99 grants to the value of £462,426 had been approved.

Of these:

- 37 grants met criteria relating to feeling safe and included in their local community, to the value of £286,760;
- 29 grants met criteria relating to promoting positive behaviours amongst young people, to the value of £179,355;

- 11 grants met criteria relating to being green and sustainable, to the value of £110,414;
- 24 grants met criteria relating to increasing civic participation and delivering community identified priorities, to the value of £151,801;
- 34 grants met the criteria relating to being physically active and making positive lifestyle choices, to the value of £158,581.

36 grants met criteria relating to more than one outcome and are included twice in the above numbers.

Plans are also underway to look at how the new grant funding approach can support an additional priority around the costs of living crisis and specifically community 'warm spaces'.

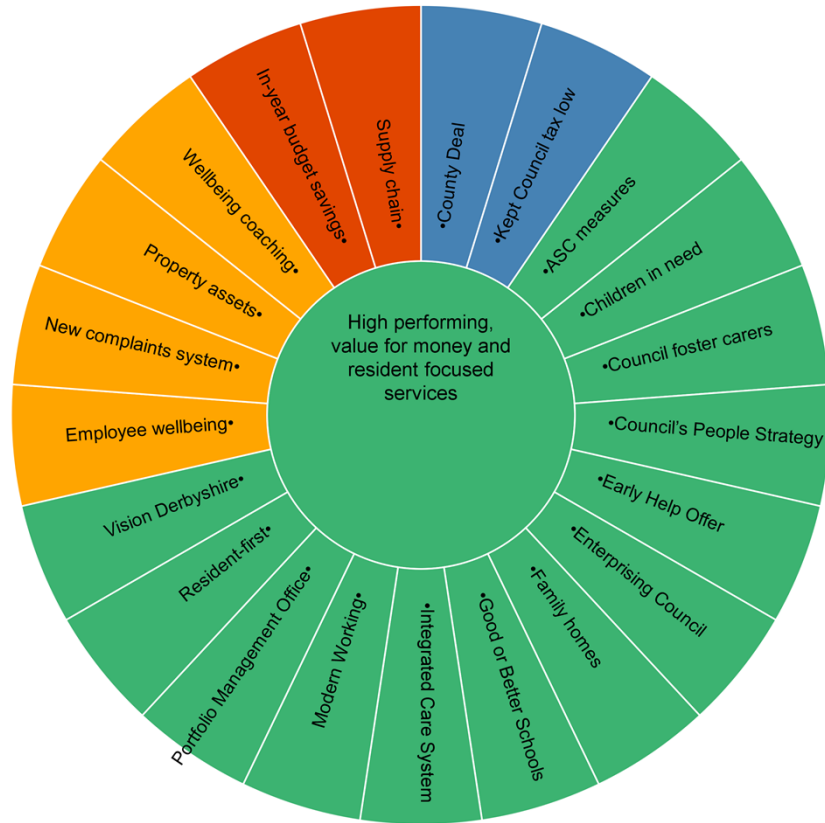
DRAFT

High performing, value for money and resident focused services

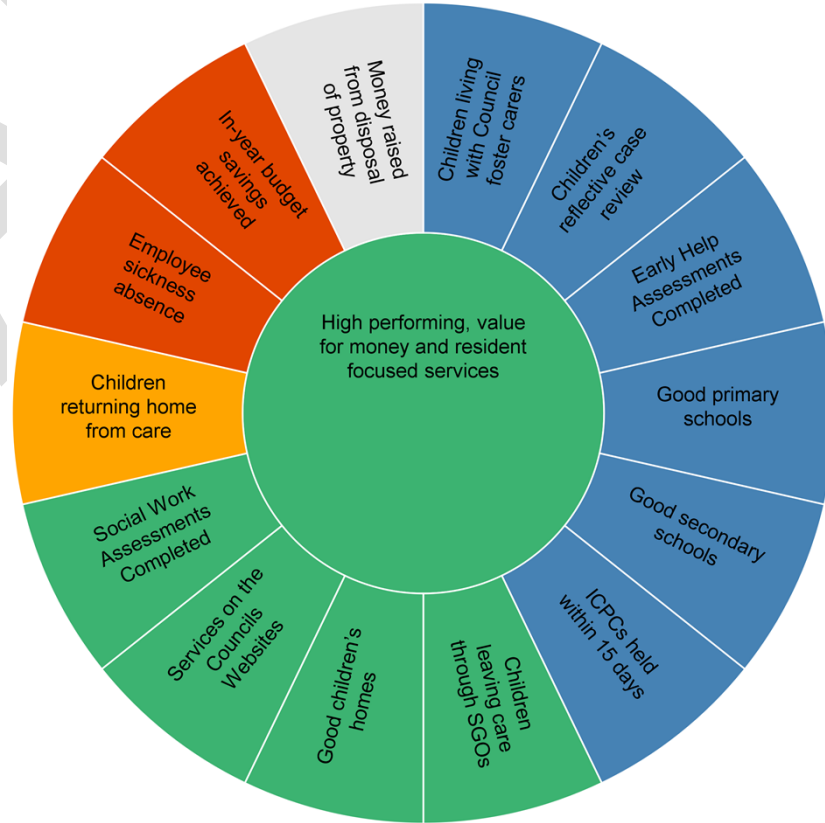
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 2 deliverables rated as “Strong”, 13 deliverables rated as “Good”, 4 deliverables rated as “Requiring Review” and 2 deliverables rated as “Requiring Action”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Good” based on 13 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
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Sep-2022	2.7%	1.5%	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Sep-2022	8.0%	3.0%	 Strong
Percentage of children returning home after a period in care	Sep-2022	15.0%	16.0%	 Review (Good in Q1)
Increase in the proportion of children in care leaving through special guardianship orders where it is safe and appropriate to do so	Sep-2022	15.7%	15.7%	 Good (Review in Q1)
Number of children living with Council foster carers	Sep-2022	361	327	 Strong (Good in Q1)
Proportion of practice areas with reflective case reviews judged to be good or better	Sep-2022	79.1%	70.0%	 Strong
Early help assessments completed within 45 days	Sep-2022	97.3%	90.0%	 Strong
Social work assessments completed within 45 days	Sep-2022	91.5%	89.0%	 Good
Initial child protection conferences within 15 days	Sep-2022	92.4%	83.0%	 Strong
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2022	91.7%	91.0%	 Good (Strong in Q1)
Number of services accessed via e-forms on the Council websites	Sep-2022	140	140	 Good
Employee sickness absence (Council, not including schools)	Sep-2022	5.7%	4.6%	 Action
Amount of money raised from the disposal of land and buildings	Sep-2022	£254,000	Not set	 No Target
Projected achievement of in-year budget savings	Sep-2022	£7.037m	£8.057m	 Action (Review in Q1)

Progress on our deliverables and key measures

✔ Worked with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally

Rating: Good

Expected completion date: 31 Mar 2025

The target set for the 2021-22 academic year was for Derbyshire to improve the proportion of pupils attending good or better schools at a faster rate than that seen nationally. This target has been achieved for both primary and secondary pupils. Although the rate of improvement was higher than that seen nationally with the gap narrowing, the overall percentage of pupils attending good or better schools is still too low in both phases, particularly at secondary level, and the deliverable will remain a priority for 2022-23.

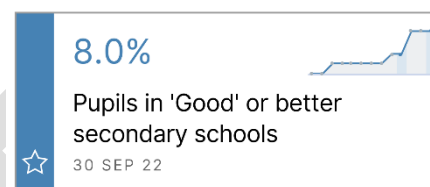
During the 2021-22 academic year, the proportion of primary pupils in Derbyshire attending good or better schools improved by 2.7 percentage points from 81.6% in August 2021 to 84.3% in August 2022. The national rate of improvement during the same period was 1.5 percentage points. The percentage of Derbyshire pupils attending good or better primary schools (84.3%) however, remains below the national (90.1%) and statistical neighbour (88.6%) averages, with the Council ranked 132nd out of 151 authorities nationally. The proportion of Derbyshire secondary pupils attending good or better secondary schools improved by 8 percentage points between August 2021 (55%) and August 2022 (63%) which was higher than the 3 percentage point rate of improvement seen nationally. The percentage of Derbyshire pupils in good or better secondary schools (63%), however, remained almost 20 percentage points below the national (82.8%) and statistical neighbour (81.9%) averages.

Findings and learning from recent Ofsted inspections are routinely disseminated at briefings with headteachers and governors. A key area in which schools require support is for recording the actions that have been taken to keep children safe in education. As a result, the Council's Child Protection Manager is delivering key messages at meetings with headteachers, Council link advisers as well as with Designated Safeguarding Leads in schools. Schools which are to be inspected imminently will also be targeted for a discussion about safeguarding procedures.

The Education Improvement Service facilitated an input by the Ofsted Senior Her Majesty's Inspector at the meeting with Council link advisers in September 2022 and key messages will be disseminated at the set of headteacher meetings in October 2022. Link advisers will focus on safeguarding through the curriculum reviews they will be undertaking.



2021-2022	2.0%
2022-2023	2.7%
Target	1.5%
Performance	★ Strong



2021-2022	1.9%
2022-2023	8.0%
Target	3.0%
Performance	★ Strong

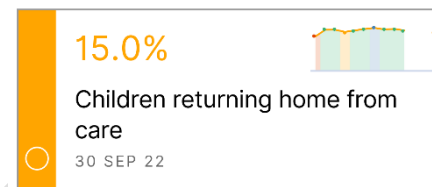
✓ Helped more children in care to return to live with their birth families, or to find other loving, permanent family homes

Rating: Good

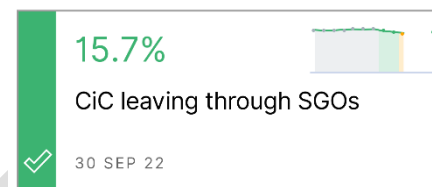
Expected completion date: 31 Mar 2025

The Providing Permanence outside care workstream has continued to be embedded. Assessments are being completed with more children across the county in order to inform decisions about their return to live with birth families or their ability to progress other permanence plans such as Special Guardianship. For the 12 months to the end of September 2022, 15.7% of children left care through Special Guardianship orders, up from 14.5% last quarter, and 15% of children returned home after a period of care, down from 16% last quarter. The next 6 months are crucial to understanding the success and sustainability of the work and how it supports practitioners to deliver creative and impactful care plans for children.

We also continue work to review our edge of care offer, this work will inform how we shape our services and support packages to help children remain at home with their families, help them return home and how we support children placed in care to achieve placement stability.



2020-2021	15.0%
2021-2022	17.0%
2022-2023	15.0%
Target	16.0%
Performance	Review (Good in Q1)



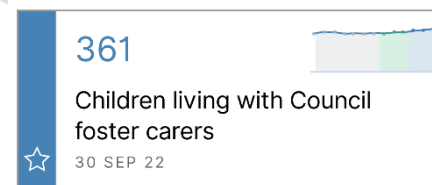
2021-2022	16.9%
2022-2023	15.7%
Target	15.7%
Performance	Good (Review in Q1)

✓ Increased recruitment, utilisation, and retention of Council foster carers to ensure that more children in our care can benefit from loving stable homes with foster carers

Rating: Good

Expected completion date: 31 Mar 2025

The Council's 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. At the end of Quarter 2, there were 361 children living with Council foster carers. This is an increase from 332 at the end of Quarter 1. The target this year is to be in line with or improve the position at the end of March 2022 when 327 children were living with Council foster carers.



2021-2022	327
2022-2023	361
Target	327
Performance	Strong (Good in Q1)

Recruiting and retaining foster carers remains a challenge for the Fostering Service. At the end of Quarter 2, there were a total of 272 fostering households with 6 new fostering households approved during the quarter and 12 assessments in progress. Enquiries to the Fostering Service were low during Quarter 2, continuing the trend seen in the previous quarter. A total of 60 enquiries were received during Quarter 2, which is below the target of 150 enquiries. A similar picture is reported across the Derby, Derbyshire, Nottingham and Nottinghamshire local authorities. Word of mouth, Facebook and the internet continue to be the highest sources of enquiries. Despite the low number of enquiries, joined-up working between the Fostering Service and the Digital Communications Team continues to target marketing activity more effectively in order to generate enquiries that are more likely to progress to application and assessment. Work continues on embedding and sustaining the practice developed to improve recruitment through the Achieving Great Futures Sufficiency Workstream in 2021-22, however, there has been an increase in the number of enquiries that do not progress because the team is unable to make contact, despite numerous attempts to do so.

The utilisation of fostering placements remained above the target of 95% at the end of Quarter 2, with 97% of available placements filled and only 6 vacant places. 65 placements were unavailable, with 'foster carers taking a break', 'the needs of the child currently in placement' and 'carer reasons' (usually ill health) as the main reasons for placements not being available. This is an improvement on Quarter 1 when 74 placements were unavailable. Unavailable placements are regularly reviewed by managers and performance is monitored on a fortnightly basis with oversight from the Operations Manager.

Nine foster families left the service during Quarter 2, resulting in a net loss of 3 when the number of new approvals is taken into consideration. Changes in family circumstances, retirement, and child no longer in care (relating to Family and Friends Foster Carers) remained the main reasons for families leaving the service during Quarter 2. Two of the nine foster families who resigned during Quarter 2 had been fostering for 5-10 years with a further 3 for more than 10 years. The Fostering Network estimates that the average length of service for a foster carer is 6.3 years. This indicates an ongoing risk for the Fostering Service in terms of our ability to retain foster families in the future. Marketing activity aimed at targeting a younger cohort of foster families remains a priority for the service and is a priority in the Fostering Service Modernisation Programme. The cost of living and being unable to afford to foster is increasingly being cited by existing foster carers as a reason for considering resigning. Managers and Supervising Social Workers routinely work to address the issues raised by foster carers through Support to Stay Conversations. A 6% uplift on fostering allowances was applied in April 2022 and a bid has been made for a further uplift in 2023-24. Work is also in progress to consider options for making a further payment in this financial year to reflect the increased cost of living and impact for our foster families and the children in their care.

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. However, the low number of enquiries received during Quarter 1 and Quarter 2 when added to the trend in the number of foster families leaving the service means that the service remains in net loss in 2022-23.

Improve the quality of our support for children identified as being in need, so that concerns do not escalate

Rating: Good

Expected completion date: 31 Mar 2025

We have continued to progress work which strengthens the line of sight of children in need. This work is embedding across localities with the aim of ensuring intervention is timely and impactful for children. This work has improved evidence of Manager oversight of child in need work and we have fine tuned our child records system to make sure child in need plans are sent out in a timely way. The impact of this work will be kept under review during this year.

New tools and guidance to support staff working with children and families at the edge of care has been published. The work was informed by regional development work to strengthen tools available to workers supporting children.

Developed a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services

Rating: Review

Original completion date: 31 Dec 2022

Expected completion date: 31 Mar 2023

The Health and Wellbeing Team are continuing to work through the process of developing a new service model using the Design Council principles and approach. Throughout Quarter 2, exploration of new ways to access and deliver the service have continued, including initial discussions with Adult Social Care to improve joint working and support transformation. Review and redesign of team health and safety protocols are also underway. A

development session has been completed to help identify strengths within the team. Approval to procure the coaching qualification has been received and collaboration with Cumbria County Council and Cumbria University continue as it is developed, this will start in January 2023. Following the restructure recruitment has continued throughout Quarter 2 and is nearing completion.

The rating is 'Requires Review' (some risk to achieving timetable). The reasons for this are that some areas of the project continue to be behind schedule, particularly the online form, completing the challenges identified in the discovery phase and the recruitment of staff to the temporary posts. There is also a concern that the winter pressures demand may impact on timescales, despite the deadline for completion of the project being extended to the end of March 2023.

DRAFT

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

Rating: Good

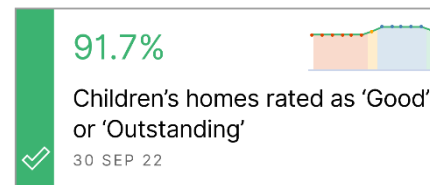
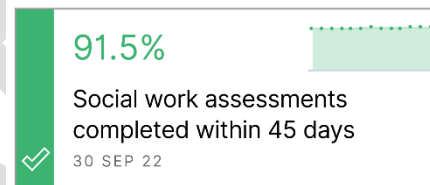
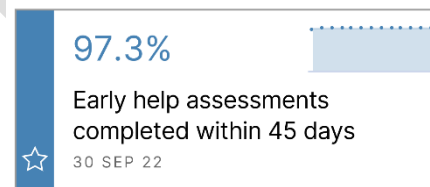
Expected completion date: 31 Mar 2023

A stable, motivated and high performing workforce is essential to providing consistently good services for our children and young people and we have continued to strengthen our recruitment and retention activity, including increased engagement with Frontline and Apprentice Social Work training. However, as highlighted by the recently published 'Care Review', the recruitment of experienced qualified social workers is a national challenge and this year in Derbyshire has seen recruitment of children's social workers dip below the expected trajectory for the first time in four years.

Derbyshire's practice model, Stronger Families Safer children was refreshed and rolled out in early 2022 and the training for all safeguarding teams has been rolled out. We have also published a new Practice Standards for our social workers which complements our full policy and procedures by providing clear best practice guidance for our staff. The wider workforce development programme continues to be reviewed to ensure pathways for learning and development remain relevant and meet expectations.

In September 2022 Ofsted completed a focused visit which looked at children in need and subject to a protection plan. Whilst focused visits do not provide a graded judgement the letter which results from the inspection visit provides a strong narrative in regard to the quality of services provided to children and families. We are currently waiting for the publication of the final letter, however the headline feedback was very positive and demonstrated a continued strong direction of travel for quality of services in Derbyshire.

We have continued to audit the quality of our work using Reflective Case Reviews (RCRs). 79% of practice areas within the RCRs completed over the last rolling 6 months period were judged to be good or better. 11 out of the 12 (91.7%) of Derbyshire children's homes are judged good or better at the end of September 2022. Performance focussed on the timeliness of key processes that keep children safe continues to be solid with 91.5% of social work assessments and 97.3% of early help assessments completed within timescales and 92.4% of initial child protection conferences held within timescales.



2020-2021	57.3%
2021-2022	77.4%
2022-2023	79.1%
Target	70.0%
Performance	★ Strong

2020-2021	86.9%
2021-2022	97.0%
2022-2023	97.3%
Target	90.0%
Performance	★ Strong

2020-2021	92.2%
2021-2022	92.3%
2022-2023	91.5%
Target	89.0%
Performance	✓ Good
National Benchmark	87.6%

2020-2021	84.2%
2021-2022	90.0%
2022-2023	92.4%
Target	83.0%
Performance	★ Strong
National Benchmark	83.0%

2020-2021	90.0%
2021-2022	100.0%
2022-2023	91.7%
Target	91.0%
Performance	✓ Good (Strong in Q1)

✔ Implemented new national inspection 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

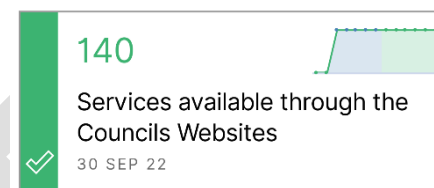
During Quarter 2 Adult Social Care submitted the new national inspection measures and is now in the position to benchmark with other local authorities in the East Midlands region.

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

Rating: Good

Expected completion date: 31 Mar 2025

Phase 3 of the Channel Shift programme is now underway, with a renewed focus on customer experience and the use of data to produce evidence and support decision making across the organisation. Over 140 services are currently online, expected to rise to 150 by April 2023 with complex areas in Adult Social Care and Children's Services to be tackled. Ongoing work is underway with the Place department to conclude the work of phase 2 and integrate to their new asset management system.



2021-2022	140
2022-2023	140
Target	140
Performance	✔ Good

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

Rating: Review

Original completion date: 31 Jul 2023

Expected completion date: 31 Dec 2023

The new complaints system for Children's Services has now been delivered with the department carrying out training and roll out. Place have the system available to use and have a group of officers trained, and are planning their implementation and roll out. Work will begin with Adult Social Care & Health (ASCH) in Autumn 2022 to understand their requirements and how the new system can be introduced, which could require complex integration with existing ASCH systems. The ability to create complex and bespoke reports from the feedback system is required across all departments and ICT are finalising the approach for this. This deliverable will be kept as a 'review' rating until the reporting requirements are fully implemented and timescales for implementation in Place and ASCH are understood.

✔ Implemented Phase 4 of the Vision Derbyshire approach 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: 31 Mar 2023

The Vision Derbyshire Joint Committee held its second meeting on 11 July 2022 and approved:

- Revised Vision Derbyshire governance;

- Alignment of Phase 4 delivery plans with County Deal proposals;
- Plans to progress the Build Proactive Communities thematic programme;
- A prioritised Climate Change action plan;
- The future plans for the Business Start-up programme in principle.

Work continues within the Council to progress the enablers and shared services workstream, following successful workshops with Vision Derbyshire Councils' senior management teams in 2021.

The main focus of the programme over quarter two has been continuing to deliver and develop plans to extend projects already underway, scoping proposed projects and working on the further alignment to the county deal.

Progressing new programmes and projects has been made challenging by the difficulty in recruiting staff to the programme team, which is significantly reducing capacity to take forward the approach.

The Vision Derbyshire Joint Committee will hold its third meeting in early October 2022. Planning for this committee is a current priority and further work is taking place to scope a review of the Vision Derbyshire Programme in light of the County Deals announcement. Plans to progress the Planning and Climate Change Theme are being developed for agreement alongside outcomes and achievements to date.

Worked with partners and central government to negotiate a County Deal for Derbyshire and Derby as one of the nine early pathfinder areas including securing powers, flexibilities and funding and establishing effective governance arrangements

Rating: Strong

Expected completion date: 31 Mar 2023

Following the Council receiving confirmation of its place amongst a small number of county areas to progress as a first wave pathfinder, work has been accelerating at pace on devolution proposals, following the negotiations with Government in July and August 2022.

The Government signed a devolution deal with Derbyshire and Derby and Nottinghamshire and Nottingham Councils on 30 August 2022 which will see the East Midlands receiving £1.14 billion over 30 years to invest in the region and the establishment of an East Midlands Mayoral County Combined Authority, subject to formal agreement and public consultation.

Following the announcement work will now commence on the development of the County Combined Authority (CCA) operating model and transitional arrangements to move towards a shadow CCA. Work is also continuing on developing governance options, Vision Derbyshire alignment and planning, with current priorities around the development of a proposal alongside preparations for formal consultation.

The Council has continued to maintain ongoing dialogue with key stakeholders, especially district and borough council partners and this has also included a series of Vision Derbyshire meetings, with additional member briefing planned for October 2022. The Parish and Town Council Liaison Forum planned for 17 October will consider progress on County Deals.

✔ Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money

Rating: Good

Expected completion date: 31 Mar 2023

Throughout Quarter 2, all strands of the work to establish a corporate Portfolio Management Office (PMO) as part of Strategic Transformation and Portfolio Implementation Programme continues to progress at pace. Over the last quarter the following has taken place:

- Business Change Business Partner roles have been recruited to, and the four successful candidates have commenced working for the Council.
- Further work to develop the Project & Programme Management Community of Practice has commenced with monthly sessions held. Colleagues across the Council have worked together to develop the new corporate approach to managing programmes and projects, along with a series of tools, documentations and training. This is all currently going through a Quality Assurance process.
- The outcome of the high level operating model has been approved, with the creation of a new Transformation & Strategy division and Director role within Corporate Services and Transformation.

✔ Reviewed the Enterprising Council approach to identify achievements and successes to date, whilst developing Phase 3 of the programme to transform, modernise, collaborate and innovate as a Council

Rating: Good (Review in Q1)

Expected completion date: 31 Dec 2023

The planned closure of Phase 2 of the Enterprising Council Programme remains outstanding whilst the review of Phase 3 takes place. The new Executive Director for Corporate Services and Transformation has taken on the role of Sponsor for this programme of work from the Executive Director of Adult Social Care & Health.

The review of Enterprising Council Phase 3 has commenced and various discussions have taken place with the Enterprising Council Board. A session has been arranged with Executive Directors for the autumn to share the thinking of the Board and proposed ways forward, this includes a refresh of the Enterprising Council Strategy with a supporting programme of change, a revised strategic framework and refreshed governance arrangements.

✔ Designed, scoped, and developed Phase 2 of the Modern Ways of Working strategy working with employees and assets to progress the Council's approach to further modernising working practice to bring about more agile and flexible working

Rating: Good (Review in Q1)

Original completion date: 31 Dec 2022

Expected completion date: 31 Mar 2023

Throughout Quarter 2, progress on the Modern Ways of Working (MWOw) programme has picked up. The recruitment of a new Programme Manager has been undertaken and this person is now in post.

Throughout Quarter 2 we have seen progress in the following areas:

- Site Restructured Preparation Work - operating to time and plan, the Data Protection Impact Assessment is in place;
- Review of County Hall - progressing to time and plan;

- Multi-Function Device re-contracting - the Business Case regarding the procurement route for this re-contracting is currently waiting for approval from the Council's procurement function;
- Benefits realisation & Phase 3 Business Case - an initial benefits workshop has been held to trial the new benefits approach being developed within the Council;
- Communications & Engagement - communications continue to be undertaken across the organisation with regards to updates on the programme.

A clear reporting structure for the above work and interdependent activity is now in place and monthly Programme Board meetings are in operation.

✔ Worked in partnership with the NHS to support the establishment of a well-functioning Integrated Care System, Integrated Care Partnership and Local Place Alliances that benefit the health and wellbeing of the people of Derbyshire

Rating: Good

Expected completion date: 31 Mar 2023

Throughout Quarter 2 there has been a range of developmental activity across Adult Social Care and Health in relation to the new Derby and Derbyshire Integrated Care System (ICS). Public Health contribute to the new ICS strategic intelligence function by contributing to the development and implementation of the Data & Intelligence Strategy. The Integrated Care Partnership (ICP) has been meeting in shadow format throughout Quarter 2 to further develop governance and working arrangements. The Council has led a piece of work which has ensured that the Health and Wellbeing Board (HWB) governance effectively links in and aligns with the ICP. The Derbyshire HWB has reviewed draft revised Terms of Reference, and these have been consulted on throughout Quarter 2 pending sign off at the next HWB meeting in early October. Work has also taken place to finalise the ICP as a joint committee and this will be approved at Cabinet in October.

The Population Health Management Programme, which is hosted by the Public Health department, continues to be delivered alongside GP colleagues and primary care. The programme aims to consider how data can be used to identify individuals who may benefit from proactive health services that identify concerns and issues at an early stage. The programme is also considering how partner agencies may also be able to support the delivery of interventions that prevent a person's health from further declining and promotes wellbeing.

Scoping work for the Integrated Care Strategy continued throughout Quarter 2 with senior officers inputting from the Council and a group of officers now actively working on content alongside NHS partners. Initial meetings have taken place to scope the County Place Partnership and role of the Integrated Place Executive in supporting the delivery of the ICS Strategy. Development work on the Joint Strategic Needs Assessment continued to take place with engagement events taking place at the end of Quarter 2 with key stakeholders to further inform the development of a self-serve data platform which will be a single point of access for data needs for Derbyshire and its partners that supports evidence and intelligence informed planning and action.

✔ Deployed the Council's approved People Strategy and associated people priorities, encompassing the Council's people ambition, employee values and behaviours

Rating: Good

Expected completion date: 31 Mar 2023

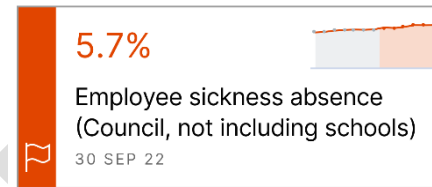
All departmental people plans have been refreshed and work continues to align these to workforce planning and the wider deployment of people initiatives. Policy development work in underway in the identified areas of priorities.

Reviewed the Council’s Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery

Rating: Review

Expected completion date: 31 Mar 2023

Work is ongoing to collate all the existing Council Health Safety and Wellbeing policy and guidance and to begin to rationalise this into a one Council format. A risk-based inspection programme for Council premises for 2022-23 has been developed and agreed and is well underway. A self-inspection form and associated guidance has been published for those premises not included in the formal inspection programme and reminders have been issued to managers to complete this.



2020-2021	4.1%
2021-2022	5.1%
2022-2023	5.7%
Target	4.6%
Performance	Action

The risk profiling methodology which was trialled within Place was well received but the trial highlighted some amendments that would enhance the process. These are currently being made and the process will recommence following these.

Work to refresh and introduce a new Health and Safety Self-Audit Form and programme is underway and the Risk Profiling work will be tied into this.

The Council as part of the wider Integrated Care System Wellbeing Group participated in the Vitality Health Britain's Healthiest Workplace Survey. 464 employees completed the survey, the highest return of any of the organisations within the system. The survey has generated a multitude of data covering a number of metrics that will be used to inform the Council's wellbeing offer going forwards. This group are currently working on developing a system wide Menopause policy for adoption by all the partners.

Regular meetings between Health Safety and Wellbeing Managers and HR Business Partners continue to better understand and support departmental needs. Work has been undertaken on updating the Council's Health and Safety Policy and a number of specialist Occupational Health contracts have been re-procured.

Work has continued on refreshing the Council's Wellbeing Strategy which is ready for formal agreement and once agreed an implementation plan will be developed and the action plan refreshed to reflect this.

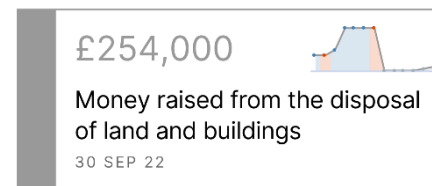
The percentage of employee sickness has increased from 5.4 % at Quarter 1 to 5.7% for 2022-23 up to the end of September, against an end of year target of 4.6%. Work is underway to break down further the sickness absence data to better understand the underlying causes of sickness across the largest identified primary causes of sickness. The impact of spikes in Covid-19 infections rates is also being explored. Sickness levels continue to be reported to Departmental Senior Management teams on a regular basis. Teams where the sickness levels are higher than the Council average have been identified for further investigation.

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

Rating: Review

Expected completion date: 31 Mar 2025

The programme is progressing towards transition arrangements for Tranche 1 assets from 1st April 2023.



2020-2021	£3,961,593
2021-2022	£2,783,000
2022-2023	£254,000
Target	Not set

Work is being progressed through the six Workstreams:

- Panel Overview - Maintaining the overall overview and tracking all workstreams, to ensure programme outcomes and delivery. Critical path being pulled together including communication plan for stakeholder engagement.
- Governance Procedures & Compliance - Identifying the existing and proposed processes, gaps, and mapping. Process mapping taking place for 'as is' and 'to be' procedures to find and implement efficiencies.
- Service Level Agreements / Responsibilities - Ensuring Service Level Agreements and Standards as well as the Responsibilities Standards. Ensures the correct structure is in place post implementation.
- Budget / Cost Transfer - Capturing the property running costs, expenditure and costs across all assets.
- Asset Systems - Reviewing the existing Assets Systems and developing systems proposals to capture all assets as well as providing improved customer experience.
- People - Aligning with all workstreams to ensure that structures, resources, and learning & development are fit for purpose.

During Quarter 2 £245,000 was raised from the disposal of land and buildings with just under £1 million expected during Quarter 3, however this is subject to market uncertainty and the ability of buyers to secure finance in a volatile market.

Due to uncertain market and economic conditions, their impact on Council and partner resources, market interest in land sales and value over the term, this action is rated as "Requiring Review". These influencers to our delivery targets are structural in nature and Corporate Property will continue to monitor and report as national and regional conditions unfold.

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

Rating: Strong

Expected completion date: 31 Mar 2023

Analysis shows that the Council is ranked as the lowest authority when comparing the average council tax per dwelling against comparator authorities who deliver similar services. As such, the Council's Council Tax level remains in the bottom 25% of similar authorities.

The Council continues to take opportunities to lobby 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.

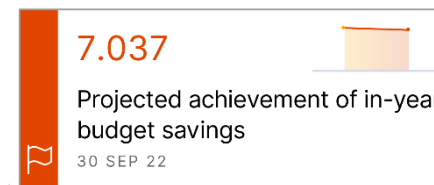
The Council has recently written to the Secretary of State for Department, Levelling Up, Housing and Communities outlining the inflationary pressures faced by the Council requesting that local authorities are provided with additional funding in the forthcoming Finance Settlement.

A survey has been distributed by the Society of County Treasurers (SCT) in respect of inflationary pressures to support further lobbying by the SCT. The Council has submitted its response accordingly.

Kept on track to achieve all planned budget savings in the current year

Rating: Action (Review in Q1) Expected completion date: 31 Mar 2025

The budget savings target for 2022-23 is £8.057m, with a further £14.905m target brought forward from previous years. Of the in-year savings target, it is projected that £7.037m will be achieved in the current financial year. The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered.



2022-2023	£7.037m
Target	£8.057m
Performance	Action (Review in Q1)

Implemented a contract and supply chain management regime across the Council which drives value for money throughout the contract lifecycle

Rating: Action (Review in Q1) Expected completion date: 31 Mar 2023

The impact of Covid-19 and Brexit on sourcing and supply chains means procurement & contract management is being recognised as a key strategic part of many organisations. This is creating an unprecedented demand for staff skilled in these areas. This is impacting on our ability to recruit into procurement and contract management vacancies and creating significant delays to establishing and implementing the Council's contract management framework.

However, some work has progressed which will support this deliverable long term. The Derbyshire version of the Contract Classification Tool (a tool used by Central Government to classify contracts as bronze, silver, or gold based on spend, risk and complexity) has now been finalised and classification of the Council's existing contracts will shortly be completed. This will enable easy identification of the Council's high value/high risk contracts and will help prioritise contract management activities once staff are in place.

Contract Management training is now available free of charge via Central Government, and this has been publicised across the Council to enable staff who are currently tasked with managing contracts to access training. Derbyshire are also working with the Cabinet Office in piloting an advance contract management training offer, with 10 staff from various departments taking part. The Derbyshire Contract Management Guide/Framework is also in development and will inform the appropriate level of contract management required for each classification level.

Embedding appropriate levels of commercial contract management will ensure compliance with the National Procurement Strategy and drive cost saving, ensure value for money, and reduce workload into other key teams such as Legal, Audit & Risk.

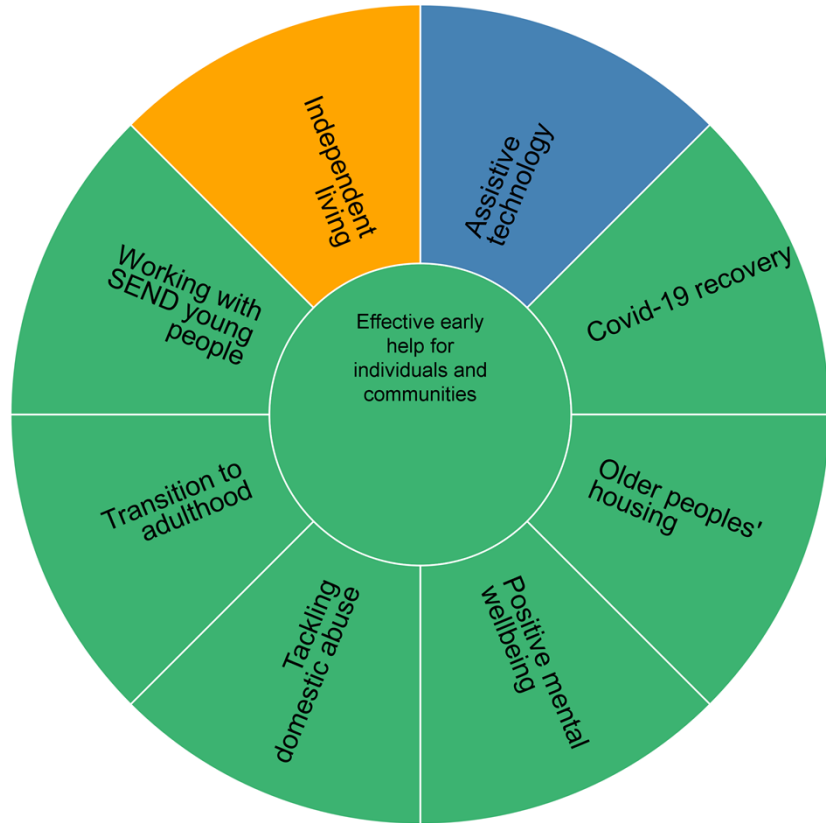
The Sustainable Procurement Policy was agreed by Cabinet in July 2022 and roll-out/implementation has begun with communications being issued both internally and in the press.

Effective early help for individuals and communities

Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 6 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 “Good” based on 4 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 of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2022	1,416	1,794	 Action
Number of permanent admissions to residential and nursing homes	Sep-2022	484	466	 Review
Number of people with social care needs receiving Assistive Technology	Sep-2022	421	300	 Strong
Completed domestic abuse interventions	Sep-2022	36.5%	29.0%	 Strong
Percentage of parents/carers who feel that their child's EHCP has the right support in it	Sep-2022	75.0%	Not set	 No Target
Percentage of parents/carers who feel that their views were listened to during the assessment process	Sep-2022	75.0%	Not set	 No Target

Progress on our deliverables and key measures

Continued to deliver the ongoing Covid-19 response and recovery in relation to health protection, alongside wider partnership action to tackle health inequalities

Rating: Good

Expected completion date: 31 Mar 2023

Overall, during Quarter 2 Office for National Statistics (ONS) Infection Survey estimates show that the percentage of people testing positive decreased. However, the latest data shows that at the end of September there was a small increase in those testing positive for Covid-19. The data will also reflect changes in care home testing.

Public Health continues to support Derbyshire's population in line with the National 'Living with Covid-19' plan. This includes:

- Outbreak response in higher-risk settings for example care settings;
- Promotion of safer behaviours to reduce risk of transmission;
- Providing support to those communities that continue to be most impacted by Covid-19 and those most vulnerable to infection;
- Reducing inequalities in uptake of Covid-19 vaccination in partnership with the NHS vaccination programme;
- Maintaining local capacity and capability.

Planning for Autumn/Winter started in Quarter 2 to ensure the most vulnerable communities could be protected from an increase in Covid-19 infections.

✔ Worked with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on young people at both school and in the community

Rating: Good

Expected completion date: 30 Sep 2023

World Suicide Prevention Day was marked on 10 September 2022. To support the day several football clubs held awareness raising activities at football matches including Chesterfield FC, Alfreton Town, Belper Town, Matlock Town and Sheffield FC.

Throughout Quarter 2 we have attended a range of festivals including Chesterfield Pride, Belper Pride, Langwith Show, Ashover Show and Y Not festival to raise awareness on mental health and suicide.

On the 4 July we launched the 'Let's Chat Derbyshire' sign campaign where over 500 signs have been added to benches across Derbyshire with the aim of encouraging conversations and providing information around Mental Health support and isolation. We have commissioned Tony Fisher, a local and professional photographer, to capture pictures of the benches and them being used, from this we will be creating an exhibition across the winter to support in bringing the campaign indoors.

During Quarter 2 the re-procurement of the mental health and suicide prevention outreach project was completed, this will be rolled out during Quarter 3. In addition, the Mentell project contract has been extended which provides the opportunity for men to talk in a safe and confidential space.

Following a pilot in Chesterfield, Erewash and High Peak the 'Snapp It' project has been approved to deliver a 1-year mental health engagement project, starting in September 2022, to young people across 50 Derbyshire schools/colleges, using bespoke devices that provide mental health information and signposting support.

The suicide prevention strategy was completed and approved by the Suicide Partnership and Mental Health Board.

The Living Well Programme is being rolled out across localities in Derbyshire and a new section on the Derby and Derbyshire Emotional Health and Wellbeing website has been developed to explain more about this programme of work which supports people to live well in local communities. It is a partnership project between the Council, Derby City Council and the NHS.

✔ Worked with District and Borough Councils and other partners to identify an average of three new sites each year that will increase the amount of age-appropriate accommodation and support for older people

Rating: Good

Expected completion date: 31 Mar 2035

During Quarter 2, the Market Position Statement for Older People's Accommodation and Support 2022-23 has been approved and published. Data detailing current housing/accommodation provision and use is being sourced and collated from a variety of sources and several methods for calculating projected need for housing and tenure type are being investigated. Granular ward-level accommodation detail is being established, allowing for more geographically nuanced projected need. We are awaiting release of census data regarding Housing (Dec 22), Health and Disability (Jan 23), regional and local population projections (Summer 23). The proposed timeline for the refresh of the accommodation strategy involves gathering data throughout the autumn, utilising the 2021 census data (when it is released), and producing a first draft of the merged Older and Working Age Adults Accommodation Strategy by February/March 2023.

Current accommodation provision has been geographically mapped which includes nursing and residential care; home care; extra care; sheltered housing; supported housing; day services and community care. The interactive mapping portal also details pipeline provision, hospital and GP surgeries, and has layers detailing deprivation levels, age 'heat maps', urban/ rural splits and Council assets splits. A software update (anticipated by the end of

2022) will allow us to share the mapping portal with external partners such as the Integrated Care Service, District and Borough Councils, and developers.

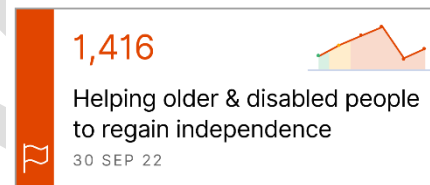
We continue to work in partnership with District and Borough colleagues and current planning applications in the pipeline include a retirement village at Drakelow; a nursing scheme at Tapton Waterside; residential and extra care scheme at Mastin Moor; 26 units for over 55s at Wingerworth and an extra care or residential care scheme at Boulton Moor.

We are in the process of commissioning Concertus Ltd (CDL) to undertake options appraisals for the 7 recently vacated Homes for Older People sites. Development of options and risk assessments will consider how the asset is best utilised in terms of delivering against the Accommodation Strategy's priorities. CDL are also undertaking an informal soft-market testing exercise to gauge developer interest in delivering extra care provision at Bennerley Fields; we are awaiting the results of this before any decision is made to go out to tender. Adult Social Care Commissioning function have also identified their interest in the Council owned site adjacent to Ada Belfield; a pre-planning application for an older adults scheme has been submitted to Amber Valley Planning, and engagement with the local community has taken place.

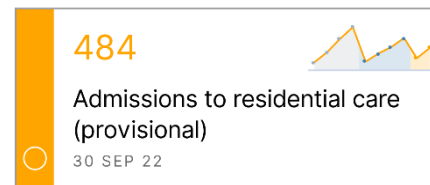
Finalised the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities

Rating: Review Expected completion date: 31 Mar 2025

During Quarter 2 the Better Lives programme of work has been reconfigured into the 'Best Life Derbyshire' programme of work. The new Adult Social Care Strategy 'Best Life Derbyshire' is currently undergoing engagement with key stakeholders. The programme now includes the following workstreams: developing the right support in the community; Direct Care moving forwards; building the right support; thriving communities and community led support and integration with Health through Team Up. The lack of available home care continues to impact on the Adult Social Care offer for older people however mitigations are now in place and alternative workstreams are being developed to improve the home care situation. Due to the above, the short-term service have supported 1,416 people so far this year against a target of 1,794. People admitted to long term permanent residential care is 484 so far this year against a target of 466.



2021-2022	2,911
2022-2023	1,416
Target	1,794
Performance	Action



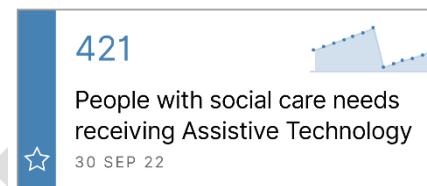
2020-2021	956
2021-2022	711
2022-2023	484
Target	466
Performance	Review

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

Rating: Strong

Expected completion date: 31 Mar 2025

There has been a delay in taking the consultation response on proposed changes to eligibility criteria for the new assistive technology service back to Cabinet due to an error on the client data used, which was discovered shortly before a report went to Scrutiny committee, meaning that a number of community alarm only clients were not consulted in the first instance. As a result, the Council is currently undertaking a further targeted consultation with this specific group of clients in order to allow them the opportunity to express their views on changes to the service and a report will be taken to Cabinet in March 2023. Preparatory work is commencing, however, to begin soft market testing as soon as possible in order to ensure the delivery of a new service before contracts end in October 2023. Quarter 2 saw 215 new referrals, a similar figure to Quarter 1. Whilst there have been some delays with installation due to staffing difficulties with Medequip, the installer, this is largely resolved, and installations are occurring to schedule. The contract held by the Council for Brain in Hand (BiH) will come to its natural end on 31st October 2022, however, users of the service can continue to access ongoing licences through a NHS / BiH sponsored project which is open to self-referrals. Brain in Hand provides digital self-management technology via a mobile phone, which, combined with human support, helps people live more independently.



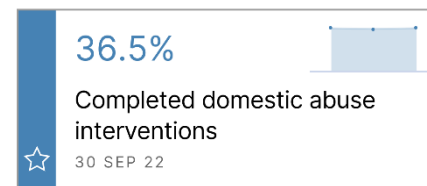
2021-2022	900
2022-2023	421
Target	300
Performance	★ Strong

✔ Developed a holistic Domestic Abuse Strategy and supporting Delivery and Commissioning Plan including addressing issues in relation to violence against women and girls and the new legislative requirements for children and young people

Rating: Good

Expected completion date: 31 Mar 2023

The framework and timetable for developing the holistic Domestic and Sexual Abuse Strategy with our partners was agreed at the Domestic and Sexual Abuse Partnership Board and a draft was taken to the Board in October 2022. Further contributions are now being sought and it is proposed that a final draft will be approved at the Board meeting in January 2023. This will include ensuring the new legislative requirements are met. A Derby and Derbyshire Violence Against Women and Girls Strategy has been approved and launched and the first meeting of the new Board was held in September 2022.



2022-2023	36.5%
Target	29.0%
Performance	★ Strong

In the 12 months to the end of September, 36.5% of specialist domestic abuse interventions continued to completion, against a target of 29%.

✔ Helped and empowered more young people with disabilities to be independent in their transition to adulthood

Rating: Good

Expected completion date: 31 Mar 2025

The co-produced Preparation for Adult (PFA) strategy and action plan are now in place and have been positive in developing our ability to empower children and young people. The next stage of delivery is linked to the review of the wider special educational needs (SEND) strategy and the re-design

and re-modelling of the operating model for the services that touch SEND. This work is moving forward with timelines and actions to be agreed by the end of October 2022. This next phase of activity will build on the PFA work already undertaken and delivered.

✔ Strengthened the way we work in partnership with children and young people with special educational needs and disabilities and their families, and implemented a new local area strategy to assure the quality of the services and support they receive

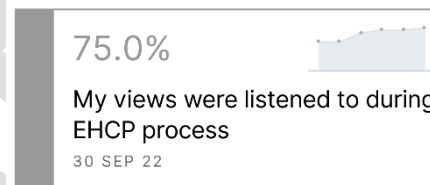
Rating: Good

Expected completion date: 31 Mar 2023

The special educational needs (SEND) strategy, SEND Board, and communication with our schools and health partners is being reviewed. The current SEND strategy runs until 2023. The revised strategy will incorporate a further strengthening of the co-production activities especially with schools. Work with parents and carers has started and good progress has been made. It now needs energy and time to fully implement and embed. The new strategy will focus heavily on co-production, aligned operational delivery with families and schools and will link with the council plan and the children's service plan. The re-design and re-modelling of the operating model for the services that touch SEND is now moving forward and timelines will be set by the end of October 2022 to support a new strategy and better contact with families, schools and partners.



2022-2023	75.0%
Target	Not set



2022-2023	75.0%
Target	Not set

A comprehensive quality assurance framework is in place including the quality control multi-agency moderation of education, health and care plans, alongside deep-dive quality assurance and practice learning days. Quality assurance activity is overseen by a multi-agency board and reported to the SEND board. A parental survey was introduced in December 2021 to inform the strategic direction. This year the survey will provide a baseline to monitor and track parental satisfaction going forwards. Currently 75% of parents completing the survey tell us that they feel their child's education, health and care plan (EHCP) has the right support in it and that their views are listened to during the EHCP process. The number of parental responses received is increasing gradually but remains low. Focus continues on encouraging uptake to ensure a robust baseline of parental satisfaction by the end of the year.

A prosperous and green Derbyshire

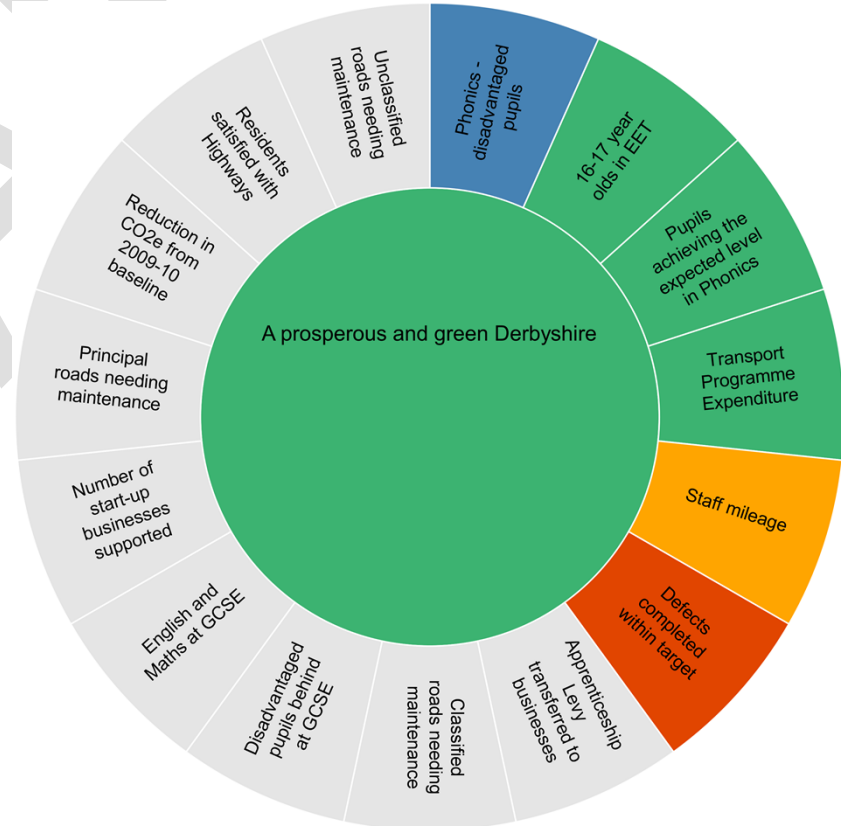
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 12 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 “Good” based on 6 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.

Deliverable Progress











Key Measures



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Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2022	£20.000m	£20.000m	 Good (Action in Q1)
Percentage of defects completed within target timescales	Sep-2022	80.4%	90.0%	 Action
Percentage of Principal roads where maintenance should be considered	Dec-2021	15.2%	13.0%	No data for 2022-23
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2021	19.6%	23.0%	No data for 2022-23
Percentage of Unclassified road network where maintenance should be considered	Dec-2021	29.9%	31.0%	No data for 2022-23
Percentage of residents satisfied overall with Highways and Transportation services	Dec-2021	52.0%	57.0%	No data for 2022-23
Percentage reduction in CO2e from 2009-10 baseline	Mar-2022	64.2%	63.0%	No data for 2022-23
Reduction in staff mileage	Aug-2022	4,787,810	4,625,530	 Review
Number of start-up businesses supported	Sep-2022	241	Not set	 No Target
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2022	96.4%	94.6%	 Good
Percentage of pupils achieving a standard pass (grades 4-9) in English and Maths at GCSE	Aug-2021	71.6%	72.2%	No data for 2022-23
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass (grades 4 to 9) in English and Maths at GCSE		No data	Not set	No data
Percentage of pupils achieving the expected level in Phonics	Aug-2022	75.0%	75.0%	 Good
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2022	18.7%	20.6%	 Strong
Amount of Apprenticeship Levy transferred to businesses	Sep-2022	£96,719	Not set	 No Target

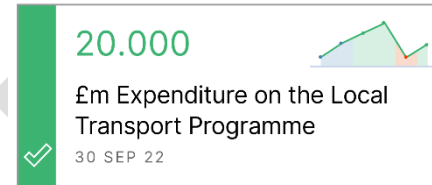
Progress on our deliverables and key measures

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

Rating: Good (Review in Q1) Expected completion date: 31 Mar 2023

Total spend to the end of September 2022 is £20m. A total of 137 surface treatment and resurfacing projects have been completed so far, with a target to complete 277 throughout the year. The surface dressing programme for 2022 is complete, having achieved close to £2m in spend. The re-surfacing programme is on target to achieve circa £7m spend in this financial year, with over £2.6m spend having been achieved so far. The footway maintenance programme has achieved a further £1.5m spend, roughly halfway through the target spend for the year.

Throughout Quarter 2 3,672 defects were completed, with 94.1% being completed within target timescales. 92.6% of urgent defects were started on time, 90.7% of defects with a 32 hour target completed on time, 84.3% of defects completed within timeframe with a 9 day target and 97.0% of defects with a 28 day target completed within target. So far in 2022-23, 9,252 defects have been completed, with 80.4% being completed within target timescales. This compares to 73.5% at the same point in 2021-22.

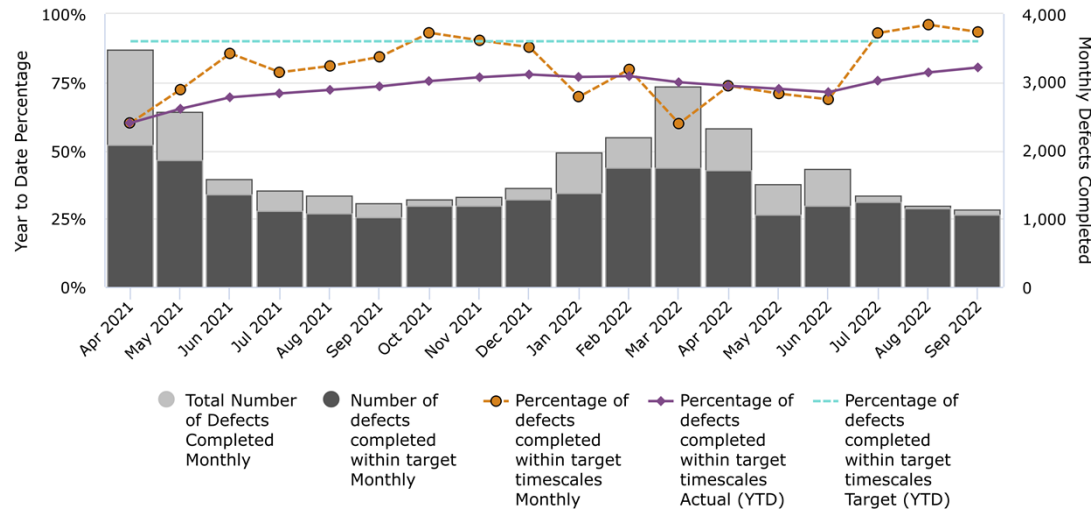


2021-2022	£39.674m
2022-2023	£20.000m
Target	£20.000m
Performance	✓ Good (Action in Q1)



2020-2021	71.0%
2021-2022	75.0%
2022-2023	80.4%
Target	90.0%
Performance	🚩 Action

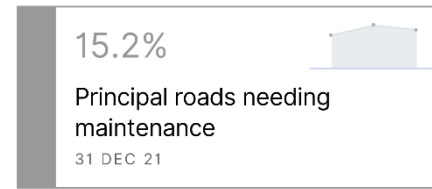
Defects completed within target



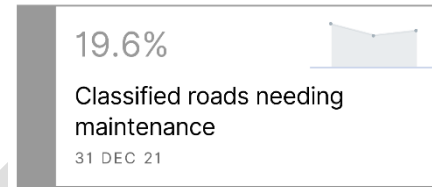
Appendix 3

It is considered that through the implementation of the Local Transport Plan Capital delivery scheme a reduction in defects will be seen throughout the year which should have a positive impact on the amount of defects. This work should be reflected through the Annual Engineers' Inspection survey which will be carried out in the summer and will indicate the percentage of roads requiring maintenance. This data will be available in Quarter 3 together with information on residents' satisfaction levels, from the annual National Highways and Transport public satisfaction survey.

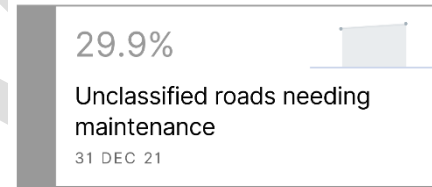
Controlled



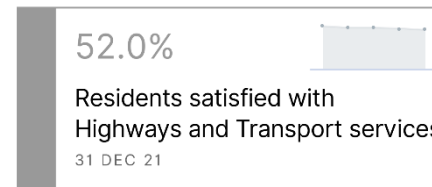
2019-2020	13.0%
2020-2021	17.0%
2021-2022	15.2%
Target 21-22	13.0%
Performance	Action
2022-2023	Due in Q3
Target 22-23	Not set



2019-2020	23.0%
2020-2021	17.0%
2021-2022	19.6%
Target 21-22	23.0%
Performance	Strong
2022-2023	Due in Q3
Target 22-23	Not set



2020-2021	27.0%
2021-2022	29.9%
Target 21-22	31.0%
Performance	Good
2022-2023	Due in Q3
Target 22-23	Not set



2019-2020	55.0%
2020-2021	54.0%
2021-2022	52.0%
Target 21-22	57.0%
Performance	Review
2022-2023	Due in Q3
Target 22-23	Not set

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Opened Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

Rating: Review

Expected completion date: 31 Mar 2023

The revised planning application for the link road has been submitted and validated, the outcome of which will be confirmed around the end of the year. Cabinet approval has been granted in principle for additional contingency funding to be made available if required due to potential higher costs caused by economic conditions and subject to agreement with funding partners.

Prepared a countywide response to the Integrated Rail Plan for the Midlands and the North in relation to HS2 to minimise any potential disruption and take full advantage of the economic growth opportunities

Rating: Review (Good in Q1)

Expected completion date: 31 Mar 2023

The HS2 development study regarding HS2 proposals around Chesterfield and Toton is on-going, with an expected completion date of summer 2023. On-going consultation on the electrification of the Midland Mainline through the Derwent Valley Mills World Heritage Site is taking place with both Network Rail and the Department for Transport (DfT). There is still no confirmation from the DfT on the HS2 to Leeds Study Terms of Reference.

Completed Outline Business Case and prepared a planning application to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Rating: Action (Review in Q1)

Expected completion date: 30 Jun 2022

The Outline Business Case was completed on time and supplied in draft form to Government. Work continues on preparation of a planning application and also with Government and local partners over project funding. Costs associated with the scheme are still under review.

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

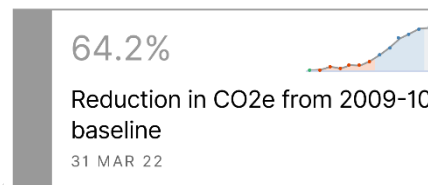
Rating: Good

Expected completion date: 31 Mar 2032

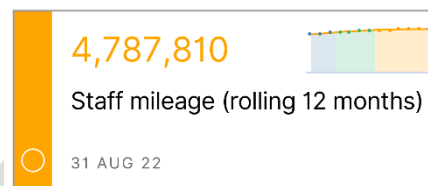
Provisional total emissions for 2021/22 were 15,399 tCO₂e, which is a 64% reduction since 2009/10 and a reduction of 3% from the previous year. Provisional emissions from property were 8,882 tCO₂e, a reduction of 3% since last year and below the target set of 11,151 tCO₂e. Emissions from streetlighting were 2,774 tCO₂e, a reduction of 24% since last year and well below the target of 3,333 tCO₂e. Improved data collection indicates that a further 296 tCO₂e were produced from traffic lights. This figure will be incorporated into streetlighting figures moving forward. Emissions from core fleet were 2,140 tCO₂e, an increase of 6% from the previous year and exceeding the target due to more accurate data collection methods and a return to pre-Covid working practices. Emissions from grey fleet were 1,307 tCO₂e, a 32% increase from the previous year and exceeding the target set (1,269 tCO₂e), due to a return to pre-Covid working practices. However, this is still a decrease of 47% since 2019-20 (pre-Covid). Grey fleet mileage continues to rise, with a total of 4,755,618 miles being driven in the 12 months to August 2022, against a target of 4,625,530 miles. This equates to emissions of 1,312 tCO₂e.

Work is being undertaken to understand how the Council can work with schools to achieve net zero and set an appropriate target. The Council is on track to baseline and set a net zero target for Scope 3 emissions by 2023, as set out in the Climate Change Strategy. These emissions are indirect emissions arising from activities outside of our own operations, for example purchased goods and services.

Council and Departmental annual emissions reduction targets have been established and approved.

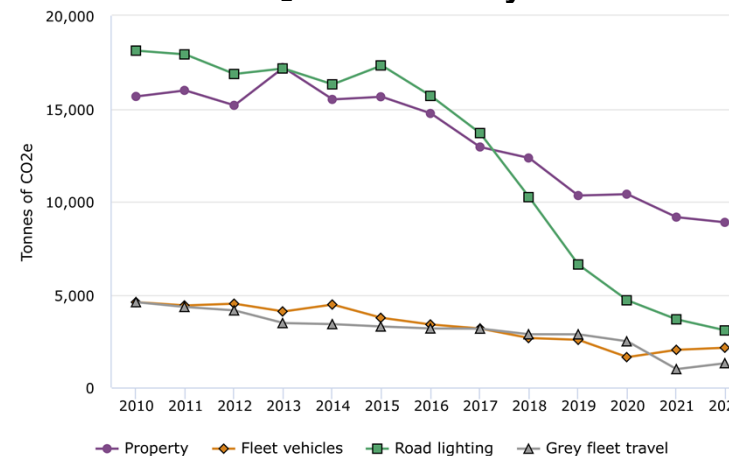


2019-2020	55.3%
2020-2021	63.1%
2021-2022	64.2%
Target 21-22	63.0%
Performance	✓ Good
Target 22-23	68.5%



2020-2021	3,584,868
2021-2022	4,735,687
2022-2023	4,787,810
Target	4,625,530
Performance	⚠ Review

Breakdown of CO₂e emissions by main sources



✔ **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

Expected completion date: 31 Mar 2023

The Renishaw Property Flood Resilience (PFR) scheme is now complete, providing flood protection to 13 properties. Work is still progressing on the Local Flood Risk Management Strategy review and is still on track for submission to Cabinet for approval next year. The Department for Food, Environment and Rural Affairs PFR grant scheme has now ended, and over 80 properties have benefitted, in receiving monies to improve the Flood resilience of their properties (£400k in total).

✔ **Delivered the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions**

Rating: Good

Expected completion date: 31 Mar 2025

The Council's Climate Change Strategy was approved by Cabinet in October 2021 and is now one year into its implementation and monitoring. Of the 32 priority actions in the Strategy, 16 (50%) have been allocated a Good rating, meaning that they are on track or complete with outcomes in line with expectations. 15 priority actions (47%) have been allocated a Review rating, meaning that there is some risk to achieving timetable and/or outcomes and appropriate steps are being taken to bring these actions back on track. One priority action (3%) has been allocated an Action rating, meaning that, at present, it is unlikely to achieve timetable and/or to deliver required outcome. This action falls under the Council Operations and Estate theme and relates to the Council's delivery of projects through the Salix-funded Public Sector Decarbonisation Fund. Steps are being taken to assess opportunities for improvement in this area.

The Vision Derbyshire Climate Change Strategy was approved by Cabinet and the Vision Derbyshire Joint Committee in April 2022. Through the Vision Derbyshire Climate Change Officers Working Group an Action Plan has been developed to inform and manage the delivery of collaborative projects to 2025, which will contribute to a reduction in county-wide emissions. The Council is also working closely with the district and borough councils to engage with communities to co-design and co-deliver an approach to decarbonising the county's housing stock.

✔ **Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced whilst also supporting the green economy**

Rating: Good (Strong in Q1)

Expected completion date: 31 Dec 2022

The consultants producing the Derbyshire Natural Capital Strategy have submitted their final draft and it is currently being reviewed by Officers. The key findings of which will be reported in Quarter 3. The strategy will support with the preparation and delivery of the Derbyshire Local Nature Strategy which will be developed in 2023.

✓ Explored initiatives to tackle climate change including low carbon local energy generation

Rating: Good (Review in Q1) Expected completion date: 31 Mar 2023

Renewable Energy Study:

The 'Derbyshire Renewable Energy Study' examines the potential renewable energy resource available in the county, including Derby City and the whole of the National Park area (including those parts outside the county). It identifies the barriers to, and constraints on, development of the resource. It provides analysis of the total energy resource that could theoretically be developed and its geographical distribution by technology. The study is accompanied by layered mapping providing a visual aid to the distribution of the resource and the extent of the areas of constraint. The study will assist in development management decision making and development plan preparation.

Climate Change Planning Guidance and Assessment Tool:

The Climate Change Planning Guide and associated assessment tool is nearing publication stage. The guide aims to assist in development management decision making and in development plan preparation. The guide provides an evidence base for plan preparation, describing the international, national and local policy context, the background to the science behind and evidence of climate change and a list of design measures and features that may be incorporated into development which contribute to climate change mitigation, adaptation and resilience. Each measure is accompanied by a rationale for its inclusion. The assessment tool scores development proposals based on the degree to which measures are included that contribute to mitigation, adaptation or resilience based on their potential contribution.

Minerals Local Plan Draft:

Local plans are required by law to include policies designed to ensure that the development and use of land contributes to the mitigation of, and adaptation to, climate change. National planning policy requires that local plans adopt a proactive approach to mitigating and adapting to climate change, taking into account the long-term implications of flood risk, water supply, biodiversity and landscapes and the risk of overheating from rising temperatures. The emerging Minerals Local Plan includes a Climate Change chapter and related policies in addition to policies addressing hydrocarbon exploration and development. The plan taken as a whole, and in particular the climate change chapter, seeks to ensure that mitigation adaptation and resilience measures are included in all mineral related developments, including those associated with exploration and mining of hydrocarbons.

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

Rating: Good Expected completion date: 31 Mar 2023

The Council is continuing to investigate and develop the top priority sections of our proposed Key Cycle Network which will provide high quality routes for walking, cycling and horse riding wherever possible. This involves extensive partnership working with a range of key stakeholders and community/user groups which include: National Highways, District/Borough Councils, Sustrans, Canal and River Trust, Natural England/ Pennine National Trails Partnership, Buxton Town Team and the Derwent Valley Trust. Feasibility work is underway for the full length of the Derwent Valley Cycle Route between Shardlow and Hathersage, along with missing sections of the White Peak Loop and Pennine Bridleway National Trail. Schemes are being progressed to planning for the Little Eaton Branch Line along with the cross-boundary section of the Derwent Valley Cycle route between Darley Abbey and Little Eaton, which is being funded and project managed by National Highways with input from the Council and Derby City Council. A community engagement event for the Little Eaton Branch Line was held on 28 September 2022 with an on-line public consultation underway until 26 October 2022.

Progress is also underway relating to Electric Vehicle (EV) charging points. The delivery of the initial phase of work by Jacobs consultants was to reflect the Government's committed targets for low emission vehicles which has resulted in growing public discourse on greener technology adoption alongside the leveraging of huge investment by vehicle manufacturers to rapidly increase deployment of vehicles over the coming years. The outputs from the Derbyshire EV strategy provide clear direction on the steps needed to be taken by the Council to establish a base charging network in the immediate term while also creating the investment framework to ensure that charging infrastructure is rolled out flexibly and at the required pace to meet local demand. A series of priority charging locations have been identified and agreed with partners as areas for immediate investment. These priority charging locations reflect local challenges and circumstances such as the likelihood for charging demand on the basis of electric vehicle uptake as well as the lack of access to off-street residential or business parking.

This next phase of work is primarily focused on the implementation of the EV charging strategy recommendations and outputs. Throughout July, the Council in collaboration with Jacobs have been delivering a series of engagement events with district councils and other key local partners to establish a preferred way forward for the creation of an EV charging delivery model. Although these sessions are ongoing, the overwhelming view of stakeholders to date have centred on the need to establish a process that will accelerate this infrastructure deployment and create an environment to facilitate the transition of private, fleet, and public transport vehicles. A critical component of this accelerated deployment centres around the need for the Council to work with partners to create and facilitate a single commercial and operating model that will attract the necessary third-party investment required to deliver the objectives of the long-term electric vehicle charging strategy.

Following a number of recent discussions between Council officers and Jacobs, a programme has been developed to provide technical assistance in the procurement of an operator(s) and work on this is just about to begin.

Agreed and implemented the Covid-19 Economic Recovery Strategy to drive good growth and maximise low carbon economic opportunities

Rating: Good (Strong in Q1)

Original completion date: 30 Jun 2022

Expected completion date: 31 Mar 2023

The Covid-19 Economic Recovery Strategy is near completion. The associated Board, given the completion of the recovery plan, has agreed to undertake a review of the Board's future remit considering the growth remit of both the Derbyshire Economic Partnership and the Combined County Authority.

Continued progress is being made working with Districts through the Economic Development Workstream Group on growth and low carbon initiatives. The Green Entrepreneur Fund (GEF) Board and the Council are considering as part of the GEF programme small grants that will enable small businesses to plan and commence the decarbonising of operations, ultimately working towards a zero-carbon future.

Rolled out the Green Entrepreneurs scheme, a £2m grant fund to help local business to develop and invest in green energy and carbon reduction

Rating: Review

Expected completion date: 31 Mar 2023

£609,714 has been awarded on Strand 1 of the fund to four projects, three are live, one is in due diligence (large scale demonstrator fund) with another full application is currently being assessed.

£30,705 has been awarded to 28 individuals on Strand 3 (scholarship funding).

Take up of the small grants for businesses (Strand 2) was slower than anticipated - predominantly due to the current market conditions and rising inflation costs which seems to be affecting business confidence. Currently, £94,298 has been awarded to six small businesses as a grant and there are two more awaiting a confirmation of funding decision from the Board (£40,000). There are ten proposals that have been invited to submit a full application for a small grant where the organisation is working up their submission to a total of £162,419.

Although progress is being made on the programme there is a lack of green entrepreneurial businesses coming forward. We are working with the University of Derby to intensify networking opportunities to engage further with businesses and raise the awareness of the Green Entrepreneur Fund.

✔ Increased take-up of fibre enabled broadband across Derbyshire, particularly in rural areas, to improve access, speed and reliability for homes and businesses

Rating: Good (Review in Q1) Expected completion date: 31 Mar 2025

The Gigabit Voucher scheme has supported 30 community projects, facilitating up to 1,547 premises to receive a Gigabit capable broadband service. The cost of "Top Up" to the Council to date is £328,710. This scheme is now paused until a new scheme is launched.

Project Gigabit is nearing the final design stage for Derbyshire and procurement is expected to commence in November 2022. We anticipate that around 55,000 premises across the county will benefit from Project Gigabit intervention. Delivery is expected to commence in December 2023.

A number of independent Alternative Network companies have started delivering Gigabit capable broadband services in Derbyshire. These include Netomnia, Full Fibre Ltd and Gigaclear. These are predominantly in more heavily populated areas but is a positive step in increasing the fibre footprint across the County. This is in addition to the upgrade activity being undertaken commercially (without state subsidy intervention) by Openreach and Virgin Media O2.

The latest data from Think Broadband suggests that 97.2% of premises across the county can access a Superfast broadband service (>30Mbps) and 45.09% of premises can access a Gigabit capable service. Currently 0.95% of premises only have access to a broadband service below 10Mbps (around 3,600 premises). These premises are captured in the Intervention Area design for Project Gigabit.

The Digital Derbyshire Team will continue to work with the Department for Culture, Media and Sport and telecoms suppliers to maximise the positive outcomes for Derbyshire. Weekly meetings are in place to achieve this and progress remains in line with expectations.

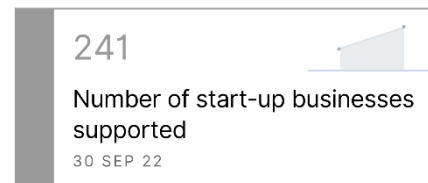
✔ Delivered the “Invest in Derbyshire” plan to increase levels of inward investment into the county

Rating: Good Expected completion date: 31 May 2023

In Quarter 2, numbers of enquiries from businesses looking to invest in Derbyshire have dropped slightly. Key sectors continue to be manufacturing and engineering, with a rise in energy-related and green-tech enquiries.

Inflation, rising costs of materials/fuel and general economic uncertainties are all impacting on domestic and foreign direct investment markets and therefore some investment decisions are being currently paused.

The Invest in Derbyshire project enjoys a strong delivery with outputs in all categories meeting targets at the level of 90% and above.



2022-2023	241
Target	Not set

Worked with partners through the Vision Derbyshire approach to develop a countywide approach to improve social mobility, targeting underperforming areas across the county

Rating: Review (Good in Q1) Expected completion date: 31 Mar 2023

Initial groundwork to identify the issues and priorities for social mobility was undertaken during 2021-22, although limited due to a lack of capacity across the partnership landscape. Good foundations have been built to support a wider understanding of social mobility issues across the region primarily through the inclusion of social mobility as a key issue within the Derby, Derbyshire, Nottingham and Nottinghamshire County Deal. The linkages across to priorities outlined in the Government's Levelling Up agenda over the coming year will be critical in understanding the scale of the challenge and breadth of work required. Progress in developing the scope and delivery programme for this area of work has however been limited due to difficulties in recruiting the programme team. Work is taking place to review current hosting arrangements for the programme team alongside a light touch review of the Vision Derbyshire approach which will consider the resourcing of the approach and recruitment to the vacant posts.

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✔ 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 2023

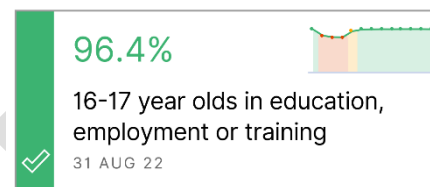
The Education Improvement Service has continued to work robustly with schools throughout the quarter to improve outcomes for children and young people and support catch-up on learning. Activities have included:

- Showcasing the work of partner agencies such as the Education Endowment Foundation, Teaching School Hubs, English Hubs and Maths Hubs at the termly meetings for headteachers and teachers;
- Recruiting new schools and settings to join the Derbyshire Levelling Up programmes regarding Confident Communicators and Readers;
- Working with partner agencies to create a 'one-stop shop' to support Continuous Professional Development for school staff. This work is in its early stages.

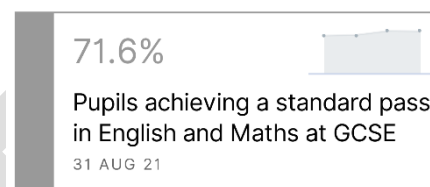
A key area to support schools with is that of pupil attendance. This is a national issue and we will work with partner agencies and colleagues in the Council to promote good attendance as this is essential to support children and young people to catch up on learning. The Education Improvement Service will continue to support and implement the strategies which underpin the White Paper in raising outcomes for all pupils.

Key stage attainment outcomes for 2022 will be available at various points throughout the year. Due to the pandemic, most 2020 and 2021 attainment tests were either cancelled or assessed in a different way and will therefore not be comparable to 2022 outcomes. Targets this year predominantly relate to comparator performance and therefore will not be confirmed until comparator outcomes are published. Provisional 2021-22 data for the percentage of pupils reaching the required standard in Phonics (75%) suggest that Derbyshire's performance is in line with the national average with performance within the lower middle national quartile, an improvement from bottom quartile in 2019. Derbyshire's provisional outcome is also above the average for East Midlands and above the average of our statistical neighbour benchmarking group. Provisional data also suggests that the gap between disadvantaged Derbyshire pupils achieving the expected standard in phonics and non-disadvantaged pupils (18.7%) has narrowed compared to 2019.

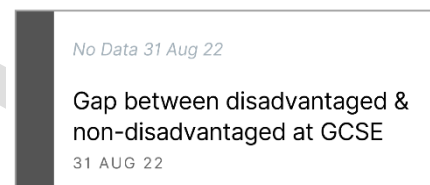
The percentage of 16 to 17 year olds in education, employment or training for the 3 months of June, July and August 2022 is 96.4%. This is better than the same time last year (95.8%) and is higher than both the national figure (90.5%) and the outcome for East Midlands (86.8%). Current performance maintains Derbyshire within the top quartile nationally which is the target for this year.



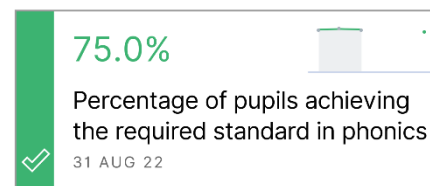
2021-2022	96.5%
2022-2023	96.4%
Target	94.6%
Performance	✔ Good
National Benchmark	92.9%



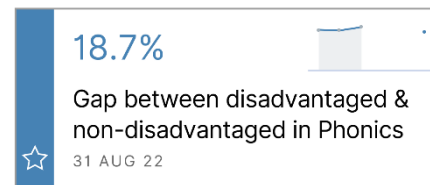
2021-2022	71.6%
2022-2023	Due in Q3
Target	Not set
National Benchmark	67.1%



2022-2023	Due in Q3
Target	Not set

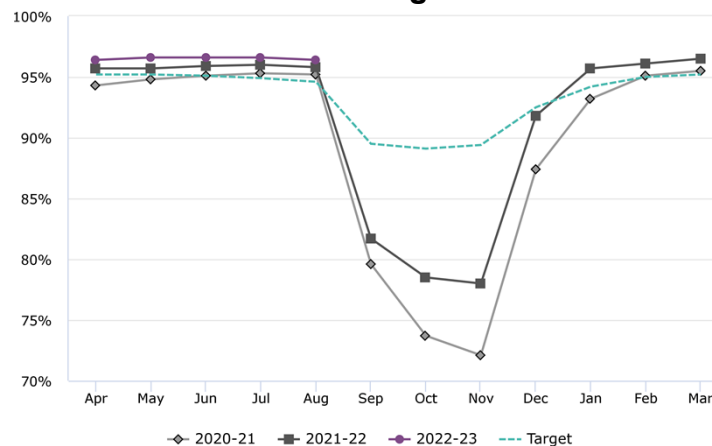


2019-2020	80.0%
2022-2023	75.0%
Target	75.0%
Performance	✔ Good



2019-2020	20.6%
2022-2023	18.7%
Target	20.6%
Performance	★ Strong

16-17 year olds in education, employment or training



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

Rating: Good

Expected completion date: 31 Mar 2023

The transfer of the apprenticeship levy proceeds to be on target with a further 13 apprentices supported this quarter, supporting a further 5 businesses. The amount of levy transfer committed in Quarter 2 is £42,151 putting the total levy so far at £96,719. Throughout Quarter 1 and Quarter 2 a total of 24 Apprentices have been supported with the Apprentice levy supporting a total of 10 businesses. The sectors where Apprentices are supported throughout Quarter 1 and Quarter 2 are Construction, with a total of 2 Apprentices, Early years with 4, Hospitality have 2 and Health and Social care being the largest area with a total of 16 apprentices at the end of Quarter 2.

£96,719

Apprenticeship Levy transferred to businesses

30 SEP 22

2022-2023	£96,719
Target	Not set

The target for this deliverable continues to be discussed and in future will look to indicate the percentage of Levy spent per quarter.

 **Mobilised the Derbyshire Cultural Framework and reviewed and developed a costed action plan for the Derwent Valley Mills World Heritage Site**

Rating: Review (Action in Q1) Expected completion date: 31 Mar 2023

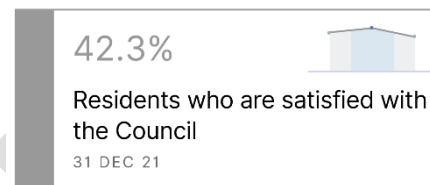
The Derbyshire Cultural Framework has been approved by Cabinet and so the associated project plan is now to be implemented. Although there was a delay in the approval of the framework the project is now on track and rated as "Good" to deliver a series of projects to support specific cultural activities across Derbyshire.

Derwent Valley Mills World Heritage Site Development Framework: An outline prospectus has been produced for the framework and it is the intention to present this to all local planning authorities in the World Heritage Site in the next calendar year. As this is yet to be presented a "Review" rating has been allocated to this part of the deliverable.

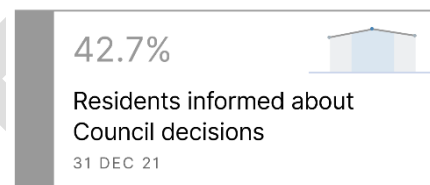
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Overarching Measures

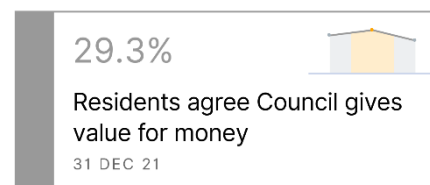
The three overarching measures provide an overview of residents' perception of the Council and are taken from the questions asked in the Council's annual Your Council Your Voice residents survey. Work continues to take place across the Council to improve residents' satisfaction, better engage residents in decision making and to deliver value for money. An action plan to proactively address the issues raised from the survey has been developed and is being implemented. Key actions are to develop a customer experience strategy and a new consultation and engagement/resident voice strategy. The next residents' survey commences in October 2022 and key findings will be available to support service and budget planning from late November 2022.



2019-2020	48.1%
2020-2021	53.4%
2021-2022	42.3%
Target 21-22	58.0%
Performance	Action
2022-2023	Due in Q3
Target 22-23	58.0%
National Benchmark	56.0%



2019-2020	40.8%
2020-2021	50.5%
2021-2022	42.7%
Target 21-22	52.0%
Performance	Action
2022-2023	Due in Q3
Target 22-23	52.0%



2019-2020	34.0%
2020-2021	38.9%
2021-2022	29.3%
Target 21-22	43.0%
Performance	Action
2022-2023	Due in Q3
Target 22-23	43.0%
National Benchmark	43.0%






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Notes

This report set out progress on deliverables and key measures as outlined in the Council Plan 2022-25. The following table lists the deliverables and measures not included in this report, or where changes have been made:

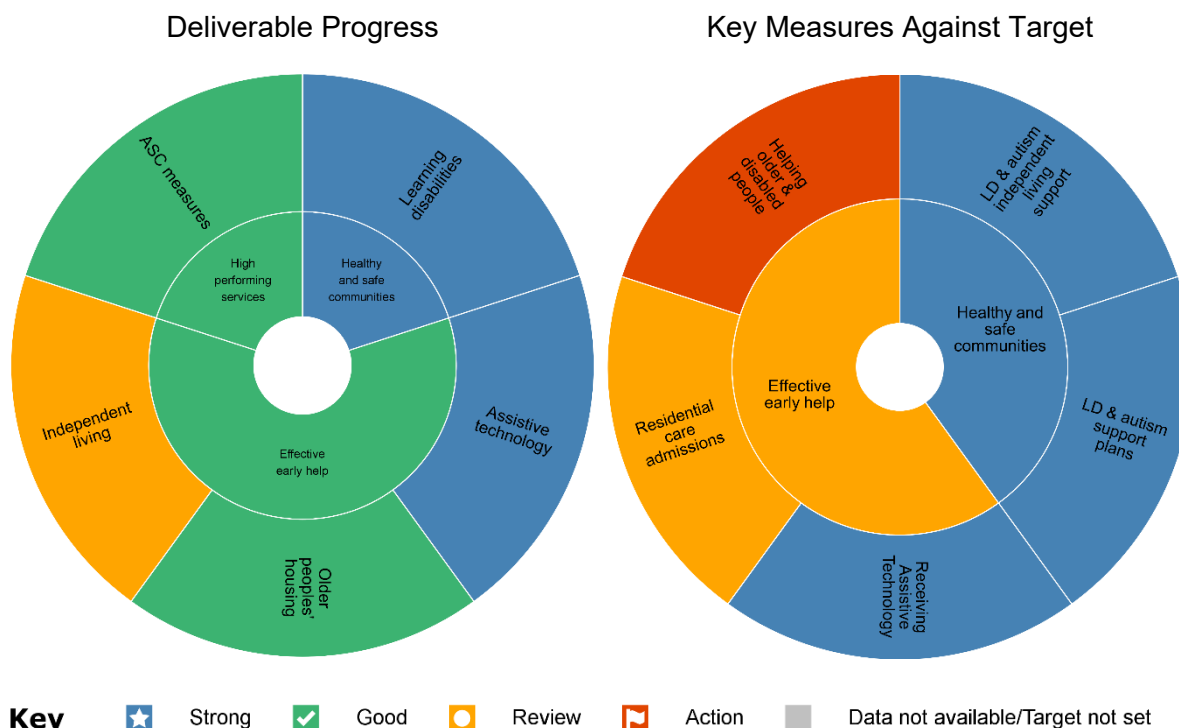
Deliverables	Reporting
Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area	As the viability assessment has now been completed, this deliverable has been updated to “Completed Outline Business Case and prepared a planning application to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area”.
Measures	Reporting
Percentage of successful completions as a proportion of all in treatment for substance misuse	Confirmed data for this measure is currently not available in time to be included in the relevant quarterly report. However this will be reviewed for future reporting.
Measures indicating the effectiveness of the Council’s new Equality, Diversity and Inclusion Strategy 2022-2025	These measures are to be confirmed and it is intended that they will be included in subsequent reports.
New national inspection measures for adult social care	Following national review, the Adult Social Care Outcomes Framework measures have now been confirmed and are being implemented.
Percentage of children achieving a good level of development at the Early Years Foundation Stage	This measure has not been reported since 2019.
Percentage of completed specialist Domestic Violence interventions with a goal fully met	These measures were proposed as part of developments to this area of work. Following the review of this work the measure on intervention goals have not been taken forwards as a performance measure.
Number of properties classed as hard to reach (post Contract 2) that are fibre enabled.	This broadband measure is not reported as it is currently under review in order to develop a more suitable Key Performance Indicator.

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.

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Adult Care - Portfolio Summary



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

Key areas of success are:

- ★ **Worked with people with learning disabilities, recovering from mental ill health and/or autism to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals**

Progress continues to be made in ensuring people with a learning disability and / or who are autistic have an outcome focussed support plan, with 489 plans in place to date, ensuring access to more community-based opportunities.

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

During the quarter 215 people have been referred for Assistive Technology, helping to provide support and promoting independence in people's own homes.

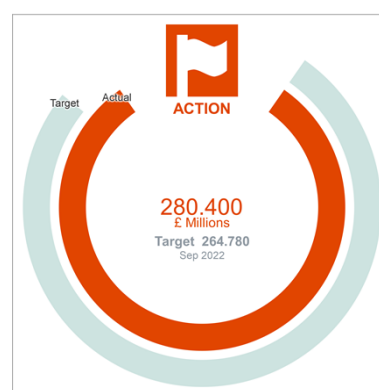
Key areas for consideration are:

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

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** As part of the Short Term Service review work has been undertaken to create new job profiles and structure for the service which have been approved. Whilst this is good progress there still remains a shortage of homecare support.

There is a forecast overspend of £15.620m on the portfolio. The main variances are:

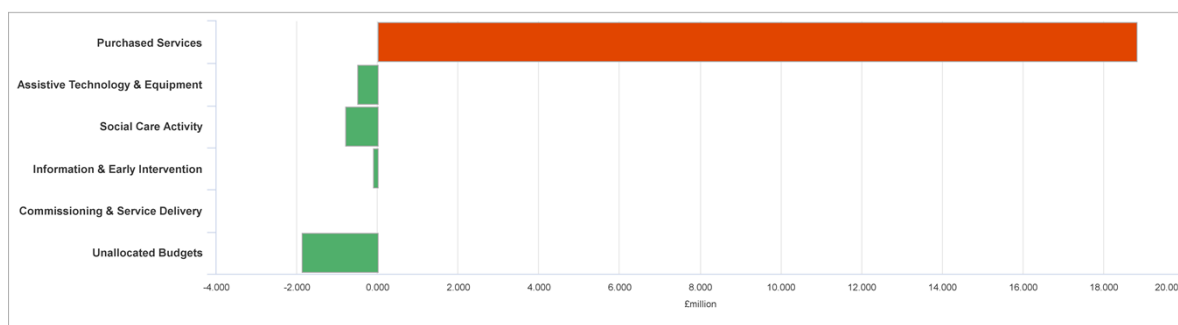
Forecast Outturn against Target Budget



Purchased Services, £18.824m overspend - There has been an increase in hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased. This is partially offset by underspends on the Direct Care home care service, due to recruitment difficulties, and Council-run Direct Care homes for older people, due to planned re-provision and efficiencies. The forecast includes inflationary pressures of £1.700m in respect of Direct Care utilities and catering supplies.

- ✓ Social Care Activity, £0.785m underspend** - Underspend on staff pay and travel due to vacancies in the social work team.
- ✓ Unallocated budgets, £1.853m underspend** - Additional Continuing Health Care Funding forecast.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2022-23 is £6.811m, with a further £2.570m target brought forward from previous years. £6.291m of the in-year savings target will be achieved, of which £2.550m will be met from alternative one-off savings. Delivery of brought forward and some 2022-23 base budget savings has been deferred to future years.

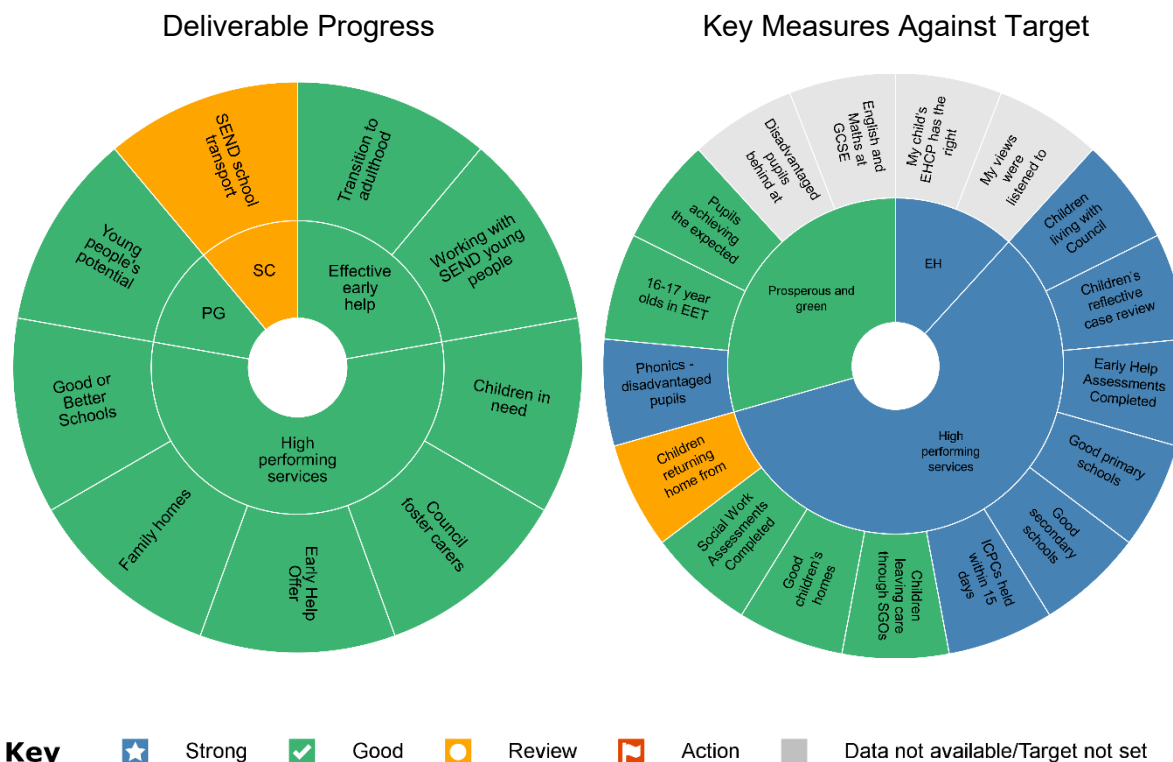
Additional funding has been provided in the 2022-23 budget for the main growth items:

- Demographic Growth - £5.016m ongoing - Increases in 65+ population, the number of disabled adults accessing services, cases of early onset of dementia, the complexity of need and the complexity of clients transitioning from Children's Services.
- Pay Award 2021-22 - £0.923m ongoing
- National Insurance Social Care Levy - £0.531m ongoing – additional cost of a 1.25% increase in employer National Insurance contributions from April 2022, ring-fenced for health and social care.
- Employer Pension Contributions - £0.248m ongoing, £0.531m one-off – additional Local Government Pension Scheme employer pension contributions, which are required because of a difference between forecast pensionable pay when contributions were agreed and actual pensionable pay experience.
- Independent Sector Fees 2022-23 - £12.257m ongoing - Due to the increase in the National Living Wage each year, there has to be an above inflation increase in the independent sector care home fees the Council pays, to reflect the additional cost pressures on the providers.

Other significant additional items of funding that the portfolio is expected to receive or has received since the budget was set are:

- Former Independent Living Fund Grant (ILF) - £2.534m one-off - On 8 March 2022, the Government confirmed that the former ILF recipient grant will continue to be paid to local authorities in 2022-23.

Children's Services and Safeguarding and Education - Portfolio Summary



Progress is "good" 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 - we continue to see positive impact from activity across early help and safeguarding services with improving practice consistency and sustained performance across a range of performance measures. In September 2022 Ofsted completed a focused visit under the ILACS framework which looked at children in need and subject to a protection plan. Whilst focused visits do not provide a graded judgement the letter which results from the inspection visit provides a strong narrative in regard to the quality of services provided to children and families. We are currently waiting for the publication of the final letter, however the headline feedback was very positive and demonstrated a continued strong direction of travel for quality of services in Derbyshire.
- Proportion of children and young people attending good or better schools - during the academic year 2021-22, Derbyshire has seen a faster rate of improvement than that seen nationally for both primary and secondary pupils. Although the gap with national has narrowed, proportions remain lower than comparators, particularly at secondary

level, and the deliverable will remain a priority for the 2022-23 academic year.

- Working with education providers to continue catch-up on learning - activities this quarter have included the launch of a 'Confident Communicators and Readers' programme aimed at supporting Derbyshire schools and settings to improve outcomes in communication, language and reading from the early years to Year 7. Provisional 2021-22 data for the percentage of pupils reaching the required standard in Phonics suggest improved comparator performance and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally.

Key areas for consideration are:

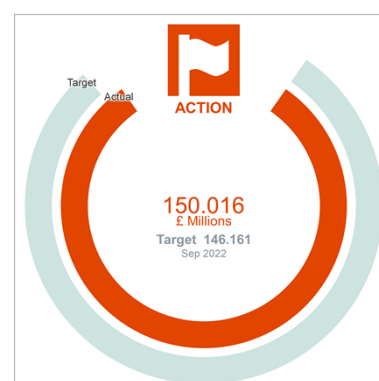
- Work to review how the Council delivers home to school transport for children with special educational needs (SEND) - the focus of activity during Quarter 2 has been on the decision-making process and how Children's Services can best assess the need for home to school transport to enable Place to plan the most effective use of resources. A pilot panel process has been established which will start at the end of October. This will help identify information needs and timing dependencies to help shape a plan for more effective delivery going forwards.

There is a forecast overspend of £3.855m on the portfolio.

The overspend is before any allocations from contingency budgets held to fund rising costs and demand in Children in Care (CiC) placement and Home to School Transport costs. If drawdown from those contingencies is approved the department projected overspend would reduce to £1.254m.







The projected overspend would reduce further to £0.799m if funding is made available to departments to meet the 2021-22 pay award budget allocation shortfall. The overspend includes the estimated impact of the 2022-23 pay award on traded and grant funded services giving rise to cost increases of £1.6m above the initial projection based on a 2% pay award, much of which is not recoverable where prices or income streams are fixed. The projected outturn assumes the 2022-23 pay award can be met from the Council budget held for that purpose.

Forecast Outturn against Target Budget



Projections include inflation. Current estimates of inflation pressures are £0.476m increase on energy costs, £0.335m increase on food costs and £0.087m on transport and fuel excluding Home to School Transport which is covered by specific contingency budgets. Not all of these costs will be met from Council budget as a number of services are funded by trading or grant income however potentially this may impact on the contribution those services can make to corporate overheads. It is estimated that the inflation pressures listed account for approximately £0.220m of overspend against council budget and if funding were to be made available to departments to meet those, the Children's Services overspend would reduce further to £0.579m. The wider impact of inflation and cost of living increases on costs and demand for services is as yet too uncertain to include in outturn projections.

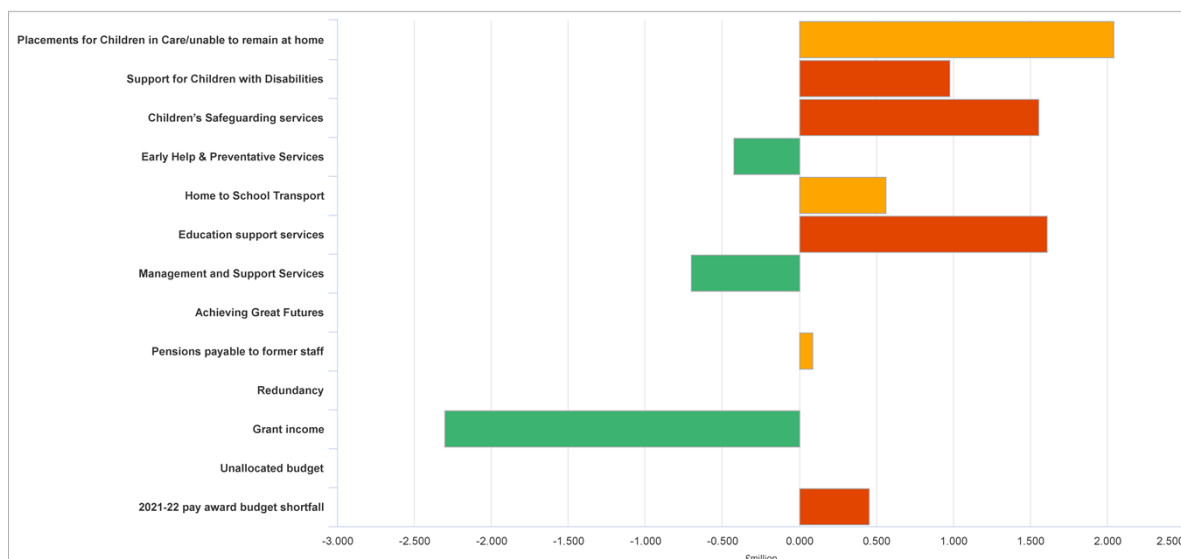
The main variances are:

-  Placements for Children in Care/Unable to remain at home, £2.040m overspend - Expenditure on placements for children in care or alternatives to care is continuing to rise due to an increase in the number and cost of placements. The number of children requiring support is growing because the rate at which children enter care is greater than the rate at which children exit care and because alternatives to care often require long-term financial support leading to a growing number of arrangements to fund. Average cost increases are due to inflation and the need to make more higher cost placements with independent providers. This overspend could be met from the CiC placements contingency budget which is being held to meet this anticipated budget pressure.
-  Support for Children with Disabilities, £0.974m overspend - Primarily due to the need to provide high cost packages to support children with complex needs to remain with their families or maintain their current CiC placement.
-  Children's Safeguarding services, £1.554m overspend - Due to the cost of employing agency social workers to cover vacancies.
-  Early Help & Preventative Services, £0.424m underspend - Temporary vacancies
-  Home to School Transport, £0.561m overspend - Projected spend exceeds current allocated budget due to an increase in the number of children eligible for Council funded transport and an increase in average costs. The increase in cost is due to both economic factors affecting contractors and an increased need for more specialised vehicles to transport individual children. This could be met from the Home to School Transport contingency budget which is being held to meet this anticipated budget pressure.
-  Education support services, £1.611m overspend - Includes the estimated impact of 2022-23 pay award and inflation on traded and grant funded

services. An overspend and under recovery of overheads totalling £1.351m is predicted on the Schools Catering service, primarily because of the pay award, energy prices and the rising costs of food.

- ✓ Management, ICT, Business services and other support services, £0.703m underspend - Underspend is primarily temporary vacancies within Business Services.
- ✗ Pensions payable to former teachers and other staff, £0.089m overspend - These costs represent pension obligations payable to teachers and other staff previously employed by the Authority. The majority of the cost relates to staff who left under efficiency programmes during the early 1990s.
- ✓ Grant income, £2.303m underspend - This underspend comprises in-year grant funding of which the largest item is the allocation from the Dedicated Schools Grant of £0.889m for Early Help services. These may not be available on an ongoing basis so these are used to mitigate against current levels of spend.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2022-23 is £0.046m, with a further £0.678m target brought forward from previous years. The in-year savings target of £0.046 will be achieved. The prior-year savings target of £0.678 will also be achieved.

Additional funding has been provided in the 2022-23 budget for the main growth items:

- Leaving Care Services - £0.629m ongoing - Legislation has been enacted which places additional statutory duties on the Authority for care leavers. This ongoing allocation of funding ensures the Leaving Care Service staffing structure agreed in 2019 can be funded on a long term basis to meet the demands of the rising numbers of care leavers

and continue to develop to support sustainable outcomes for care leavers.

- Education Psychology Demand - £0.210m ongoing - There has been a significant increase in the numbers of Education, Health and Care Needs Assessments (EHCNAs) agreed each year and it is a statutory requirement for the Local Authority to commission advice from an Educational Psychologist for each EHCNA. Funds additional EPs to ensure that statutory requirements can be carried out.
- Children's social care - Placements for children in care - £6.096m ongoing, £0.092m one-off - The allocation recognises the greater numbers of children requiring placements and increased average costs of placements. £1.222m is held in contingency for ongoing growth with another £2.000m contingency for one-off growth, taking into account the expected benefits delivery from cost mitigation activities taking place as part of the Achieving Great Futures programme. Data for the first quarter of the financial year suggests growth in excess of current budget of £2.040m, which could be met from contingency. Further increases are considered likely and could utilise the remaining contingency budget.
- Children's social care - Vulnerable Children and Young People - £1.135m ongoing - The allocation recognises the greater numbers of children in care requiring support in addition to a care placement and on the edge of care requiring support to prevent entry to care.
- Children's social care - Disabled Children complex needs support to remain at home - £0.450m ongoing - Funding for direct payments to families with disabled children. The number of children supported in this way has increases over recent years and includes a greater number of children with highly complex needs receiving extensive care packages to enable them to remain at home having.
- Home to School Transport - £3.000m ongoing - The allocation recognises the greater numbers of children and young people with SEN and increased cost of journeys. £2.480m is held in contingency for further increases in transport costs and demand. Data for the first quarter of the financial year suggests growth in excess of current budget of £0.561m and further increases are considered likely and would require a greater draw down of contingency.
- Social Workers - £0.400m one-off - To fully fund the frontline social work structure and the market supplement, without the need to hold a level of vacancies which would be counter-productive in meeting the statutory demands to help, protect and care for children in Derbyshire. The market supplement payment for social workers in frontline

children's social work teams was introduced in July 2019 to support the Council's recruitment strategy.

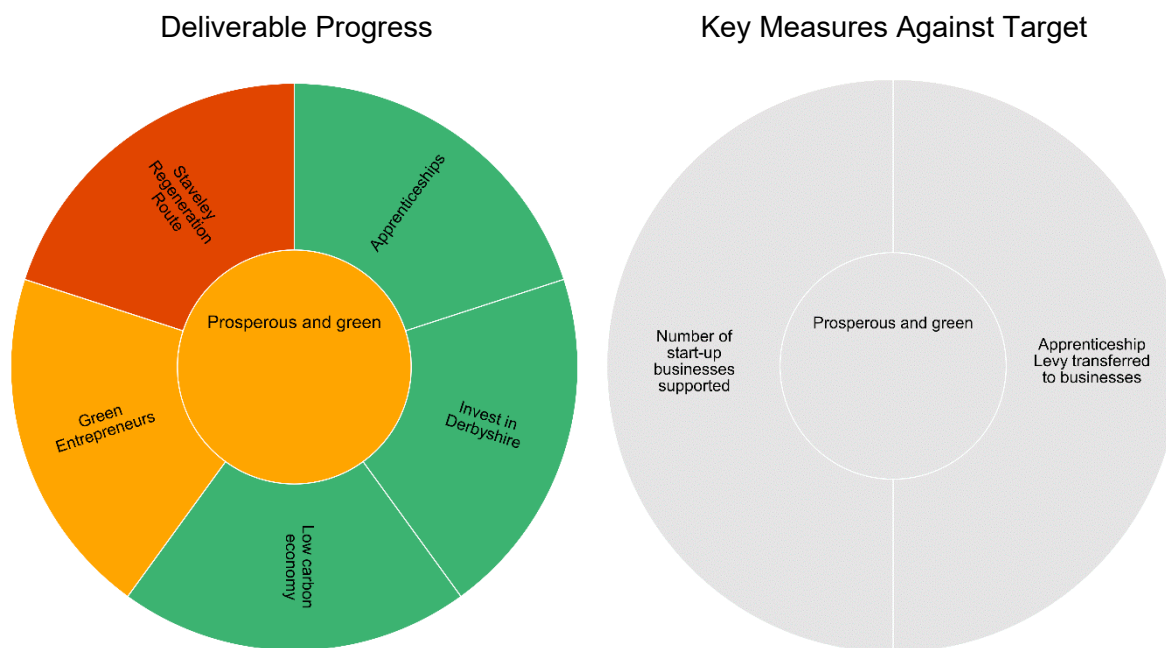
- Performance, Quality and Participation - £0.291m one-off - Funding to support service pressures in complaints management and subject access requests (SARS).
- Process Improvement - £0.193m one-off - To fund a dedicated team to review and improve processes within Children's Services.
- Elective Home Education - £0.360m one-off - Over the last year nationally and locally there has been a large increase in the number of Electively Home Educated (EHE) children. Funding to extend the EHE team to meet statutory functions to manage applications, determine whether there are any safeguarding risks and assess whether their education is suitable.
- Children in Care Legal Proceedings - £1.100m one-off - This allocation is for the expenditure associated with court proceedings which have increased in number and duration, incurring higher court fees and requiring greater use of external legal firms.
- Sports and Outdoor (SORE) - £0.980m one-off - Funding is to support the service during 2022-23 pending a review of the needs of the service moving forwards.
- Youth Action Grants - £0.125m one-off - To deliver the 2021 election manifesto commitment for a further Youth Action Grant Scheme to supported voluntary and community groups across Derbyshire.
- Temporary Alternative Children's Homes Accommodation During Refurbishment or Replacement - £0.946m one-off - One-off contingency budget to fund temporary accommodation to enable essential refurbishment at four children's homes and the rebuild of a short breaks home. The contingency has been drawn-down and a revenue contribution to capital made to support the Childrens Home refurbishment programme as approved by Cabinet on 16th June 2022.
- Pay Award 2021-22 - £0.611m ongoing
- National Insurance Social Care Levy - £0.366m ongoing – additional cost of a 1.25% increase in employer National Insurance contributions from April 2022, ring-fenced for health and social care.
- Employer Pension Contributions - £0.171m ongoing, £0.366m one-off – additional Local Government Pension Scheme employer pension contributions, which are required because of a difference between

forecast pensionable pay when contributions were agreed and actual pensionable pay experience.

Other significant additional items of funding that the portfolio is expected to receive or has received since the budget was set are:

- Programmes Team - £0.392m one-off - One year funding via the Corporate Services and Transformation Programme Management Office budget to continue dedicated project resource to effect change and deliver one-off initiatives within Children's Services.

Clean Growth and Regeneration - Portfolio Summary



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:

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

The number of apprentices and businesses supported are both on target, supporting key economic sectors.

Key areas for consideration are:

- 📌 **Completed Outline Business Case and prepared a planning application to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area**

Issue: Scheme cost is the main issue with both Government and local contributions needing to be confirmed. **Action:** Active discussions are underway with both Government and private sector stakeholders over project funding.

- ◯ **Rolled out the Green Entrepreneurs scheme, a £2m grant fund to help local business to develop and invest in green energy and carbon reduction**

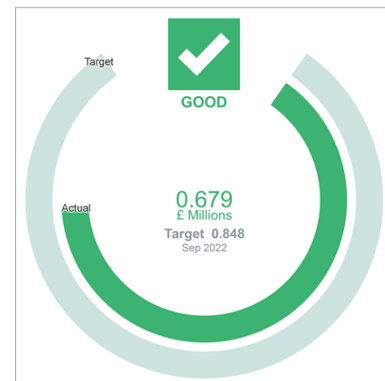
Issue: Although progress is being made on the programme there is a lack of green entrepreneurial businesses coming forward, in addition to the impact of the current economic climate. **Response:** Work is taking place with the University of Derby to intensify networking opportunities to engage further with businesses and raise the awareness of the Green Entrepreneur Fund.

There is a forecast underspend of £0.169m on the portfolio.

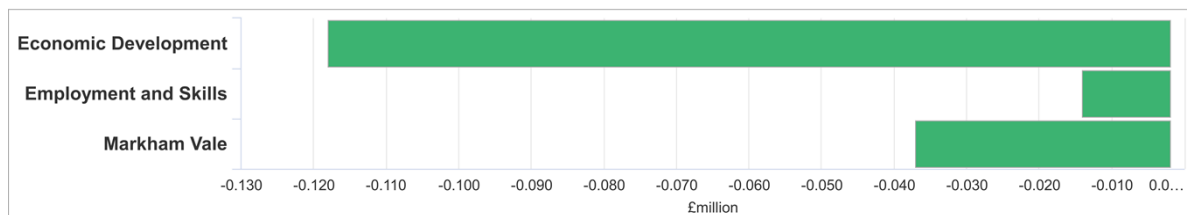
There were no significant variances within this portfolio.

There are no budget savings allocated to this portfolio.

Forecast Outturn against Target Budget



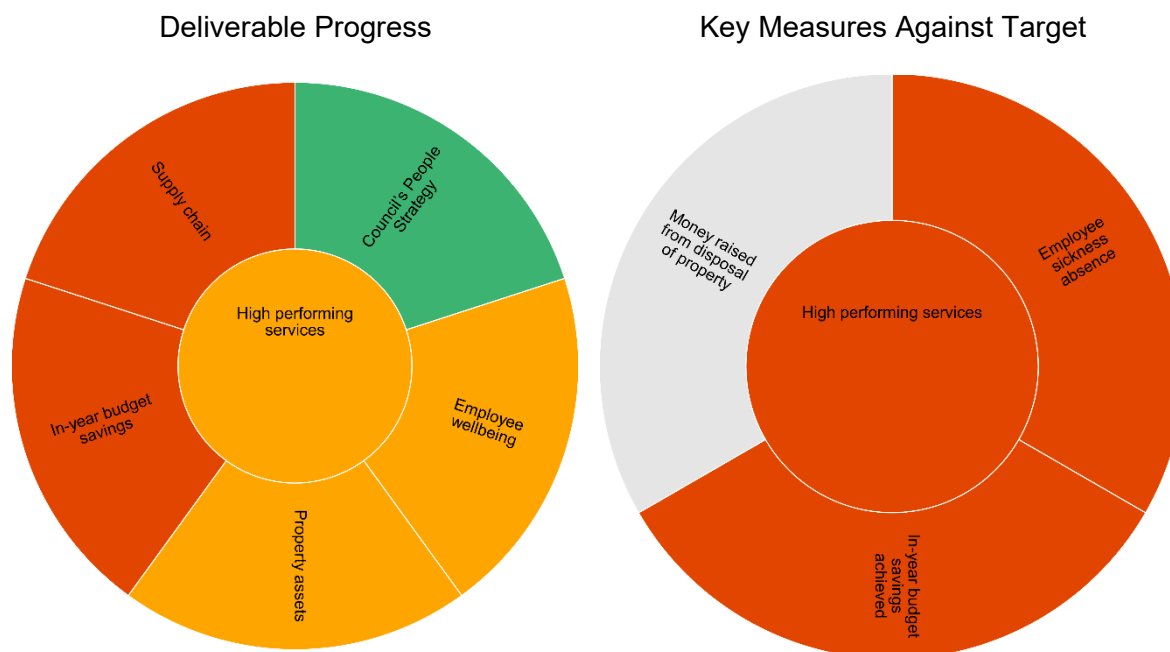
Forecast Under (-)/Over Spend by Service Line



Additional funding has been provided in the 2022-23 budget for the main growth items:

- Regeneration Services Development - £0.275m ongoing, £0.140m one-off - Additional resources to grow core establishment as demands on the service continue to grow. Implementation of a grants and bidding team who once established should become self funding.

Corporate Services and Budget - Portfolio Summary



Key ★ Strong ✓ Good ● Review 📌 Action ■ Data not available/Target not set

Progress is "good" for 1 out of the 5 Council Plan deliverables led by the portfolio.

Key areas of success are:

- All departmental people plans have been refreshed and work continues to align these to workforce planning and the wider deployment of people initiatives.
- A risk-based inspection programme for Council premises for 2022-23 has been developed and agreed and is well underway. A self-inspection form and associated guidance has been published for those premises not included in the formal inspection programme and reminders have been issued to managers to complete this. The risk profiling methodology which was trialed within Place was well received.
- The Council as part of the wider Integrated Care System Wellbeing Group participated in the Vitality Health Britain's Healthiest Workplace Survey. 464 employees completed the survey, the highest return of any of the organisations within the system. The survey has generated a multitude of data covering a number of metrics that will be used to inform the Council's wellbeing offer going forwards.

Key areas for consideration are:

Reviewed the Council's Wellbeing Strategy and associated action plan to further support employee wellbeing, reduce sickness absence and improve service delivery

Issue: Employee sickness absence is 5.7% up to September 2022, against a year end target of 4.6%. **Action:** Work is underway to refresh the sickness data further to better understand the direct effect that Covid-19 is having on sickness levels and to break down further the underlying causes of sickness across the largest identified primary causes of sickness. Sickness levels continue to be reported to Departmental Senior Management teams on a regular basis. Teams where the sickness levels are higher than the Council average have been identified for further investigation.

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

Issue: This has been rated as "Requiring Review" due to the uncertain market and economic conditions, their impact on Council and partner resources, market interest in land sales and value over the term.

Response: The impact of economic conditions on delivery targets will continue to be monitored and reported as national and regional conditions unfold.

Kept on track to achieve all planned budget savings in the current year


Issue: It is forecast that of the in-year savings target of £8.057m, £7.037m will be achieved in the current financial year. **Response:** The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered.


Implemented a contract and supply chain management regime across the Council which drives value for money throughout the contract lifecycle

Issue: There is an unprecedented demand for procurement and contract management staff. This is impacting on our ability to recruit into procurement and contract management vacancies and causing significant delays to establishing and implementing the Council's contract management framework which is key to this deliverable. **Action:** Various recruitment campaigns continue to be run, combined with changes to the recruitment process to make it easier for candidates to apply. While this is being addressed, some work is being progressed regarding contract

management training and the implementation of the Council's Sustainable Procurement Policy.


There is a forecast overspend of £2.487m on the portfolio after the allocation of £0.695m of DLUHC Covid-19 emergency grant funding. Before the allocation of this funding, the main variances are:


 Strategic Management, £0.314m overspend – Due to unallocated departmental savings of £0.725m.

 Legal services, £0.420m overspend - The forecast overspend for Legal is primarily due to non-achievement of savings targets (unachieved targets carried forward into 2022-23 of £0.378m). There are plans in place for achievement of these savings targets. It is also a result of a salaries budget shortfall, which on a fully resourced section is £0.952m. This has been masked in previous years due to one-off funding and a budget pressure has been put forward to close the gap.

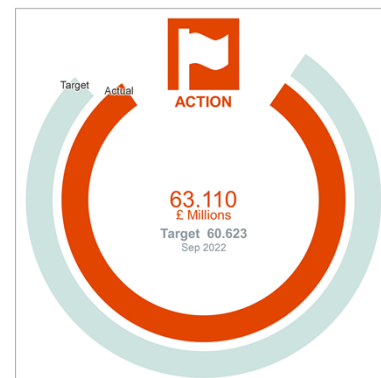
Legal Services has also received additional funding this year of £0.904m for additional posts in the Childcare & Education teams, recruitment of these posts is expected to take place in October with the posts expected to be filled by January 2023 and this has therefore positively impacted on the budget position

The current forecasts for Legal Services do not reflect any income or achievement of savings from the new operating model known as Core Offer, although it is hoped that some level of savings will be delivered this financial year. Although it is still unknown at this stage, the impact of introducing the Core Offer, more will be known after the Q2 reports have been finalised. Further work is ongoing to try and forecast the benefits and to address any issues that may arise. Research has shown substantial benefits have been delivered in other Local Authorities that have introduced a similar operating model.

 Human Resources, £0.706m underspend - Unfilled vacancies of £0.364m including in the Business Change team, which will not be filled until later in the year, £0.295m of income targets which cannot be achieved and a £0.180m underspend 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.

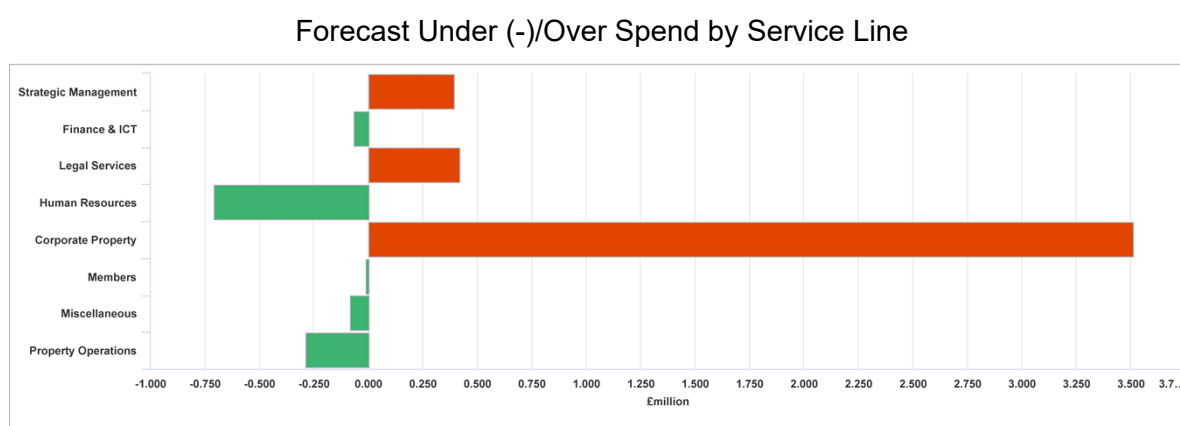
 Corporate Property, £3.511m overspend - The main overspends are on the Corporate Property Division of £1.065m; the County Buildings budget of £1.764m and as a result of the under achievement of the Industrial

Forecast Outturn against Target Budget



Development income target of £0.538m. The overspend is primarily due to the non-achievement of historic savings targets. These savings are expected to be achieved through the rationalisation of the Property base and consequent reduction in Property running costs and borrowing savings on Capital receipts. There will be best efforts to achieve this target through PSP Derbyshire LLP as the principle method of delivering the savings target. It is estimated gas and electricity inflation at 300% and 100% respectively account for £1.806m of the forecast overspend.

- ✔ Property Operations, £0.284m underspend - A surplus on the DSO as a result of increased charge-out rates, which are now taking effect. Also, as a result of officers managing overheads and surpluses across the Construction & Maintenance trading accounts from quoted works.



The budget savings target for 2022-23 is £0.444m, with a further £4.397m target brought forward from previous years. The in-year savings target of £0.444 will be achieved. £2.555m of savings brought forward from previous years will be achieved before the end of the financial year.

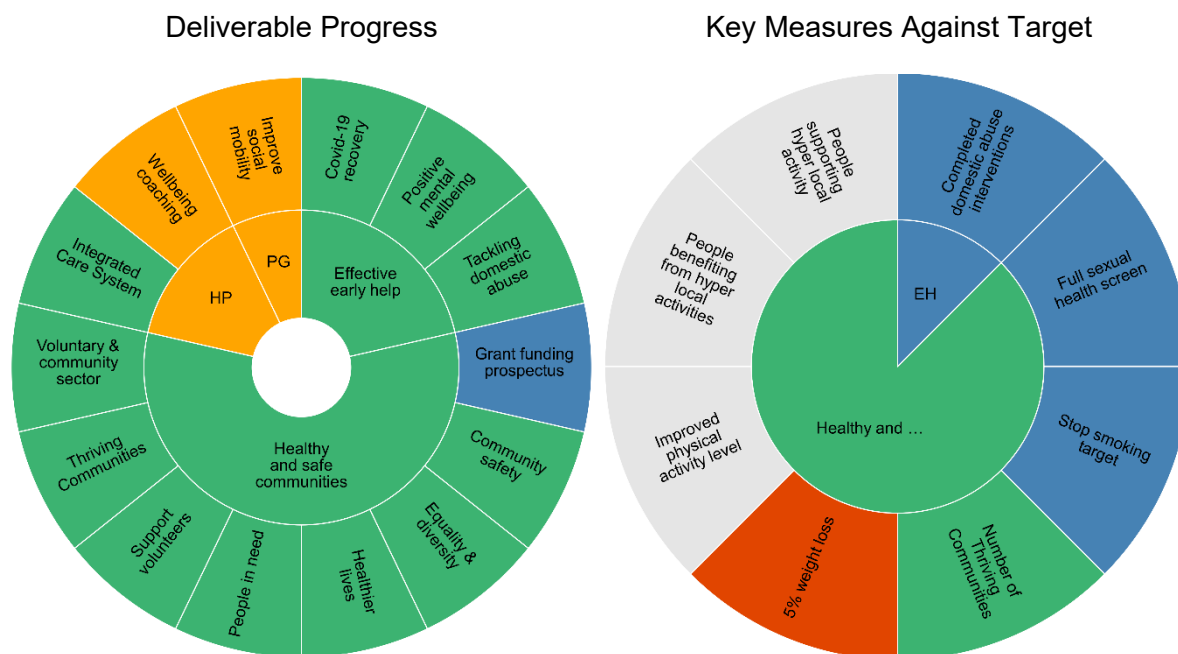
Additional funding has been provided in the 2022-23 budget for the main growth items:

- Finance & ICT-Procurement Staff Restructure - £0.095m ongoing - To support the response to the new National Procurement Policy Statement (NPPS).
- Finance & ICT-Cloud Storage - £0.400m ongoing - To purchase licences for the new soft telephony solution.
- Finance & ICT-Delivery Priorities - £0.200m ongoing - To invest in the ICT Strategy which has the need to increase the ICT Budget by £1m (£200K per year) over the 5-year strategy period to support the delivery of the priorities.

- Finance & ICT-Software Asset Management Tool - £0.062m ongoing, £0.025m one-off - To purchase a Software Asset Management tool (SAM).
- Finance & ICT-Centralised Procurement - £0.085m ongoing - To provide a procurement Team for Children Services.
- Project Support-External Advisors - £3.000m one-off - Technical and professional support for waste matters.
- Finance & ICT-Revenue Financing Costs for Capital Bids - £2.925m ongoing - This reflects the financing costs associated with the additional borrowing that is required to support new starts in the capital programme.
- Legal Services-Child Protection - £0.730m ongoing - To appoint additional staff to work in the Child Protection Team.
- Legal Services-Education Legal team - £0.174m ongoing - For additional support required for the Education Legal Team.
- ODP-Business Change & Programme Mgt teams - £1.020m ongoing, £0.020m one-off - To ensure the Council can more effectively deliver and implement one council change and strategic transformation.
- ODP-Domestic Abuse - £1.417m ongoing - To enable the development and delivery of a long-term comprehensive commissioning strategy on Domestic Abuse.
- ODP-Community Safety - £0.254m ongoing - To support new activity required to meet statutory duties in respect of Community Safety.
- ODP-Vision Derbyshire annual contribution - £0.088m ongoing - To support the Council's contribution to the Vision Derbyshire Programme resource.
- ODP-Equalities - £0.092m ongoing - To support the implementation of the Council's new Equality, Diversity, and Inclusion Strategy.
- ODP-Channel Shift - £0.034m ongoing - To support the Team working on Channel Shift.
- Pay Award 2021-22 - £0.531m ongoing
- National Insurance Social Care Levy - £0.281m ongoing – additional cost of a 1.25% increase in employer National Insurance contributions from April 2022, ring-fenced for health and social care.

- Employer Pension Contributions - £0.132m ongoing, £0.281m one-off – additional Local Government Pension Scheme employer pension contributions, which are required because of a difference between forecast pensionable pay when contributions were agreed and actual pensionable pay experience.

Health and Communities - Portfolio Summary



Key Strong Good Review Action Data not available/Target not set

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

Key areas of success are:

- Throughout Quarter 2 Public Health has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the ongoing cost of living crisis and the support provided by the Household Support Fund, which is administered via the Derbyshire Discretionary Fund. There have been 7,112 awards in Quarter 2 totalling £775,386. This is comprised of £617,737 in emergency cash payments and £157,679 in exceptional pressure grants. Household Support Grant funding has been used to support expanded provision of Emergency Cash Payments, allowing an increase in the number of awards made and the value of the awards. The 7,112 Emergency Cash Payment awards include 5,605 awards from the Household Support Fund, which do not count towards the maximum amount of Emergency Cash Payments an applicant is allowed to receive from the Fund.
- During Quarter 2 as part of mental health and suicide awareness the 'Let's Chat Derbyshire' sign campaign was launched with further developments planned for Quarter 3. Following a pilot in Chesterfield, Erewash and High Peak the 'Snapp It' project has been approved to

deliver a 1-year mental health engagement project, starting in September 2022. A wide range of events have been attended to raise awareness on mental health and suicide including attendance at 5 football matches and a range of Pride events, country shows and the Y Not Festival.

- The Integrated Care Partnership (ICP) has been meeting in shadow format throughout Quarter 2 to further develop governance and working arrangements. The Council has led a piece of work which has ensured that the Health and Wellbeing Board governance effectively links in and aligns with the ICP. The Derbyshire HWB has reviewed draft revised Terms of Reference, and these have been consulted on throughout Q2.

Key areas for consideration are:

Number of participants in Council weight management programmes who achieve 5% weight loss

Issue: The number of participants in Council weight management programmes who have achieved a 5% weight loss during Quarters 1 and 2 is predicted to be 110 against a target of 140, whilst below target, benchmarking information shows that based on confirmed rates for the achievement of 5% weight loss from Quarter 1, Derbyshire has slightly higher figures than the national average. **Action:** Live Life Better Derbyshire continues to expand its community face to face offer, and are exploring measures to improve client retention rates.

Developed a longer-term preventative wellbeing coaching model that offers health and wellbeing advice to prevent, reduce and delay the need for adult social care services

Issue: Workload and demand for services have resulted in altered priorities. Timescales for project tasks have been delayed due to this. **Response:** A meeting is being held in October 2022 with project leaders to establish a plan and timescale with the aim of completing all outstanding pieces of work by end of March 2023.

Worked with partners through the Vision Derbyshire approach to develop a countywide approach to improve social mobility, targeting underperforming areas across the county

Issue: There have been difficulties in recruiting to the Vision Derbyshire programme team which will take forward this work. **Response:** Work is taking place to review current hosting arrangements for the programme team alongside a light touch review of the Vision Derbyshire approach which will consider the resourcing of the approach and recruitment to the vacant posts.

Key areas to note are:

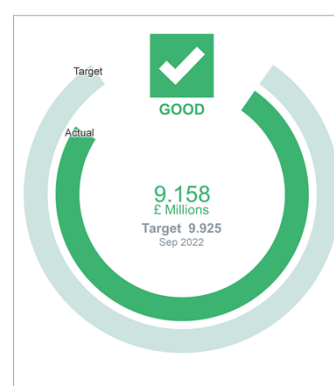
- The latest data for Quarter 2 shows that at the end of September there was a small increase in those testing positive for Covid-19 and this will be closely monitored.
- For substance misuse we have encountered some challenges as a result of the grant programme being approved on an annual basis by HM Treasury which has created some obstacles for partners in terms of recruitment to potentially short lived fixed term contracts however we are working actively with our delivery partners to understand and overcome this.

There is a forecast underspend of £0.767m on the portfolio. The main variances are:

Forecast Outturn against Target Budget

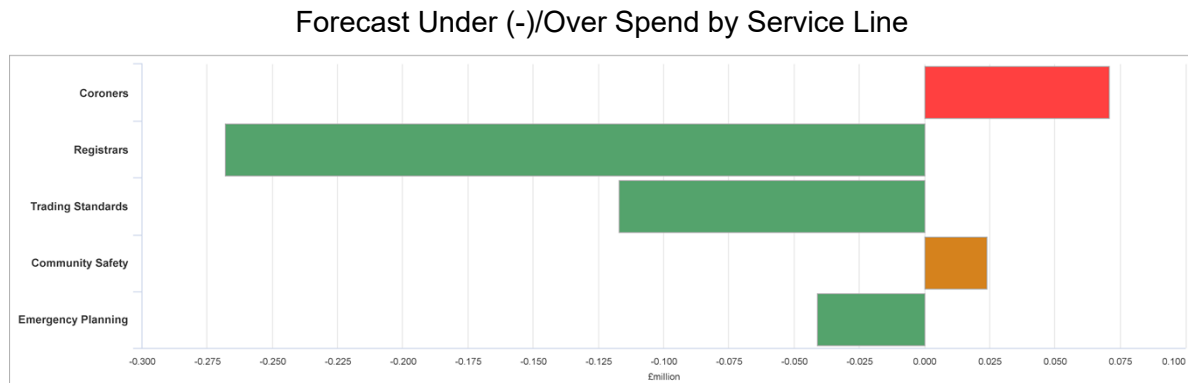
- ✓ Registrars, £0.268m underspend - Registration income increased significantly following the easing of the Covid restrictions and there is also a backlog of registrations coming through from the previous years when events such as weddings couldn't take place.

It was thought that this backlog and additional income would be a one-off for 2021-22, however this trend has continued and reflects the level of underspend. It is not anticipated that this will continue at the same rate going forwards.



The underspend is reduced by the cost of recent staffing changes, including additional posts intended to generate additional income.

- ✓ Trading Standards, £0.117m underspend - Vacancies
- ✓ Public Health - Prevention, £0.436m underspend - One off Covid funding from Government has been used to fund expenditure plus an additional contribution from Public Health ring-fenced Grant towards Covid responsibilities.
- ✗ Coroners, £0.071m overspend - An additional £0.050m for a specific complex case and acting up pay for The Deputy Coroner whilst the Coroner is on sickness absence.

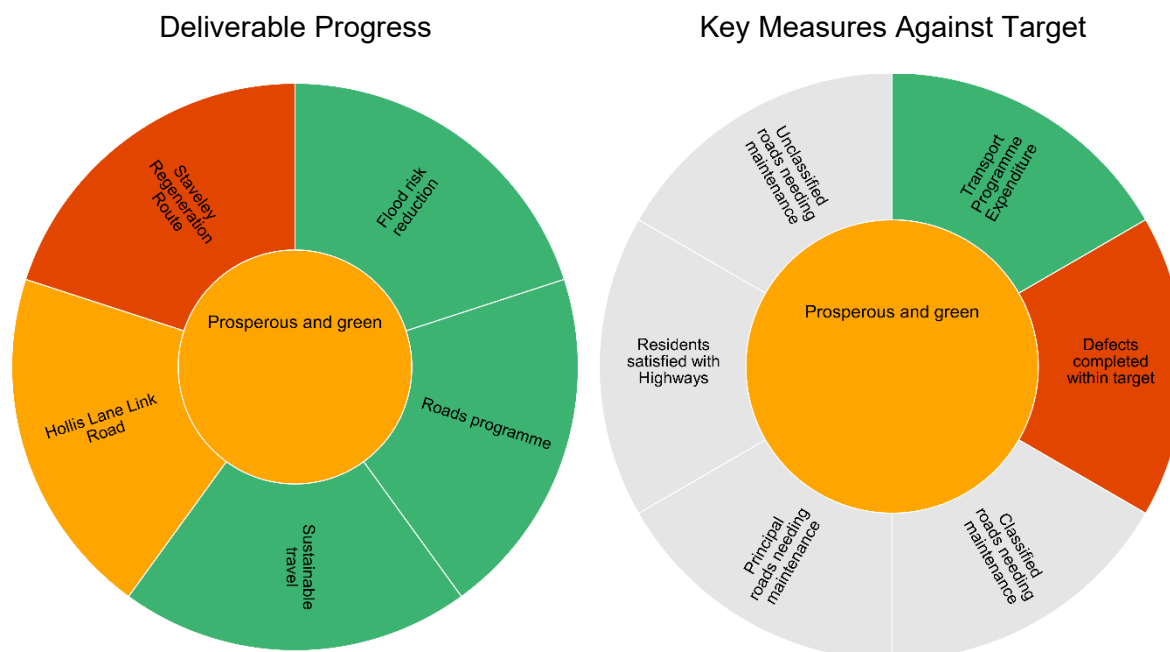


There is no budget savings target for this portfolio in 2022-23. A savings target of £0.042m target has been brought forward from previous years. It is not anticipated that the savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2022-23 budget for the main growth items:

- Domestic Abuse - £1.417m ongoing - The Domestic Abuse Act 2021 has introduced statutory duties in the provision of emergency accommodation for victims of domestic abuse and their families. To enable the development and delivery of a long term comprehensive commissioning strategy, this bid seeks to confirm the availability of funding on an ongoing basis and make a temporary post permanent. This bid puts the base budget in but will be offset by a general grant received in later years.
- Community Safety - £0.254m ongoing - Funding to support new activity required to meet statutory duties in respect of community safety, i.e. the imminent Serious Crime White Paper. The funding is for three posts and a project fund to support commissioned activity.

Highways Assets and Transport - Portfolio Summary



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:

- ✓ **Delivered a £40m Local Transport Programme to provide well managed roads and highways and address road safety concerns**

The spend on the Local Transport Programme has met the target and the planned surface dressing programme has been completed.

- ✓ **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**

The Renishaw Property Flood Resilience scheme benefiting 13 properties has been completed. 80 properties separately have benefitted from £400,000 from the Department for Food, Environment and Rural Affairs grant scheme.

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

Progress is "Good" for the delivery of electric vehicle charging points and developments on priority sections of our proposed Key Cycle Network.

Key areas for consideration are:

Percentage of defects completed within target timescales

Issue: Throughout Quarter 2 94.1% of all defects were completed within target timescales, however for the year to date, 80.1% of all defects were completed with target timescales compared to a target of 90%. **Action:** It is considered that through the implementation of the Local Transport Plan Capital delivery scheme a reduction in defects will be seen throughout the year which should have a positive impact on the amount of defects.

Annual survey data is not yet available for a number of the key measures specified in the above summary wheel. This data will be reported in Quarter 3.



Opened Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

Issue: Due to economic conditions, cost uncertainty will remain until a construction contractor is appointed. **Response:** Rigorous process in the procurement of a contractor is underway to ensure best value.

Completed Outline Business Case and prepared a planning application to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Issue: Scheme cost is the main issue with both Government and local contributions needing to be confirmed. **Action:** Active discussions are underway with both Government and private sector stakeholders over project funding.

There is a forecast overspend of £1.834m on the portfolio, after the use of £4.884m of Place departmental earmarked reserves. The forecast includes £1.182m of inflationary increases. Before the allocation of reserves funding, the main variances are:

-  Highways Maintenance, £0.852m overspend - An increase in the workforce assigned to routine maintenance.
-  Winter Maintenance, £0.527m overspend - The budget is insufficient to cover the costs of an average winter. However, this overspend will be met by the Place Department's Winter Maintenance

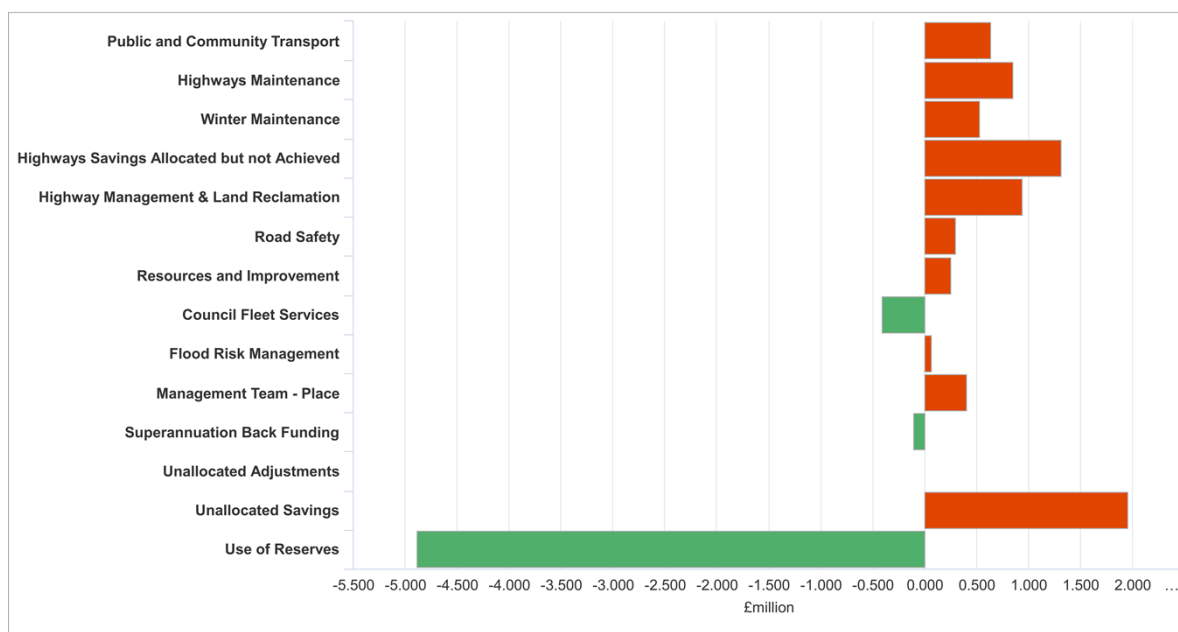
Forecast Outturn against Target Budget



Reserve and it therefore has no impact on the Council’s forecast portfolio outturn position.

- ❑ Highways Management and Land Reclamation, £0.941m overspend – Inflation and under-recovery due to charge-out rates not updated.
- ❑ Road Safety, £0.298m overspend - Relates to a prior year savings cut which is yet to be achieved. It is thought that this will be achieved in 2024-25
- ❑ Unallocated Savings, £1.957m overspend - Savings cuts allocated to the departmental budget that are not yet able to be met/allocated.
- ✅ Fleet Services, £0.410m underspend - Income received in relation to the Police Contract is higher than budgeted.
- ❑ Management Team, £0.403m overspend - This relates to the recruitment of seven G15 Assistant Director roles which are currently unfunded.
- ❑ Highways Savings Target, £1.312m overspend - Savings targets allocated to this service with no savings proposals yet implemented.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2022-23 is £0.500m, with a further £3.171m target brought forward from previous years. None of the in-year savings target or savings brought forward from previous years are expected to be achieved before the end of the financial year.

Additional funding has been provided in the 2022-23 budget for the main growth items:

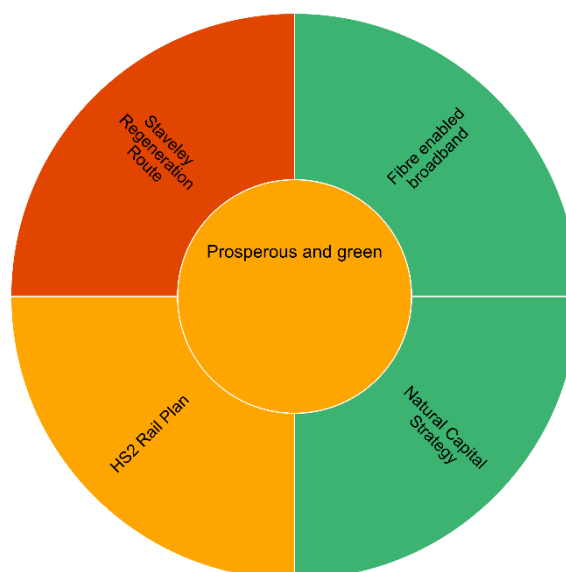
- Drainage - £1.313m ongoing, £1.313m one-off - Increasing impact of Climate Change, increasing severe weather events particularly

flooding which cause major disruption and damage to properties and the highways network. Improvement, maintenance and investigation is needed to assess and enhance the Council's drainage infrastructure and assets.

- Pay Award 2021-22 - £0.248m ongoing
- National Insurance Social Care Levy - £0.191m ongoing – additional cost of a 1.25% increase in employer National Insurance contributions from April 2022, ring-fenced for health and social care.
- Employer Pension Contributions - £0.090m ongoing, £0.192m one-off – additional Local Government Pension Scheme employer pension contributions, which are required because of a difference between forecast pensionable pay when contributions were agreed and actual pensionable pay experience.

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



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

Progress is "good" for 2 out of the 4 Council Plan deliverables led by the portfolio.

Key areas of success are:

- ✓ **Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced whilst also supporting the green economy**

The final draft of the strategy is being reviewed with findings to be provided in Quarter 3.

Key areas for consideration are:

- ◯ **Prepared a countywide response to the Integrated Rail Plan for the Midlands and the North in relation to HS2 to minimise any potential disruption and take full advantage of the economic growth opportunities**

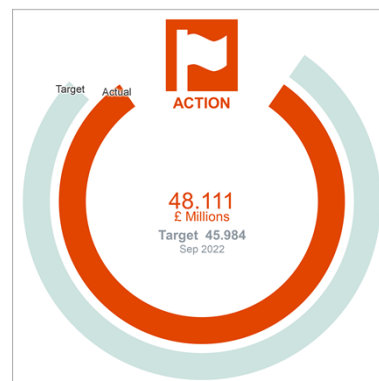
Issue: This action is delayed whilst the Government confirmation on the HS2 development is awaited. **Response:** Whilst there is still no confirmation from the Department for Transport (DfT) on the northern leg of HS2, the development study is ongoing and consultation on the electrification of the Midland Mainline is taking place with both Network Rail and the DfT.

Completed Outline Business Case and prepared a planning application to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Issue: Scheme cost is the main issue with both Government and local contributions needing to be confirmed. **Action:** Active discussions are underway with both Government and private sector stakeholders over project funding.

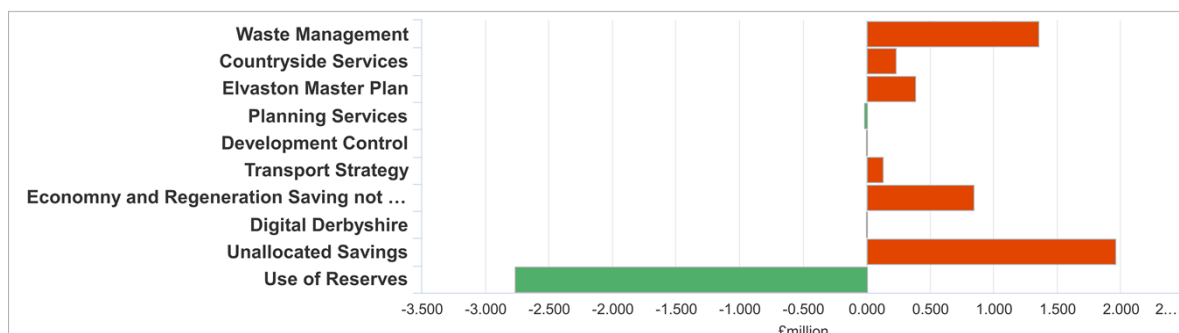
There is a forecast overspend of £2.127m on the portfolio, after the use of £2.767m of Place departmental earmarked reserves. Before the allocation of this funding, the main variances are:

Forecast Outturn against Target Budget



- ❑ Waste Management, £1.356m overspend – Increased tonnages and £1.5m due to inflation, offset by savings on contract spend.
- ❑ Countryside Services, £0.236m overspend - £0.300m savings allocated but not yet achieved due to delay in fees and charges being increased.
- ❑ Elvaston Master Plan, £0.385m overspend – posts of staff working on the project that are unfunded.
- ❑ Economy and Regeneration Savings Target , £0.848m overspend - Savings targets allocated to this service with no savings proposals yet implemented.
- ❑ Unallocated Savings, £1.957m overspend - Savings allocated to the portfolio but not yet allocated to specific areas.

Forecast Under (-)/Over Spend by Service Line



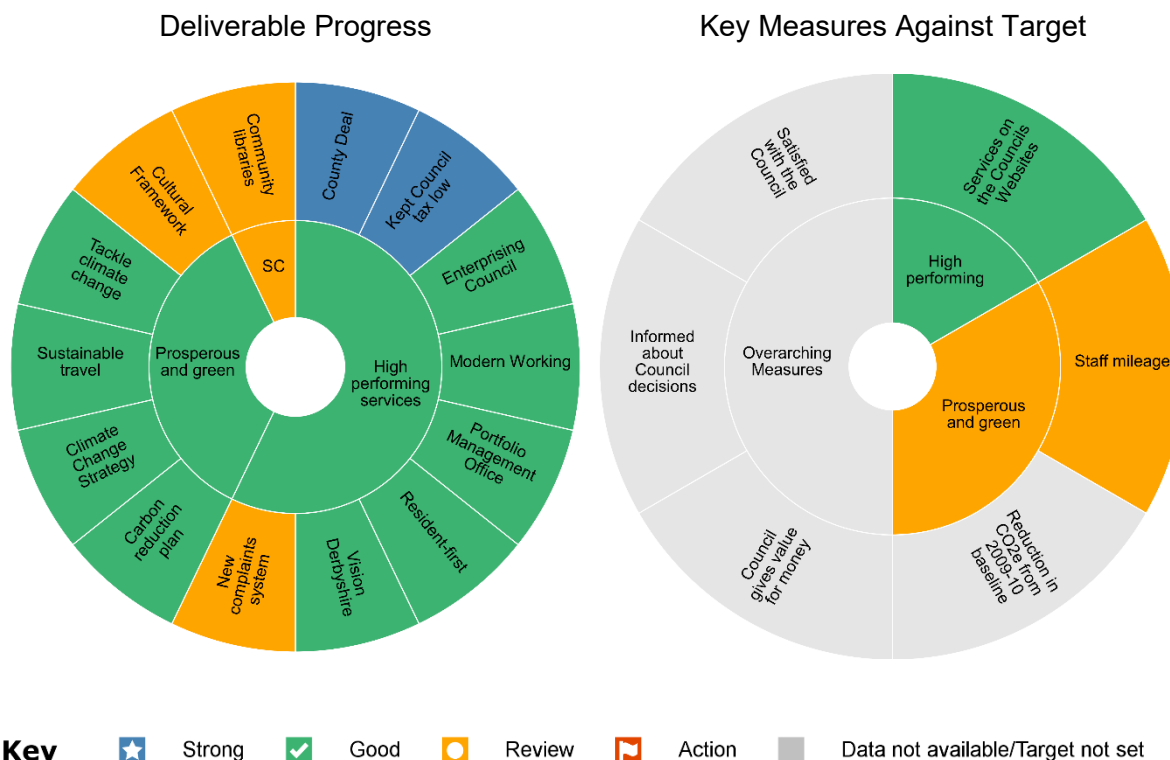
The budget savings target for 2022-23 is £0.100m, with a further £2.981m target brought forward from previous years. The in-year savings target of £0.100m will be achieved and it is forecast that £0.214m of the savings

brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2022-23 budget for the main growth items:

- Waterbodies Officer - £0.038m ongoing - New post to manage waterbody assets on behalf of the Countryside Service.
- Million Trees - £0.113m ongoing - To allow the department to meet the Manifesto pledge to plant 1 million trees by 2030.
- Ash Die Back - £0.270m ongoing - To allow the Countryside Service to lead a strategic corporate response to develop and implement an Ash Die Back Action Plan.
- Kick Start/ Major Schemes - £2.850m one-off - To cover costs such as economic and transport modeling and preliminary design etc in relation to major infrastructure projects prior to them becoming a capital project.

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:

- ★ **Worked with partners and central government to negotiate a County Deal for Derbyshire and Derby as one of the nine early pathfinder areas including securing powers, flexibilities and funding and establishing effective governance arrangements**

The Government signed a devolution deal with Derbyshire, Derby, Nottinghamshire and Nottingham Councils on 30 August 2022 which will see the East Midlands receiving £1.14 billion over 30 years to invest in the region and the establishment of an East Midlands Mayoral County Combined Authority, subject to formal agreement and public consultation.

- ★ **Kept Council Tax within the lowest 25% of county council areas and lobbied government to secure a better funding settlement**

The Council's Council Tax level remains in the bottom 25% of similar authorities.

The Council continues to take opportunities to lobby Government for an improved and multi-year funding settlement, individually and collectively as part of the national Society of County Treasurers group.

- ✔ **Implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council approach including the establishment of a new Corporate Portfolio Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money**

Further work to develop the Project & Programme Management Community of Practice has commenced with monthly sessions held. Colleagues across the Council have worked together to develop the new corporate approach to managing programmes and projects, along with a series of tools, documentations and training.

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

Total emissions for 2021-22 were 15,399 tCO₂e, which is a reduction of 64% since 2009-10 and a reduction of 3% from the previous year.

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

Progress is "Good" for the delivery of electric vehicle charging points and developments on priority sections of our proposed Key Cycle Network.

Key areas for consideration are:

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

Issue: One community library has been transferred with expressions of interest for three more. No further interest has been received to date.

Response: Engagement with libraries is on-going and it is hoped with the relaunch of the Library Strategy that further engagement and appetite from the community will lead to further Expressions of Interest.

- 🔴 **Put in place a new complaints and feedback system to improve service delivery and resident experience**

Issue: Progress has been made with Childrens Services now in place and Place being implemented. Work with Adult Social Care and Health is due to start however the complexities and possible integration to systems required and the need to implement wider reporting mean progress has been rated as review. **Response:** Work is ongoing to understand the reporting requirements and timescales for implementation in Place and ASCH.

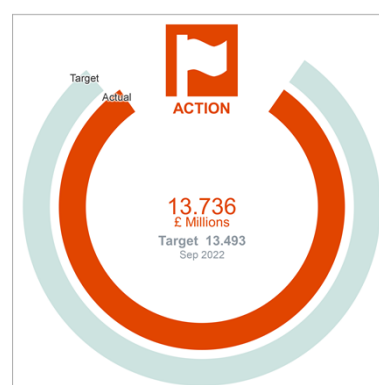
Mobilised the Derbyshire Cultural Framework and reviewed and developed a costed action plan for the Derwent Valley Mills World Heritage Site

Issue: The Derbyshire Cultural Framework is on track. With regard to the Derwent Valley Mills World Heritage Site Development Framework, an outline prospectus has been produced, however this requires wider partnership buy in. **Response:** The Prospectus will be presented to Chief Executive Officers and Councillors from each of the Local Planning Authorities in the World Heritage Site by the Council's Head of Conversation and Executive Director of Place in the next calendar year.

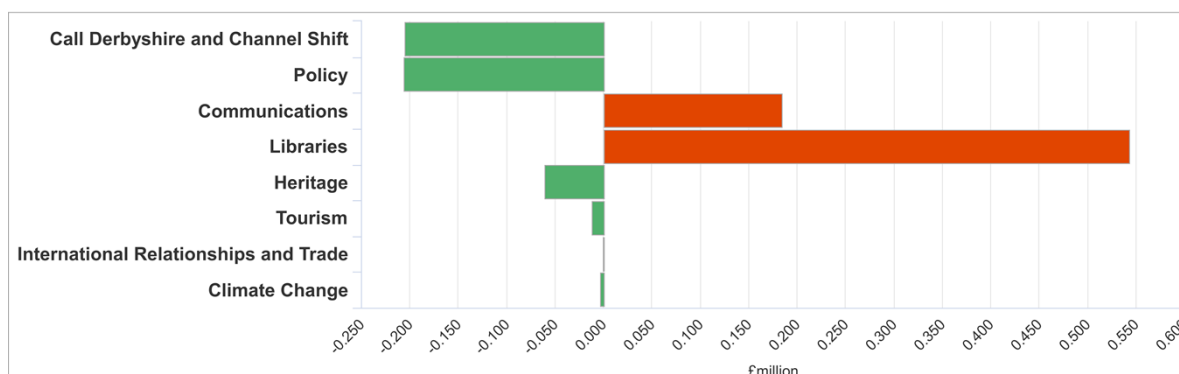
There is a forecast overspend of £0.243m on the portfolio. The main variances are:

- Communications, £0.185m overspend - Unable to achieve a £0.187m target to generate advertising income.
- Call Derbyshire, £0.205m underspend – Due to staff turnover in the call centre.
- Policy, £0.206m underspend - Vacancies.
- Libraries, £0.544m overspend - Savings allocated but not yet achieved relating to Community Managed Libraries of £0.500m and Mobile Libraries of £0.200m. It is anticipated that £0.280m savings will be achieved this financial year through a restructure of staffing.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2022-23 is £0.156m, with a further £0.645m target brought forward from previous years. The in-year savings target of £0.156m will be achieved and £0.124m of savings brought forward from previous years will be achieved before the end of the financial year.








Additional funding has been provided in the 2022-23 budget for the main growth items:

- Business Change - £1.020m ongoing, £0.020m one-off - Funding to ensure the Council can more effectively deliver and implement One Council change and strategic transformation. Funding to ensure the Council can more effectively deliver and implement One Council change and strategic transformation. Funding to ensure the Council can more effectively deliver and implement One Council change and strategic transformation.
- Channel Shift - £0.034m one-off - The Channel Shift Team is currently supported by temporary members of staff. In order to fully embed the system, support the maximisation of benefit realisation, and make most of the contracted purchase period of four years, it is anticipated that some dedicated staff resource will be required to deliver the programme past the initially anticipated point.
- Vision Derbyshire - £0.088m ongoing - Funding to support the Council's contribution to the Vision Derbyshire Programme resource.
- Equalities - £0.092m ongoing - Funding to support the implementation of the Council's new Equality, Diversity and Inclusion Strategy.
- Climate Change - £0.463m ongoing - The Council needs to take action to reduce emissions to net zero from its own estate and operations by 2023 or sooner, and from across the county by 2050 (in line with Government targets) and published its Climate Change Manifesto in May 2019. The Council also needs to build resilience across its own services and across the county to adapt to a changing climate and deliver identified priorities.

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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	Projected Gross Controllable Expenditure*	Projected Gross Controllable Income	Forecast Contribution/ Deficit(-) to General Overheads	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
			£m	£m	£m		
CSB	Finance & ICT	IT Support Services	0.669	0.577	(0.092)		No
CSB	HR	Schools Advisory Service	0.455	0.460	0.005		No
CSB	HR	Work Experience	0.098	0.098	0.000		No
CSB	Corporate Property	Direct Service Organisation Operations	17.599	17.883	0.284		Yes
CSSGE	School Catering	School Catering + FSM checking	25.908	24.556	(1.352)		No
CSSGE	SORE	Swimming	1.457	1.499	0.042		No
			46.186	45.073	(1.113)		










*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	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	Legal and Democratic	Legal Services	0.549	0.472	(0.077)	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.087	0.087	0.000	
CSB	Corporate Property	Estates	0.070	0.070	0.000	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.070	0.070	0.000	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.008	0.008	0.000	
CSB	Corporate Property	Asbestos Surveys	0.058	0.055	(0.003)	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.016	0.016	0.000	
CSB	Corporate Property	CDL Surveys	0.026	0.026	0.000	
CSB	Corporate Property	County Buildings	0.593	0.543	(0.050)	
CSB	Corporate Property	Industrial Development	1.889	1.756	(0.133)	

Portfolio	Service Area	Trading Area	Budgeted Income Target	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	HR	Occupational Health Services	0.072	0.117	0.045	
CSB	HR	Learning & Development	0.198	0.234	0.036	
CSB	HR	H&S	0.082	0.279	0.197	
CSB	HR	Payroll Services	1.654	1.617	(0.037)	
CSB	Finance & ICT	Exchequer	0.329	0.256	(0.073)	
CSSGE	Education & Improvement	Various	0.816	0.514	(0.302)	
CSSGE	SORE	Outdoor Education & Sport	1.233	1.777	0.544	
CSSGE	SEMH Services	Behavioural Support	0.266	0.257	(0.009)	
CSSGE	Adult Education	Adult Education	0.201	0.239	0.038	
CSSGE	Education Welfare	Education Welfare	0.009	0.000	(0.009)	
CSSGE	Music	Music	0.145	0.114	(0.031)	
CSSGE	Children Missing Education	Out of School Tuition	0.174	0.174	0.000	
CSSGE	SEMH Services	Positive Play	0.033	0.027	(0.006)	
CSSGE	Early Years	Early Years	0.000	0.000	0.000	
CSSGE	Early Years	Early Years SEN	0.010	0.010	0.000	
CSSGE	Information & ICT	Various	1.070	1.248	0.178	
CSSGE	Education Psychology	Education Psychology	0.597	0.583	(0.014)	
HC	Public Health	Mental Health course delivery	0.003	0.003	0.000	

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
HC	Public Health	School Crossing Patrol SLA sites	0.012	0.012	0.000	
HC	CST	Registrars	1.394	1.958	0.564	
HAT	Highways Laboratory	Highways Laboratory	0.100	0.050	(0.050)	
HAT	Fleet Services	Fleet Services	1.300	1.730	0.430	
IE	Countryside	Shops	0.219	0.294	0.075	
IE	Countryside	Cycle Hire	0.019	0.019	0.000	
IE	Countryside	Car Parking	0.397	0.463	0.066	
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.049	0.006	
			13.855	15.132	1.277	

Earmarked Reserves**Earmarked Reserves as at 30 September 2022**

Adult Care	£m
Older People's Housing Strategy	16.103
Prior Year Underspends	3.391
Other reserves	0.019
Total Adult Care	19.513
Clean Growth and Regeneration	
Regeneration Kick-Start Feasibility Fund	3.612
Vision Derbyshire Economic Development Pilot	0.887
Markham Environment Centre	0.114
Other reserves	0.406
Total Clean Growth and Regeneration	5.019
Corporate Services and Budget	
Revenue Contributions to Capital	37.185
Loan Modification Gains	24.231
Insurance and Risk Management	16.038
Covid Emergency and SFC Losses Grants	15.370
Covid-19 Recovery Fund	10.993
Budget Management	10.000
Inflation Risks	10.000
Planned Building Maintenance	5.502
Business Rates Risks	5.251
Business Rates Pool	4.395
Cyber Security	4.000
Computer Purchasing	3.270
Prior Year Underspends	2.827
Property Insurance Maintenance Pool	2.561
Investment Losses Contingency	2.500
Feasibility Assessment	1.866
PFI Reserves	1.622
Demolition of Buildings	1.437
Exchequer Traded Services Risks	1.069
Other reserves	4.695
Total Corporate Services and Budget	164.812

Childrens Services and Safeguarding and Education

Tackling Troubled Families	4.075
Childrens Services IT Systems	0.220
High Needs Strategic Funding	0.190
Foster Carer Adaptations	0.177
Other reserves	0.434
Total Childrens Services and Safeguarding and Education	5.096

Health and Communities

Covid Test and Trace Grant	3.225
Grant Funding Prospectus	1.650
Covid Practical Support Grant	1.314
Domestic Abuse	0.584
Proceeds of Crime	0.171
Other reserves	0.642
Total Health and Communities	7.586

Highways and Transport

Prior Year Underspends	10.761
Commuted Highways Maintenance	1.710
Highway Development Control Interface	1.500
Winter Maintenance	1.235
Derby and Derbyshire Road Safety Partnership Reserve	0.533
Other reserves	1.321
Total Highways and Transport	17.060

Infrastructure and Environment

Digital Growth	2.340
Waste Recycling Initiatives	0.598
Elvaston Maintenance	0.271
Other reserves	0.262
Total Infrastructure and Environment	3.471

Strategic Leadership, Culture, Tourism and Climate Change

Climate Change	4.000
Green Entrepreneurs	1.904
Community Managed Libraries	1.023
Policy and Research	0.660

Library Restructure	0.429
Other reserves	0.838
Total Strategic Leadership, Culture, Tourism and Climate Change	8.854

Total Portfolio Earmarked Reserves	231.411
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Schools

Schools Balances	38.345
Dedicated Schools Grant (DSG)	(0.239)

Total balances held for and on behalf of schools	38.106
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Public Health Grant	8.092
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Budget Savings Monitoring 2022-23**In-Year Savings Monitoring:**

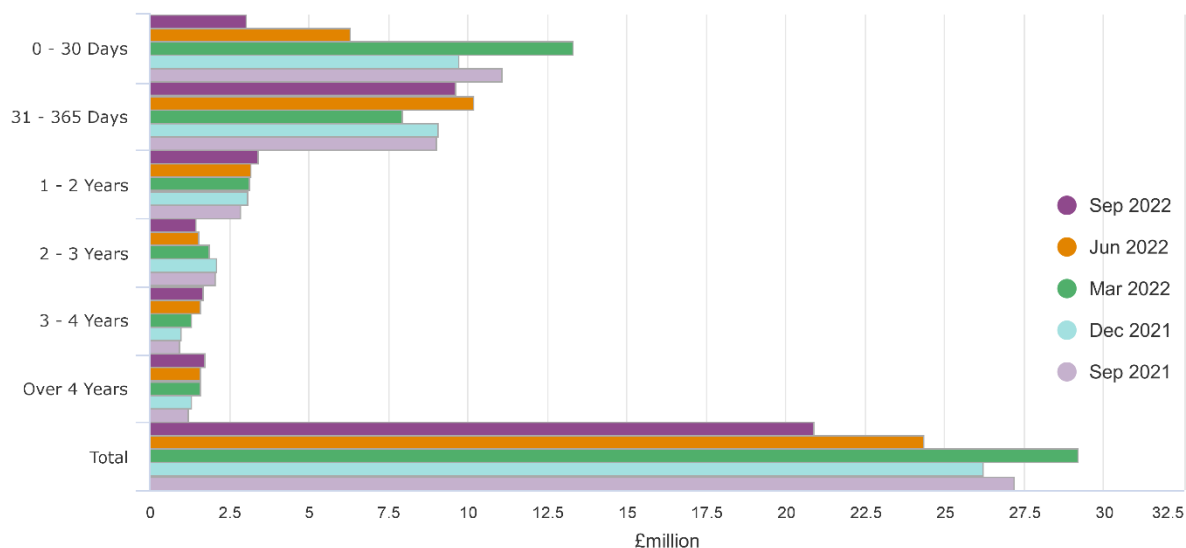
	Target 2022-23 £m	Deliverable in 2022-23		Total Deliverable in 2022-23 £m	Deferred to future years for delivery £m	Alternative Savings to be delivered £m
		Ongoing £m	One-Off £m			
Adult Care	6.811	3.741	2.550	6.291	2.550	0.520
Childrens Services	0.046	0.046	0.000	0.046	0.000	0.000
Clean Growth and Regeneration	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Services and Budget	0.444	0.444	0.000	0.444	0.000	0.000
Health and Communities	0.000	0.000	0.000	0.000	0.000	0.000
Highways Assets and Transport	0.500	0.000	0.000	0.000	0.000	0.500
Infrastructure and Environment	0.100	0.100	0.000	0.100	0.000	0.000
Strategic Leadership, Culture, Tourism and Climate Change	0.156	0.156	0.000	0.156	0.000	0.000
Total	8.057	4.487	2.550	7.037	2.550	1.020

Aggregated In-Year and Previous-Years Savings Monitoring:

Portfolio	Budget Savings Target			Ongoing Savings Initiatives			Actual Savings Achieved	
	Prior Year not yet achieved Brought Forward £ Millions	Current Year £ Millions	Total Target £ Millions	Total Identified £ Millions	Shortfall (-)/ Additional Identified Savings £ Millions	Achieved by Financial Year End £ Millions	Shortfall (-)/ Additional Achievement of Savings Target £ Millions	
Adult Care	2.570	6.811	9.381	9.381	0.000	3.741	-5.640	
Clean Growth & Regeneration	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Corporate Services & Budget	4.397	0.444	4.841	4.857	0.016	2.999	-1.842	
Children's Services and Safeguarding and Education	0.678	0.046	0.724	0.724	0.000	0.724	0.000	
Health & Communities	0.042	0.000	0.042	0.000	-0.042	0.000	-0.042	
Highway Assets & Transport	3.171	0.500	3.671	1.714	-1.957	0.000	-3.671	
Infrastructure & Environment	2.981	0.100	3.081	1.124	-1.957	0.314	-2.767	
Strategic Leadership, Culture, Tourism & Climate Change	0.645	0.156	0.801	0.671	-0.130	0.280	-0.521	
Cross Portfolio	0.421	0.000	0.421	0.421	0.000	0.421	0.000	
Portfolio Total	14.905	8.057	22.962	18.892	-4.070 	8.479	-14.483 	

Aged Debt**Age profile of debt, relating to income receivable, at 30 September 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	1.415	7.008	2.653	1.199	0.908	1.246	14.429
	9.8%	48.6%	18.4%	8.3%	6.3%	8.6%	100.0%
Children's Services	0.485	0.512	0.033	0.008	0.007	0.002	1.047
	46.3%	48.9%	3.2%	0.8%	0.7%	0.2%	100.0%
Place	0.660	0.943	0.547	0.159	0.726	0.290	3.325
	19.8%	28.4%	16.5%	4.8%	21.8%	8.7%	100.0%
Corporate Services and Transformation	0.483	1.170	0.158	0.084	0.022	0.174	2.091
	23.1%	56.0%	7.6%	4.0%	1.1%	8.3%	100.0%
All Departments	3.043	9.633	3.391	1.450	1.663	1.712	20.892
	14.6%	46.1%	16.2%	6.9%	8.0%	8.2%	100.0%

Aged Debt over Time**The value of debt written off in the 12 months up to 30 September 2022**

Department	£m	
Adult Social Care and Health	0.119	▼
Children's Services	0.014	▲
Place	0.008	▲
Corporate Services and Transformation	0.025	▼
All Departments	0.166	▼



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 8 December 2022

Report of the Executive Director - Children's Services

Primary Level Education in Tibshelf

1. Divisions Affected

Tibshelf

2. Key Decision

- 2.1 This is not a Key Decision as it only affects one division and the financial implications will be addressed in a separate paper.

Purpose

- 2.2 The report provides the outcome of a consultation into the future buildings of Tibshelf Infant and Nursery School and Townend Junior School and seeks Cabinet approval to move forward with plans for the new school building, subject to funding.

3. Information and Analysis

- 3.1 In 2013, Tibshelf Community School moved to its new location leaving the old school site and playing fields in the centre of the village. Two previous consultations have taken place on the disposal of surplus land and the building of a new school building on the old playing fields. The council has continued to pursue the option of a new school building but the plans have been delayed due to difficulties resolving issues relating to planning, disposal, funding and a concern within the community about

building further housing on the surplus land. In the meantime, Tibshelf Infant and Nursery School and Townend Junior School have chosen to federate.

- 3.2 The new school building will provide modern purpose-built accommodation which can offer additional places which can't be achieved in the existing buildings due to restrictions on the size of the site. Since the project's inception, expenditure on the infant and junior schools has been kept to a minimum and there is now work amounting to £572K at the Infant School and £651K at the Junior School on their respective condition reports.
- 3.3 There was concern that the community did not fully understand that to build a new school on the former Tibshelf School site, it would be necessary to dispose of the remaining land and the sites of the current infant and junior school in order to part fund the project. A further consultation has therefore taken place over the period 7 September to 5 October 2022 and a copy of that consultation is at Appendix 2.
- 3.4 The consultation requested views on two options:
- Option 1** – to continue to work towards building a new school to accommodate both the Town End Junior School and the Tibshelf Infant School on the former school playing fields. The funding for this is totally dependent on the sale of the remaining land, the Town End Junior and Tibshelf Infant sites for housing to form a capital receipt towards the school project. There would still be planning issues to overcome as the playing fields are listed as green space in the Bolsover District Council's Local Plan. Even with the capital receipt, there will be a need for the Derbyshire Council Council to provide additional capital funding for the project to proceed.
- Option 2** – to discontinue work on the new school building but invest the council funds already agreed for the project into a refurbishment programme at both the Infant and Junior Schools. The former school site would be disposed of and could be sold for housing but the playing fields would remain as an open space.
- 3.5 There were 4 responses to the consultation although only 2 offered an opinion on the options above. One strongly supported the building of a new school for the village. The second response was in favour of a new school but did not wish to see additional housing in the village and therefore opted on balance for option 2.

4. Consultation

- 4.1 A consultation was carried out as described in paragraph 3.3 above.

5. Alternative Options Considered

- 5.1 The two key options are detailed above but a further option would be to do nothing, which would not address the issues identified in the condition reports at the two schools.

6. Implications

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

7. Background Papers

- 7.1 Previous Cabinet papers relating to the earlier consultations are held by Development.

8. Appendices

- 8.1 Appendix 1 – Implications
- 8.2 Appendix 2 – The consultation paper on Primary Level Education in Tibshelf.

9. Recommendation(s)

That Cabinet:

- a) Notes the outcome of the consultation.
- b) Agrees to proceed with a new school building for the co-location of the infant and junior schools subject to securing additional funding.

10. Reasons for Recommendation(s)

- 10.1 Cabinet to consider and note the outcome of the consultation
- 10.2 It is beneficial for the infant and junior schools in Tibshelf to be provided with a new school building, built to new operational standards in order to

provide a good learning environment and replace the ageing building stock located on constrained sites.

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

11.1 No

Report Sue Pegg
Author:

Contact Sue.Pegg@derbyshire.gov.uk
details:

Implications

Financial

- 1.1 In 2016, Cabinet approved funding for a new school building based on a £7M budget comprising £3.1M borrowings and £3.9M capital receipt for the sale of the old secondary school site, surplus land on the playing field and both the Infant and Junior school sites. The cost of the project and the value of the land for disposal has been re-assessed and the total value of the project is now £12.5M. The value of the land has diminished slightly and as a result, there is a £6.76M deficit.
- 1.2 A capital strategy bid has been submitted for the 2023 Prudential paper to be considered if the decision of this paper is to proceed with the project. A further report will be brought to Cabinet for approval to build once funding has been received.

Legal

- 2.1 Pursuant to Section 13 of the Education Act 1996 a local authority shall (so far as their powers enable them to do so) contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary education, and secondary education to meet the needs of the population of their area.

Human Resources

- 3.1 There are no human resources considerations as both schools will remain in existence and the staff will transfer to the new building if it goes ahead.

Information Technology

- 4.1 N/A

Equalities Impact

- 5.1 N/A

Corporate objectives and priorities for change

- 6.1 The school will be built to modern standards and provide a good teaching environment to enhance the pupils achievement.

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

- 7.1 The building will be designed to be carbon neutral and support the Council's climate change initiative.

PRIMARY LEVEL EDUCATION IN TIBSHELF NON-STATUTORY CONSULTATION

Aim of the Consultation

To judge the level of support for building a new school on the former site of Tibshelf Community School and to confirm the community's understanding of the implications of taking a decision to provide a new building.

Background

In 2013, Tibshelf Community School moved to its new location leaving the old school site and playing fields in the centre of the village. Two previous consultations have taken place on the disposal of surplus land and the building of a new school building on the old playing fields. The council has continued to pursue the option of a new school building but the plans have been delayed due to difficulties resolving issues relating to planning, disposal, funding and a concern within the community about building further housing on the surplus land. The council would like to seek views on the two options that are open.

Option 1 – to continue to work towards building a new school to accommodate both the Town End Junior School and the Tibshelf Infant School on the former school playing fields. The funding for this is totally dependent on the sale of the remaining land, the Town End Junior and Tibshelf Infant sites for housing to form a capital receipt towards the school project. There would still be planning issues to overcome as the playing fields are listed as green space in the Bolsover District Council Local Plan. Even with the capital receipt, there will be a need for the council to provide additional capital funding for the project to proceed.

Option 2 – to discontinue work on the new school building but invest the council funds already agreed for the project into a refurbishment programme at both the Infant and Junior Schools. The former school site would be disposed of and could go for housing but the playing fields would remain as an open space.

The council would welcome your views and an indication of your preferred option. Please provide your feedback to sue.pegg@derbyshire.gov.uk. The consultation will take place over the period 7 September to 5 October 2022.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 8 December 2022

Report of the Executive Director - Children's Services

Children's Services Capital Budget - Further Allocations

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 £6,799,966 and affects communities living or working in an area comprising two or more divisions/county electoral areas.

3. Purpose

3.1 To approve further allocations from the Children's Services Capital Budget and from temporary borrowings to individual projects.

4. Information and Analysis

4.1 As reported to Cabinet on 28 July 2022 there is an unallocated balance of **£27,999,358** in the Children's Services Capital budget made up of Basic Need and School Condition Allocations.

The report informed Cabinet of the DfE Basic Need allocations for the Authority for 2023-24 (school places needed by September 2024) and 2024-25 (school places needed by September 2025) for new school

places in Derbyshire totaling £21,204,935. Cabinet approved allocations totaling £2,384,262 for projects at five schools from the 2023-24 Basic Need allocation. However, following the approval of the report it was found that DfE no longer paid Basic Need funding in advance, as was previous practice, and as a result the allocations could not be actioned.

- 4.2 In a further report on 23 August 2022 the Executive Director for Children's Services approved the amendment of the allocations for four of the projects from Basic Need to the Children's Services Capital budget 2020-21 School Condition Allocation. These allocations and other allocations approved under delegated powers by the Children's Services Head of Development and the Executive Director for Children's Services are detailed in Appendix 2. The allocations total £2,020,851.
- 4.3 To progress the fifth project at Harpur Hill Primary School and other Basic Need projects approval of £5,908,536 from previous years balances is requested in advance of the receipt of the 2023-24 Basic Need allocation. The funds to be returned to the appropriate years upon receipt the 2023-24 Basic Need allocation. Details of the scheme are included in Appendix 3.
- 4.4 The report of 23 August 2022 also detailed funds returned to the Children's Services Capital Budget as set out in Appendix 4.
- 4.5 The report to Cabinet on 28 July 2022 included £442,530 School Condition funding previously approved for David Nieper Academy being returned to the 2022-23 working budget. There was an error in the reporting of the amount, which should have been £422,530. An adjustment of £20,000 has been made to the balance of the School Condition Allocation 2022-23 budget as detailed in Appendix 1 – Financial Implications to correct the error.
- 4.6 Further allocations for consideration are set out in Appendix 3. If the allocations set out in Appendix 3 are approved, 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

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 as detailed in Appendix 2.

b) Notes the receipt of the funds received/returned to the Children's Services Capital Budget as detailed in Appendix 4

c) Approves £5,908,536 from previous years balances in advance of the receipt of the 2023-24 Basic Need allocation as detailed in Appendix 3.

d) Approves the allocations to the projects as detailed in Appendix 3

11. Reasons for Recommendation(s)

11.1 To inform Cabinet of 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 Jill Beacham, Sue
Author: Pegg

Contact Jill.Beacham@derbyshire.gov.uk,
details: Sue.Pegg@derbyshire.gov.uk

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 Children's Services Capital budget is as set out in the table below. The balances shown in previous reports did not include full information pre 2020-21. The table now includes balances for the years 2015-16 to 2019-20.

Year	Type of Funding	Opening Balance £	Funding Received / Returned	Allocations in this Report	Balance £
2015-16	Basic Need & School Condition	928,025		625,000	303,025
2016-17	Basic Need & School Condition	1,766,970		1,425,000	341,970
2017-18	Basic Need & School Condition	1,224,637		958,536	266,101
2018-19	Basic Need & School Condition	1,395,212		1,100,000	295,212
2019-20	Basic Need & School Condition	2,136,026		1,800,000	336,026
2020-21	School Condition	1,567,468 less delegated approvals of 1,766,406	11,750 44,976 257,250		115,038

2021-22	School Condition	1,135,147		891,430	243,717
2022-23	School Condition	3,810,923	200,000		4,010,923
2023-24 (for schemes to be delivered by September 2024)	Basic Need	14,871,710	2,384,262		17,255,972
2024-25 (for schemes to be delivered by September 2025)	Basic Need	4,448,963			4,448,963
Total		31,518,675	2,898,238	6,799,966	27,616,947

- 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 for this.

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.

7.2 To support the Council's ability to meet its ambition of being a net zero carbon organisation.

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Appendix 2

Approvals Under Delegated Powers

Under the Children's Services Financial Scheme of Delegation, the Head of Development has delegated powers to authorise expenditure up to a value of £75,000 and the Executive Director for Children's Services up to a value of £250,000 on any individual project (funded from existing resources). Where there are multiple projects detailed in a report, this is for efficiency only and each project or group of projects for an individual school are separate new projects under the definition of the Scheme of Delegation.

Approvals by the Children's Services Head of Development

School	Scheme	Funding Yr/Type	Approved	Amount £
Ashover Primary School	Flat roof coverings – additional funding	2020-21 SCA	20/06/22	63
Barlborough Primary School	Electrical rewire – additional funding	2020-21 SCA	20/06/22	37,200
Brockwell Junior School	DCC contribution to internal remodelling scheme.	2020-21 SCA	20/06/22	10,500
Cresswell CE Infant and Nursery School	Boiler and plant replacement	2020-21 SCA	20/06/22	60,000
Draycott Community Primary School	Pitched roof coverings – additional funding	2020-21 SCA	20/06/22	40,000
Killamarsh Infant School	Electrical rewire – additional funding	2020-21 SCA	20/06/22	4,930
Linton Primary School	Window replacement – additional funding	2020-21 SCA	20/06/22	3,382
Matlock Bath Holy Trinity CE Primary School	Window replacement – additional funding	2020-21 SCA	20/06/22	17,780
Baslow St Anne's CE Controlled Primary School	Heating renewal – additional funding	2020-21 SCA	20/10/22	11,000
Hady Primary School	Boiler replacement – additional funding	2020-21	20/10/22	40,773
Hartington CE (Controlled) Primary School	Roof coverings additional funding	2020-21 SCA	20/10/22	20,985

Pottery Primary School	Extension for 2 classrooms, library and group rooms to replace a building at risk and additional external facilities – additional funding	2020-21 SCA	20/10/22	38,531
Rowsley CE Primary School	Boiler and heating renewal – additional funding	2020-21 SCA	20/10/22	10,000
William Levick Primary School	Heating and hot water scheme – additional funding	2020-21 SCA	20/10/22	75,000
Total 2020-21 SCA				370,144
Tupton Primary and Nursey Academy	Demolition of temporary building and repurposing of former childrens centre accommodation – additional funding	2021-22 SCA	13/09/22	1,036
Lea Primary School– School House	Roof coverings – additional funding	2021-22 SCA	13/09/22	6,258
Wirksworth Junior School	Renewal of hall floor – additional funding	2021-22 SCA	13/09/22	13,800
Pilsley Primary School (Chesterfield)	Floor replacement – additional funding	2021-22 SCA	13/09/22	37,175
Whaley Bridge Primary School	Roof replacement	2021-22 SCA	13/09/22	36,000
Deer Park Primary School	Radiator renewal – additional funding for whole system replacement	2021-22 SCA	13/09/22	43,532
Total 2021-22 SCA				137,801
William Rhodes Primary and Nursery School	Replacement cladding – Original funding through Insurance Maintenance Programme (IMP).	Capital Investment Programme	13/09/22	70,000

	Tender returned above IMP threshold. IMP scheme cancelled with funding returned to IMP and 2020-21 SCA IMP/Contingency allocation. The School has now converted to an Academy and DCC are obliged to complete the works under the terms of the CTA.			
Crich Junior School	Boiler and heating renewal – additional funding for enhanced scheme	Carbon Zero	20/10/22	46,644

Approvals by the Executive Director for Children's Services

School	Scheme	Funding Yr/Type	Approved	Amount £
Brampton Primary School	New nursery building & kitchen -additional funding	2020-21 SCA	03/08/22	165,000
Brailsford CE Controlled Primary School	Remedial works to building	2020-21 SCA	03/08/22	180,000
Poolsbrook Primary School	Modular Classroom	2020-21 SCA (changed from BN 2023-24)	23/08/22	450,000
Tibshelf Community School	Classroom block – additional funding	2020-21 SCA (changed from BN 2023-24)	23/08/22	375,000
Hunloke Park Primary School	3 classroom block – additional funding	2020-21 SCA (changed from BN 2023-24)	23/08/22	125,000

Wessington Primary School	Small extension & re-modelling - £190,738 S106 contributions allocated to scheme. Additional funding to meet shortfall.	2020-21 SCA (changed from BN 2023-24)	23/08/22	9,262
Holly House School	Boiler Replacement	2020-21 SCA	23/08/22	92,000
Total 2020-21 SCA				1,396,262

Total Delegated Approvals				2,020,851
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NB All initial funding approvals 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.

Appendix 3: Allocations

School	Scheme	Funding Yr/Type	Amount £
Harpur Hill Primary School	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.	2016-17 SCA/BN	£1,425,000
Hunloke Park Primary School	3 classroom block – on 9/9/21 Cabinet approved £968,005 SCA and a Section 106 contribution of £56,995 to be allocated to the scheme giving a total budget of £1,025,000. A further Section 106 agreement for £410,364 will reimburse the Capital Budget when received. Drainage and landscape works were identified during the design process and an additional £125,000 was approved by the Executive Director for Children’s Services on 28/8/22. The tender has been returned above budget and an additional £311,635 is required to meet the shortfall.	2017-18 SCA/BN	311,631
New Boulton Moor School (Cloverleys Spencer Academy)	New school – Boulton Moor is a major housing development to the South East of Derby City. On 26/7/18 Cabinet approved a Section 106 contribution of £4,149,170 and £1,761,590 Basic Need funding to a scheme to provide a new primary school to serve the community. It was intended to open the school in September 2020, with Spencer Academy Trust selected as the sponsor. There have been major difficulties with the project, in particular the transfer of the land and access to the site which is provided by the developer. The opening was delayed until September 2021 but in the event issues the land were still unresolved. Due to the demand for places in the area the Trust opened the School on time but with the children	2017-18 SCA/BN 646,905 2018-19 SCA/BN 1,100,000 2019-20 SCA/BN 1,800,00	3,546,905

	<p>being transported over to its other new school at Chellaston Fields.</p> <p>The delay has resulted in a significant increase in the costs of the project which was recently revised to £9,457,665. An additional £3,456,905 is required to progress the scheme upon the resolution of the land issues.</p> <p>There are likely to be continued delays with the project resulting in further increases in the costs.</p>		
Highfields Spencer Academy	Single Modular Classroom – The Authority asked the Trust to admit 30 additional pupils into the School’s reception 2022 intake to meet the high demand for places in the local area. The Trust agreed on the basis that they would be provided with an additional classroom.	2015-16 SCA/BN	625,000
	Total to be returned to the appropriate years upon receipt the 2023-24 Basic Need allocation.		5,908,536
Bramley Vale Primary	Partial rebuild - On 21 January 2021, Cabinet approved £5,500,000 for the partial re-build of Bramley Vale Primary School. During design it was agreed to add an additional classroom and cooking kitchen to the project increasing the cost to £6,425,000. £500,000 from previously approved modernisation projects was transferred to the rebuild project along with savings of £77,918 from an earlier completed project. An additional £347,082 was approved by Cabinet on 15/2/22 to meet the shortfall. The cost has now risen to £7,425,000 as a result of the need to form a temporary car park and significant increases in construction material/labour costs. £108,750 is available from a previously approved modernisation scheme to contribute to the project. A further £891,430 is required to deliver the project.	2021-22 SCA	891,430
	Total SCA 2021-22		891,430

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

Appendix 4: Funds Received/Returned

Description	Funding Yr/Type	£
Basic Need – Cancelled allocations from 28/7/22 Cabinet Report as referred to in section 3.	BN 2023-24	£2,384,262
New Mills School – Cancelled allocation for building works in connection with kitchen ventilation project approved 23/7/21.	SCA 2020-21	11,750
Devolved Formula Capital (DFC) contributions from schools towards approved schemes	SCA 2020-21	44,976
Long Row Primary School – Cancellation of boiler/heating renewal project approved by Cabinet 20/9/20 as above IMP threshold. CS contribution returned to 2020-21 SCA instead of 2020-21 SCA IMP/Contingency allocation in error (not included in current 2020-21 SCA unallocated balance as detailed in this report)	IMP/Contingency 2020-21	20,000
Heage Primary School – Floor replacement project allocation duplicated in Cabinet report of 28/7/22	SCA 2022-23	200,000
Newhall Junior School –Roofing works approved by Cabinet on 15/5/22 cancelled following successful bid for a replacement school under the DfE Priority Schools Building Programme.	SCA 2020-21	257,250

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

8th December 2022

Report of the Executive Director - Children's Services

Update on Delivery of Children's Services Strategy

1. Divisions Affected

All

2. Key Decision

2.1 Not a Key Decision

3. Purpose

3.1 The purpose of this Report is to update the Cabinet on progress with development and delivery of the Children's Services Strategy 2022-25.

3.2 The Strategy has been in development since Spring 2022 and has been coproduced with staff across all delivery areas within Children's Services. To date the Strategy has been shaped and developed by the Children's Senior Management Team and Extended Senior Management Team, and has been discussed at the Council's Corporate Management Team, Lead Member for Children's Services and Safeguarding, and Lead Member for Education, and has been updated on progress with development of the Strategy over summer 2022.

3.3 Engagement with Strategic Partners on development of the Strategy is underway, alongside engagement with the Chairs of Locality Children's Partnerships. At the time of writing this report work is at an early stage, and further engagement with strategic Partners, Districts and Boroughs,

and the wider community are planned as part of the further development of the Strategy, prior to final publication.

- 3.4 The ambition of the Children's Services Strategy is ambitious for children, young people and families in Derbyshire County. In order to ensure critical deadlines are achieved, and that Children's Services make sufficient progress with delivery of a challenging and comprehensive programme of action, delivery of some critical aspects of the Strategy are already underway.
- 3.5 Any feedback or reflections from Cabinet are welcome at this stage of the development and delivery of the Children's Services Strategy.

4. Information and Analysis

Context

- 4.1 As a Council we want to ensure that the County of Derbyshire is a great place for all children and young people to grow up.
- 4.2 Many children and young people in the County experience positive outcomes in relation to educational attainment, health and well-being, and successful transition to independent adulthood. The majority of children and young people in Derbyshire have their needs met through universal services, for example through local schools, GPs and health services. They also benefit from access to a range of activities they can enjoy with their friends and families, through which they can continue to grow and develop. When facing challenges or difficulties, most children, young people and families in Derbyshire are able 'cope' because they have the means to access the support they need relatively quickly.
- 4.3 However, for a growing number of children and young people in the County, there is a higher chance of poor outcomes because their circumstances mean they are exposed to higher levels of risk and are therefore more vulnerable. Universal services – whilst of crucial importance to these children and young people – often cannot meet all the needs of our more vulnerable children and young people. We want to ensure our more vulnerable and/or disadvantaged children and young people are supported to have every opportunity of achieving the same social, educational, health and economic outcomes as their peers. We are committed to helping our more vulnerable children and young people achieve personal growth, live happy and fulfilling lives, and feel hopeful and aspirational for their futures.

4.4 The Children's Services Strategy 2022-25 sets out how we will drive the continuous improvement and transformation needed to deliver better outcomes for all children, young people and families in Derbyshire. The ambition set out in the Strategy is:

We will work creatively and collaboratively to inspire and empower children, young people and their families to be the best they can be. Our ambition is that all children and young people in Derbyshire are safe, healthy, happy, learning and ready for work.

4.5 The Strategy is being developed in exceptionally challenging and fast-changing circumstances: the combination of sustained pressure on public finances; rising pressures associated with cost of living; the impact of the COVID-19 pandemic both in terms of immediate impact and emerging pressures which set up challenges for the future; changing legislation and expectations from Central Government and several important reform agendas affecting significant areas of Children's Services all give rise to extremely challenging conditions in which to achieve our ambitions for all children and young people in the County.

4.6 The priorities and actions set out in this Strategy represent the best possible route to achieve our goals.

Our Focus

4.7 In the light of the context set out above, in addition to ensuring our universal offer is of an excellent standard, our Children's Services Strategy (2022-25) will focus on improving outcomes for children and young people who:

- Are in care or leaving care
- Are a Child in Need or have a Child Protection plan
- Have Special Educational Needs and/or Disabilities (SEND)
- Go missing and/or run away
- Are not in full time or mainstream education
- Are not in education, employment or training (NEET)
- Are young offenders or have had contact with Youth Justice services
- Are living in low-income families
- Are affected by domestic violence
- Are affected by parental conflict or conflict in the home
- Have parents with mental health needs and/or substance misuse issues
- Have disabilities and/or long-term health conditions
- Are at risk of exploitation

- Are at risk of engaging in anti-social behaviour and/or youth violence
- Are homeless or in temporary housing
- Have caring responsibilities
- Are vulnerable and have migrated to the County from outside the UK

4.8 In addition, there are some children and young people who do not appear vulnerable but who may not be coping as well as we think or whose circumstances are not secure. For these children and young people only small changes or challenges in life may make things difficult. Being aware of children and young people “on the edge” of vulnerability is important, particularly in the context of the sustained effects of the pandemic and cost of living pressures experienced by some families. There is a growing body of evidence across the children’s system that the pandemic has heightened vulnerability, and generated increases in “hidden harm” (harm to children and young people which may not have been detected by services, for example resulting from the impact of pandemic-related restrictions on face-to-face services). Looking to the future, this heightened vulnerability for some children and young people is likely to give rise to increased demands for support. The challenges arising from this need to be addressed strategically.

4.9 Our Strategy aims to address these sorts of challenges by developing and embedding innovative new models of delivery, which reflect best practice in the sector, and our own experiences of building and developing services which have proven to have positive impact on outcomes for children and young people. We are also committed to strengthening the effectiveness of our Partnerships, to ensure we take a local area approach to addressing the many likely challenges in the years ahead.

4.10 Some key principles have emerged from meetings to develop the Children’s Services Strategy, which have informed our thinking around priorities and the key actions we will take to achieve these. These are summarised in Table 1 below:

Table 1: Principles which have helped to shape our Strategy

Principles	Description
Early Intervention and Prevention and Early Help	Early Help and Early Intervention and Prevention may be needed at any point in a child or young person’s life. It refers to interventions made early in a child’s life as well as interventions early in the development of a problem. It can refer to support at an early stage to help families solve problems, or to reduce the impact of problems that have already emerged. Acting early and ensuring the right support is in place at the right time is a key principle which underpins our Strategy and the actions in our Action Plan.
Strengthening Inclusion	Taking an evidence-based and targeted approach to ‘narrowing the gap’ in positive outcomes between vulnerable children and young people, and the average for the County can involve strengthening inclusion of children and young people with SEND in mainstream education; reducing school exclusions through provision of behavioural support; empowering and enabling vulnerable children and young people to remain at home rather than in the care system.
Focusing on Sufficiency and Managing Demand	Ensuring we manage demand for our services by investing in and reshaping our preventative services, and ensuring we have sufficient provision in place to achieve this and provide the right kind of specialist support when this is essential in order to meet a child or young person’s need.
Focusing on Quality and Raising Standards	Driving a culture of learning and constructive challenge, to raise standards across children’s services. Ensuring the voice of the child and young person is heard and central to our approach to service development and continuous improvement.
Working Together to Focus on Outcomes	The Divisional Plans and “Big Ticket” programmes which collectively deliver the Children’s Services Strategy are organised around Strategic Priorities which bring services across the Department together and depend on effective strategic Partnership working. This strategic Partnership working needs to include effective teamworking within the Council; between Derbyshire County Council, Districts and Boroughs; between the Council and Partners from other agencies. Governance arrangements for delivery are being designed to facilitate cross-service and multi-agency working, and breaking down silos to genuinely hold outcomes for children at the heart of everything we do.
Ensuring the Voices of Children, Young People	A key tenet of the Children’s Services Strategy is to put children, young people and families at the heart of everything we do. This means ensuring we focus on needs and improving outcomes. Our ambition reflects these objectives, and our

and Families are Heard	selection of strategic priorities is designed to ensure that the actions we take have the greatest possible positive impact on the lives of children, young people and families. Our delivery and monitoring of progress through our Governance arrangements will also clearly reflect the voices of children, young people and families.
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Our Strategy

- 4.11 The Children’s Services Strategy (2022-25), and some of the key activities which Divisions across the Service will take to deliver it, is attached as **Appendix 1**.

Alignment with the Council Ambition and Council Plan

- 4.12 Appendix 1 shows how the ambition for children and young people set out in the Strategy aligns with the Council’s Ambition set out in the Council Plan 2022-25, and how the Council Values will be delivered by Children’s Services in the course of delivering the Strategy. The Appendix also shows how Children’s Services Strategy aligns with key Council-wide initiatives such as Thriving Communities, Enterprising Council and Vision Derbyshire.

Strategic Priorities

- 4.13 Within this strategic context, the Children’s Services Strategy 2022-25 sets out 5 Strategic Priorities:

1. Partnerships and Systems Leadership
2. Models and Structures that Deliver
3. Workforce Development
4. Strategy and Financial Sustainability
5. Quality, Practice and Performance

- 4.14 Appendix 1 also sets out three key channels of activity to deliver the Children’s Strategy:

1. **Divisional Plans** – specific plans with key activities to deliver the strategy which will be taken forward by Schools and Learning; Early Help and Safeguarding; Performance, Quality, Partnerships and Commissioning. Overall governance of Divisional Plan delivery will sit with the Executive Director/Statutory DCS and her Directors, collectively as the Senior Leadership Team
2. **Big Ticket items** – major strategies and programmes which bring Divisions together with strategic partners to tackle complex and

systemic issues, and achieve priorities in the Children's Services Strategy

3. **Strategic Partnerships** – work with strategic Partners across the County to take a joined up, collaborative and coproduced approach to delivering the strategic priorities

4.15 Appendix 1 sets out some of the content of the Divisional Plans, focusing on “shared priority areas” beneath each of the 5 Strategic Priorities. These are priority areas for improvement, development and delivery which all Divisions in Children's Services share, which the SMT will own in terms of governance.

4.16 Appendix 1 also sets out a high-level summary of “Big Ticket” strategies and programmes and a timetable for delivery over the next 18 months. These Big Ticket strategies and programmes are in development currently, with some already underway. Each of these Big Ticket areas address complex, systemic issues facing Children's Services, the wider Council and strategic Partners. Each Big Ticket strategy and programme will require further consultation and engagement as part of the development and delivery process.

Governance Arrangements

4.17 Our Governance Arrangements for delivery of the Children's Services Strategy are also set out in Appendix 1.

4.18 The Children's Services SMT will govern the delivery of the Divisional Plan priorities, meeting fortnightly to review progress (the first of which was on 25th October 2022). Some matters may be reserved for Cabinet and SMT will consult as and when it is appropriate to do so as part of the governance arrangements.

4.19 The Strategy Delivery Board – comprising SMT plus members of staff in key strategic support roles such as project management, HR and Finance – will meet fortnightly to review progress with delivery of “Big Ticket” strategies and programmes, as well as overall success with delivery of the Children's Services Strategy. The Strategy Delivery Board will also meet fortnightly (alternating with weeks in which SMT meet).

4.20 Strategic Partnerships will also be a key component of the governance arrangements for delivery of the Children's Services Strategy. At the time of writing, these arrangements are currently under review and will be developed further as part of the next stage of work on the Strategy. Appendix 1 shows that Partnerships include Districts and Boroughs, as

well as bespoke Partnership arrangements established to deliver Big Ticket strategies and programmes.

- 4.21 Appendix 1 also shows that ensuring the voices of children, young people and families are heard and incorporated into our planning and delivery, is a key principle which applies to all aspects of our governance arrangements.

Further Developments of the Children's Services Strategy (2022-25)

- 4.22 Although the Children's Services Strategy is at an advanced stage of development, and several of the key actions are already underway in order to ensure that all children and young people in the County are supported to flourish and thrive, there are several areas of activity related to the Strategy yet to complete prior to final publication.

A summary of these are as follows:

- a) **Further consultation and engagement with Partners and key stakeholder groups.** (Please see details in the Stakeholder Considerations and Consultation section below)
- b) **Development of a contextual narrative.** The final published version of the Strategy will include a short contextual narrative, setting out the context in which the Priorities and Key Actions for the Strategy have been developed
- c) **Summary of evidence base.** Related to the contextual narrative, the final version of the Strategy will summarise the key qualitative and quantitative evidence which justifies the identification of the Priorities within the Strategy
- d) **Development of appropriate impact, performance and success measures.** Work to develop appropriate measures of success and impact is underway and will play a critical role in ensuring effective governance of delivery. Children's Services is a highly regulated area and performance management arrangements are complex: the next stage of work will address the challenge of identifying the most meaningful and appropriate measures of success to monitor in order to determine impact on outcomes for children, young people and families
- e) **Further work to align the Children's Services Strategy with wider Council and Partner Strategies, Programmes and Initiatives.** From the start of the Strategy development process, every effort has been made to ensure strong strategic alignment with wider Council Strategies and Programmes. Work will continue in the next phase to ensure this alignment is sustained as the Council continues to evolve its strategic response to priority areas, including wider challenges

around workforce development and ensuring an effective approach is in place to address significant financial challenges in a sustainable way.

5. Consultation

5.1 At the time of writing, the Strategy has been subject to extensive consultation with the Children's Services Senior Management Team and Extended Senior Management Team. All staff in Children's Services were invited to a session to discuss the strategy and input into its onward development in April 2022. This session drew out several useful contributions and received significant positive feedback from staff. The Extended Senior Management Team (which includes all Heads of Service, Senior Business Partners, Assistant Directors, Directors and the Executive Director) will continue to meet on an approximately 6-week to 2-monthly basis to discuss progress with delivery of the Strategy and focus on key issues and topics to help drive delivery forward. The Council's Corporate Management Team have also received an update on progress and fed back on the direction the Strategy should take. Some Members of the Cabinet including the Lead Member for Children's Services and Safeguarding and Lead Member for Education have been updated and engaged over the summer in development of the Children's Services Strategy, including through attendance at Children's Service senior leadership away day held in August 2022. This engagement has also helped to strengthen and steer work on the Strategy.

5.2 Further consultation and engagement is planned as the next phase of work on the Strategy begins. This includes (but is not limited to) further work to engage strategic Partners from other agencies; further consultation and engagement with Districts and Boroughs; continued consultation with other Council Departments and the Council's Corporate Management Team; and development of a plan for consultation and engagement with the wider community including children, young people and families in the County.

6. Alternative Options Considered

6.1 Alternatives would be

- a) Not to create a single overarching Strategy for Children's Services, which would generate risks around fragmentation of delivery, loss of focus on priority areas, and disconnect from the wider strategic agenda of the Council. This option was therefore ruled out at an early stage.

b) To use the current Children's Services Plan as the single point of reference for strategic goals and priorities in Children's Services. However, the Plan in its current form was viewed as not sufficiently addressing strategic priority areas which are relevant now and likely to be relevant in the coming years.

6.2 The decision was taken therefore to establish a Children's Services Strategy which aligns with the current Children's Services Plan.

6.3 The overall approach to planning moving forward will be reviewed as part of the next phases of work, with full engagement from appropriate stakeholders across the Council, in order to ensure an efficient and effective approach to strategy and planning.

7. Implications

7.1 Appendix 1 **attached** to this report sets out the implications of the Children's Services Strategy for delivery across Children's Services and wider partnerships. Appendix 1 **in the body** of this report sets out Financial, Legal, HR and other implications.

8. Background Papers

8.1 No background papers other than the Appendix 1 which is **attached** to this report.

9. Appendices

9.1 Appendix 1: Children's Strategy (2022-25) – Progress to date with development of the Children's Services Strategy, including Divisional Plans, Big Ticket projects and programmes, and Governance arrangements

10. Recommendation(s)

That Cabinet:

- a) Note and discuss progress to date with development and delivery of the Children's Services Strategy, and provide Officers with any feedback that may help inform the next phase of work
- b) Discuss approach to future updates to Cabinet on progress with development and delivery of the Strategy and provide any feedback

11. Reasons for Recommendations

- 11.1 Recommendation a) will help guide Officers' approach to the next phase of work on the Children's Services Strategy.
- 11.2 Recommendation b) will help Officers to plan ahead for future updates to Cabinet on progress with developing and delivering the Children's Services Strategy.

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

- 12.1 No.

Report Carol Cammiss
Author:

Contact Carol.Cammiss@derbyshire.gov.uk
details:

Appendix 1

Implications

Financial

- 1.1 As this report is an information update, there are no Financial implications arising directly from this report. Work to develop the Children's Services Strategy to date has been carried out within existing resources.
- 1.2 One of the key priorities in the Children's Services Strategy focuses on "Strategy and Financial Sustainability", and one of the Big Ticket strategies and programmes is the Financial Strategy for Children's Services. A key objective of the Children's Services Strategy is to improve outcomes for children, young people and families in a way that is Financially viable and sustainable.
- 1.3 Colleagues in the Corporate Finance function are closely engaged in development of the Children's Services Strategy, and form part of the membership of the Children's Strategy Delivery Board, which will oversee further development and delivery of the Strategy.
- 1.4 Financial implications of any aspect of delivery of the Children's Services Strategy will be considered in detail at the appropriate stage, and any recommendations relating to use of financial resources to achieve key objectives will be subject to the appropriate governance processes.

Legal

- 2.1 As this report is an information update, there are no Legal implications arising directly from this report.

- 2.2 Children's Services is a highly regulated area of the Council, with various statutory responsibilities to children, young people and families falling within its remit. The Children's Services Strategy aims to ensure that all statutory duties arising are met to a high quality standard. The fifth priority around Quality, Practice and Performance addresses these obligations. In addition, Governance arrangements set out in Appendix 1 attached to this report aim to ensure that legal and statutory duties falling within the remit of Children's Services are given sufficient and appropriate focus.

Human Resources

- 3.1 As this report is an information update, there are no HR implications arising directly from this report.
- 3.2 Workforce Development is one of the 5 key strategic priorities within the Children's Services Strategy. Work is already underway to align work in this area with the Council's broader approach to HR and refresh of the CS People Plan which supports the corporate People Strategy. If required, future updates can include reports on progress with this alignment and area of work.
- 3.3 The Senior HR Business Partner for CS is closely engaged in development of the Children's Services Strategy, and form part of the membership of the Children's Strategy Delivery Board, which will oversee further development and delivery of the Strategy.

Information Technology

- 4.1 As this report is an information update, there are no Information Technology implications arising directly from this report.
- 4.2 Models and Structures that Deliver is one of the 5 key strategic priorities within the Strategy. Work to deliver on this priority will include exploration of innovative alternative models of delivery, which could include use of digital and IT to provide efficient and effective services to children, young people and families. If required, future updates on progress could incorporate updates on this aspect of delivery.

Equalities Impact

- 5.1 As this report is an information update, there are no Equality Impact implications arising directly from this report.
- 5.2 The section of this report with the header "Our Focus" set out several priority groups with relatively greater levels of vulnerability which the

Children's Services Strategy aims to focus on, in terms of ensuring needs are met, and inequalities in outcomes are addressed. These priority groups have been discussed as part of work to date on the Strategy in order to ensure that those in greatest need of support get the focus and support they need to thrive, and that inequalities in outcomes are addressed in a meaningful way.

- 5.3 The section of this report with the header "Further Developments of the Children's Services Strategy" refers to work on the evidence base behind the Strategy, and the Big Ticket strategies and programmes which will help deliver it. The work on this evidence base will also enable a richer understanding of Equality Impact implications in delivery. The Further Developments section and Consultation section of this report also refers to planned further work on consultation and engagement with key stakeholders – outcomes from these activities will also help to shape and inform understanding of the Equality Impact of the Strategy.
- 5.4 An appropriate, evidence-based Equality Impact Assessment will be completed prior to final sign off and publication of the Children's Strategy 2022-25.

Corporate objectives and priorities for change

- 6.1 Appendix 1 attached to this report sets out how the Council Ambition and the Ambition of the Children's Services Strategy align. The Appendix also sets out how the Council Values align with the Values which underpin the Children's Services Strategy. Appendix 1 also sets out how Council Plan 2022-25 priorities frame those set out in the Children's Services Strategy, and the alignment between key Corporate objectives and initiatives such as Thriving Communities, Enterprising Council and Vision Derbyshire, and the 5 key strategic priorities in the Children's Services Strategy.
- 6.2 From the start of the Strategy development process, every effort has been made to ensure strong strategic alignment with wider Council Strategies and Programmes. Work will continue in the next phase to ensure this alignment is sustained as the Council continues to evolve its strategic response to priority areas and objectives, including (but not limited to) wider challenges around workforce development and ensuring an effective approach is in place to address significant financial challenges in a sustainable way.

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

- 7.1 None arising directly from this report.

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Appendix 1: Children's Strategy 2022-25

Progress to date with development of the Children's Services Strategy, including Divisional Plans, Big Ticket projects and programmes, and Governance arrangements



Children's Services Strategy (2022-25)

Our Ambition and Values

Council Ambition	We will work together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive.				
Children's Services Ambition	We will work creatively and collaboratively to inspire and empower children, young people and their families to be the best they can be. Our ambition is that all children and young people in Derbyshire are safe, healthy, happy, learning and ready for work.				
Council Values	Listen to, engage and involve local people ensuring we are responsive and take account of the things that matter most to them	Be open minded, honest and accountable ensuring the decisions that we make are fair and transparent	Spend money wisely making the best use of the resources that we have	Work with partners and local communities because we know that we cannot tackle complex problems on our own	Be aspirational about our vision for the future, for our organisation, local people and communities
How Children's Services deliver the Council Values	<ul style="list-style-type: none"> • We focus on what matters to the child, young person and family. • Voices of children and young people are central to what we do, including how we design and deliver services. • We aim for excellence in our engagement and genuine coproduction in our work with children, young people and families. 	<ul style="list-style-type: none"> • We strive for fairness, openness and transparency in the way we work. • We welcome the opportunity to improve and learn from feedback and constructive challenge. • The information we provide is clear and accessible. • We hold ourselves to account for doing the most we can do to improve outcomes for children, young people and families. 	<ul style="list-style-type: none"> • We make sure that what we do makes a positive difference to the lives of children and young people. • We make sure we deliver the right support at the right time. • We aim for efficiency and effectiveness in our delivery. • We have effective, agile governance which manages risk while driving delivery at pace. • We work with internal and external partners to make the best use of all our resources. • We value our staff and invest in their development. 	<ul style="list-style-type: none"> • We play an active and leading role in improving the Systems that affect the lives of children, young people and families. • We work strategically with our partners and local communities, to define and achieve common goals. • We work collaboratively with our partners and local communities to harness the skills, insight and expertise needed to tackle complex issues and barriers to improving outcomes. 	<ul style="list-style-type: none"> • We are bold and ambitious when it comes to our commitments to improve outcomes; we set challenging goals and push ourselves to achieve them. • We want the best for every child, young person and family, and are passionate about helping all children and young people to fulfil their potential • We are passionately committed to Derbyshire's future generation, and work with our colleagues and local communities to put children and young people at the heart of everything we do.

Our Strategic Priorities (2022-25): Strategy on a Page

Council Plan 2022-25 Priorities	Resilient healthy and safe communities	High performing, value for money & resident focused services
	Effective early help for individuals and communities	A prosperous and green Derbyshire

Thriving Communities: working with our communities to succeed

Enterprising Council: working within and across our organisation to succeed

Vision Derbyshire: working with our partners to succeed

Partnerships and Systems Leadership	Models & Structures that Deliver	Workforce Development	Strategy and Financial Sustainability	Quality, Practice and Performance
<ol style="list-style-type: none"> Develop a more effective strategic approach to working in partnership, internally with teams across DCC and externally with our partner agencies Strengthen our understanding of the partnership landscape and the issues / challenges which drive our partners Strengthen the effectiveness of our coproduction and collaboration with communities in order to improve outcomes for children and families Play a leading role in developing effective strategic partnerships which drive systems change, deliver impact on outcomes, and provide a meaningful contribution to issues which we cannot tackle on our own Drive strategic and collaborative use of resources across our strategic partnerships 	<ol style="list-style-type: none"> Structures which deliver our key strategic aims to provide better outcomes for children in a financially sustainable way Develop and implement service models which deliver the right help, at the right time, in efficient and sustainable ways Integrating our services to deliver better outcomes for children Modernising and reforming our approach to traded and commercial services Strengthening our change, transformation and improvement capabilities 	<ol style="list-style-type: none"> Implement a strategic, balanced and consistent approach to workforce development across the service Incorporate and embed workforce development goals and objectives into key strategies and plans Set out detailed plans for addressing key skills needs and requirements Take a consistent and coherent approach to recruitment and retention across the service Linked to Performance: ensure that staff supervisions, appraisals and performance reviews deliver meaningful and measurable improvements in service performance, as well as progress against individual personal development objectives 	<ol style="list-style-type: none"> Ensure we have a consistent and coherent set of strategies in place to deliver our overall goals for the service, which we monitor and review for effectiveness Strengthen strategic programme and delivery support, to ensure Strategies and Action Plans are successfully delivered Develop a robust financial model underpinning our delivery – ensuring budgets are set appropriately, need and demand is managed and predicted as far as possible Strengthen our monitoring and management of our financial resources, empowering managers at all levels to make effective decisions about spend Ensure that our work with strategic partners helps to deliver a meaningful contribution to long-term financial sustainability 	<ol style="list-style-type: none"> Strengthening our use of data, intelligence and insight to drive effective decision-making at all levels Continue to strengthen our approaches to quality assurance, practice improvement and performance management across the service Strengthen our approach to contract management Ensure a robust approach to satisfying key statutory and regulatory requirements Streamline and strengthen our approaches to performance management, governance (including effective risk management practice) and reporting

Children's Services Strategy (2022-25)

Guiding Principles

Principles	Description
Early Intervention and Prevention and Early Help	Early Help and Early Intervention and Prevention may be needed at any point in a child or young person's life. It refers to interventions made early in a child's life as well as interventions early in the development of a problem. It can refer to support at an early stage to help families solve problems, or to reduce the impact of problems that have already emerged. Acting early and ensuring the right support is in place at the right time is a key principle which underpins our Strategy and the actions in our Action Plan.
Strengthening Inclusion	Taking an evidence-based and targeted approach to narrowing the gap in positive outcomes between vulnerable children and young people, and the average for the County. This can involve strengthening inclusion of children and young people with SEND in mainstream education; reducing school exclusions through provision of behavioural support; empowering and enabling vulnerable children and young people to remain at home rather than in the care system.
Focusing on Sufficiency and Managing Demand	Ensuring we manage demand for our services by investing in and reshaping our preventative services, and ensuring we have sufficient provision in place to achieve this and provide the right kind of specialist support when this is essential in order to meet a child or young person's need.
Focusing on Quality and Raising Standards	Driving a culture of learning and constructive challenge, to raise standards across children's services. Ensuring the voice of the child and young person is heard and central to our approach to service development and continuous improvement.
Working Together to Focus on Outcomes	The Divisional Plans and "Big Ticket" programmes which collectively deliver the Children's Services Strategy are organised around Strategic Priorities which bring services across the Department together, and depend on effective strategic Partnership working. This strategic Partnership working will need to include effective teamworking within the Council; between Derbyshire County Council, Districts and Boroughs; between the Council and Partners from other agencies. Governance arrangements for delivery will be designed to facilitate cross-service and multi-agency working, and breaking down silos to genuinely put outcomes for children at the heart of everything we do.
Ensuring the Voices of Children, Young People and Families are Heard	A key tenet of the Children's Services Strategy is to put children, young people and families at the heart of everything we do. This means ensuring we focus on needs, and improving outcomes. Our Ambition reflects these objectives, and our selection of strategic priorities is designed to ensure that the actions we take have the greatest possible positive impact on the lives of children, young people and families. Our delivery and monitoring of progress through our Governance arrangements will need to clearly reflect the voices of children, young people and families.

The Children's Services Strategy is delivered through **three channels**

Partnerships and Systems Leadership	Models & Structures that Deliver	Workforce Development	Strategy and Financial Sustainability	Quality, Practice and Performance
<ol style="list-style-type: none"> 1. Develop a more effective strategic approach to working in partnership, internally with teams across DCC and externally with our partner agencies 2. Strengthen our understanding of the partnership landscape and the issues / challenges which drive our partners 3. Strengthen the effectiveness of our coproduction and collaboration with communities in order to improve outcomes for children and families 4. Play a leading role in developing effective strategic partnerships which drive systems change, deliver impact on outcomes, and provide a meaningful contribution to issues which we cannot tackle on our own 5. Drive strategic and collaborative use of resources across our strategic partnerships 	<ol style="list-style-type: none"> 1. Structures which deliver our key strategic aims to provide better outcomes for children in a financially sustainable way 2. Develop and implement service models which deliver the right help, at the right time, in efficient and sustainable ways 3. Integrating our services to deliver better outcomes for children 4. Modernising and reforming our approach to traded and commercial services 5. Strengthening our change, transformation and improvement capabilities 	<ol style="list-style-type: none"> 1. Implement a strategic, balanced and consistent approach to workforce development across the service 2. Incorporate and embed workforce development goals and objectives into key strategies and plans 3. Set out detailed plans for addressing key skills needs and requirements 4. Take a consistent and coherent approach to recruitment and retention across the service 5. Linked to Performance: ensure that staff supervisions, appraisals and performance reviews deliver meaningful and measurable improvements in service performance, as well as progress against individual personal development objectives 	<ol style="list-style-type: none"> 1. Ensure we have a consistent and coherent set of strategies in place to deliver our overall goals for the service, which we monitor and review for effectiveness 2. Strengthen strategic programme and delivery support, to ensure Strategies and Action Plans are successfully delivered 3. Develop a robust financial model underpinning our delivery – ensuring budgets are set appropriately, need and demand is managed and predicted as far as possible 4. Strengthen our monitoring and management of our financial resources, empowering managers at all levels to make effective decisions about spend 5. Ensure that our work with strategic partners helps to deliver a meaningful contribution to long-term financial sustainability 	<ol style="list-style-type: none"> 1. Strengthening our use of data, intelligence and insight to drive effective decision-making at all levels 2. Continue to strengthen our approaches to quality assurance, practice improvement and performance management across the service 3. Strengthen our approach to contract management 4. Ensure a robust approach to satisfying key statutory and regulatory requirements 5. Streamline and strengthen our approaches to performance management, governance (including effective risk management practice) and reporting

Delivery Channel 3

Delivery Channel 2

Delivery Channel 1

Strategic Partnerships: Partnership contributions to Big Ticket strategies & System Leadership

Big Ticket Items: Major strategies which unite SMT and Partners to deliver the CS vision and objectives

Divisional Plans: Divisional contributions to CS Strategy, Divisional and shared SMT Priorities

Key Success Measures: things we monitor and measure to assess our impact, drive improvement and value for money, provide the evidence behind our narrative about how we are making a difference, provide the basis for evaluation

Service Plans (as required)

Service and Operational Success Measures and KPIs

Council Plan Priorities

Children's Services Priorities

Divisional priorities

Individual priorities

Delivering the Strategy:

2022-25

Divisional Plans

Our Strategic Priorities (2022-25): Strategy on a Page

Council Plan 2022-25 Priorities	Resilient healthy and safe communities	High performing, value for money & resident focused services		
	Effective early help for individuals and communities		A prosperous and green Derbyshire	
Thrivng Communities: working with our communities to succeed				
Enterprising Council: working within and across our organisation to succeed				
Vision Derbyshire: working with our partners to succeed				
Partnerships and Systems Leadership	Models & Structures that Deliver	Workforce Development	Strategy and Financial Sustainability	Quality, Practice and Performance
<ol style="list-style-type: none"> Develop a more effective strategic approach to working in partnership, internally with teams across DCC and externally with our partner agencies Strengthen our understanding of the partnership landscape and the issues / challenges which drive our partners Strengthen the effectiveness of our coproduction and collaboration with communities in order to improve outcomes for children and families Play a leading role in developing effective strategic partnerships which drive systems change, deliver impact on outcomes, and provide a meaningful contribution to issues which we cannot tackle on our own Drive strategic and collaborative use of resources across our strategic partnerships 	<ol style="list-style-type: none"> Structures which deliver our key strategic aims to provide better outcomes for children in a financially sustainable way Develop and implement service models which deliver the right help, at the right time, in efficient and sustainable ways Integrating our services to deliver better outcomes for children Modernising and reforming our approach to traded and commercial services Strengthening our change, transformation and improvement capabilities 	<ol style="list-style-type: none"> Implement a strategic, balanced and consistent approach to workforce development across the service Incorporate and embed workforce development goals and objectives into key strategies and plans Set out detailed plans for addressing key skills needs and requirements Take a consistent and coherent approach to recruitment and retention across the service Linked to Performance: ensure that staff supervisions, appraisals and performance reviews deliver meaningful and measurable improvements in service performance, as well as progress against individual personal development objectives 	<ol style="list-style-type: none"> Ensure we have a consistent and coherent set of strategies in place to deliver our overall goals for the service, which we monitor and review for effectiveness Strengthen strategic programme and delivery support, to ensure Strategies and Action Plans are successfully delivered Develop a robust financial model underpinning our delivery – ensuring budgets are set appropriately, need and demand is managed and predicted as far as possible Strengthen our monitoring and management of our financial resources, empowering managers at all levels to make effective decisions about spend Ensure that our work with strategic partners helps to deliver a meaningful contribution to long-term financial sustainability 	<ol style="list-style-type: none"> Strengthening our use of data, intelligence and insight to drive effective decision-making at all levels Continue to strengthen our approaches to quality assurance, practice improvement and performance management across the service Strengthen our approach to contract management Ensure a robust approach to satisfying key statutory and regulatory requirements Streamline and strengthen our approaches to performance management, governance (including effective risk management practice) and reporting

Divisional Priorities to Deliver the Strategy (example for illustration)

	Models & Structures that Deliver	Quality, Practice and Performance	Strategy and Financial Sustainability	Workforce Development	Partnerships and Systems Leadership
Ali	<ul style="list-style-type: none"> Reviewing and developing future offer of Early Help, progressing evaluations Right services at the right time, right level for the right people Fostering and placement sufficiency Looking at our future model for Edge of Care and our partnerships in that space Effective resource panels at Edge of Care (engaging CAMHS and others) Building Council-wide support to improve outcomes for children and young people (e.g. children in care, care leavers) Closer integration across Early Help and Safeguarding and across CS services (e.g. SEND) Youth Service offer: define, refine Review of/modernising approach to Fostering (links to AGP) 	<ul style="list-style-type: none"> Consistency of practice for the best interest of children whilst recognising different local & individual needs. Experience for child, young person & family should feel consistently positive but approach is flexed around some of our themes around placement breakdowns, implications for edge of care Shared understanding of the value of placements, placement stability, and implications of placement breakdowns Consistency of perspectives on thresholds and levels of need/dependency on support from children's services Use of "soft intelligence" from partners (e.g. to support EIP) Investment in inspection readiness and preparation 	<ul style="list-style-type: none"> Efficiency through right services at the right time, at the right level for the right people Sufficiency of service availability for children and young people Investment in family reunification Balancing resource and investment (e.g. in vulnerable young people) Recruitment/retention and modernisation of Fostering Fostering banding: review of allowances Reinvigorate targeted marketing to attract social workers and foster carers; securing council support for this carers Strengthening business cases behind the freedom to innovate (e.g. in terms of marketing and recruitment) 	<ul style="list-style-type: none"> Workforce able to provide right help right time right level Capacity and capability to lead and deliver the change work Interface with learning and learning loop Establishment of an academy which owns learning and social work practice (links to Early Help Review) (linked to above) Focus on retention strategy: developing sense of ownership and belonging. Sell and market our investment in people 	<ul style="list-style-type: none"> Strengthening interfaces between Children's Services and other departments, including Corporate Interface Partnerships to help with prediction of demand Partnerships to help strengthen prevention, threshold positions Partnerships and Edge of Care (models) Council-wide understanding of Corporate Parenting pledge, role, responsibilities, remits, opportunities Effective Council-wide approach to promotion of fostering Partnerships to achieve consistency in practice, but flex to meet local need Define our model of partnership universal support for EIP Defining partner roles & responsibilities
tain	<ul style="list-style-type: none"> Streamlining Governance across Children's Services Delivering We Are Derbyshire Defining future model of Services to Schools (including School Improvement) Traded Services: EPs, schools catering – strategic approach to corporate overhead 	<ul style="list-style-type: none"> Continued quality assurance performance improvement and coproduction in SEND Delivery of key outcome areas within We Are Derbyshire (e.g. reading, speech and language, positive transitions, tackling NERF/TE, mental health and resilience, life skills, workforce development) 	<ul style="list-style-type: none"> Implications of School Improvement Grant reductions Addressing High Needs Block sustainability Sufficiency: SEND provision, school places, admissions Address sufficiency of strategic finance support to meet our financial challenges 	<ul style="list-style-type: none"> Developed a Leadership Development programme for staff stepping up to T2 Links into corporate Succession planning and talent development Continued focus on Recruitment & Retention 	<ul style="list-style-type: none"> Delivering We Are Derbyshire Delivery of the SEND programme in strategic partnership Engagement with internal partners and build a shared understanding of key challenges and opportunities
Isobel	<ul style="list-style-type: none"> Review Traded Services & All Services Models – VM and SLAs across teams/services D2N2 Partnerships (Commissioning, framework, contracting, cost mitigation) S75 agreements & co-delivery with Partners Strengthening change and project management model, skillsets & resource 	<ul style="list-style-type: none"> Process improvement work and resolving blocks/barriers Contract Management Strategic Procurement Forward Planning and Scheduling our priority work 	<ul style="list-style-type: none"> D2N2 Partnership (Commissioning, framework, contracting, cost mitigation) Contract Opportunities: Identifying, structuring, enabling Overheads & Traded Services Review (needs to progress; all services focus) 	<ul style="list-style-type: none"> Commercial Skillsets / Toolkits Continuous improvement: process improvement, change management, business improvement 	<ul style="list-style-type: none"> S75 agreements and co-delivery with Partners ICS implementation Strengthening partnership arrangements Partnerships that take decisions and deliver outcomes for children
Linda	<ul style="list-style-type: none"> Further developing our model of effective quality assurance, performance management and insight Excellence in support to operational delivery Efficient corporate working around performance management and reporting 	<ul style="list-style-type: none"> Appropriate investment in inspection readiness and preparation Efficiency in information coordination and reporting Process improvement work and resolving blocks/barriers Enhance predictive and forecasting capacity Support effective contract management Complaints and Subject Access Requests 	<ul style="list-style-type: none"> Efficiency in activity across the service Data-led intelligence and evidence bases in strategy, policy, business cases and decision-making 	<ul style="list-style-type: none"> Skillsets around quality and performance management Appropriate training and development to help with recruitment, retention and development 	<ul style="list-style-type: none"> ICS implementation Strengthening partnership arrangements Partnerships that take decisions and deliver outcomes for children Strengthening internal partnership relationships

Our Council Plan Commitments

Summary of Council Plan commitments applicable to Children's Services

Our Measures of Success

Summary of KPIs: Corporate, Service Level, and Outcome Measures

Divisional Plans

- Completed for each of the 3 key Divisions
- Some clear **shared priorities** have emerged – these are things which all 3 Divisions or multiple Divisions share as priority objectives
- Success measures and approach to Performance Management will be developed further in coming months, along with work to align our Strategic priorities with the focus of Strategic Partnerships
- Delivery will be governed by the Children's Services SMT



Divisional Plans: Shared Priority Areas

Priority Areas for improvement and development shared by all Divisions in Children's Services

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1. Partnerships and SL	2. Models & Structures	3. Workforce Development	4. Strategy & Finance	5. Quality, Practice, Performance																													
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Engage our partners in defining and delivering one single narrative and mission in improving outcomes for children and young people

Simplification of some partnership structures and arrangements, recognition of what works and successes

Ensuring needs of Derbyshire's children and young people are identified and met consistently in a complex and multi-layered partnership space

Strengthening shared accountability for outcomes across agencies

1. Partnerships & Systems Leadership

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Partnership Focus: Aligned and Strategic	Strengthen impact of partnership arrangements by reporting and engaging in agreed priorities	Align performance measures with CCG and Social Care when possible	Strengthening interfaces between Children's Services and other departments; partnerships & Edge of Care
Partnership Intelligence: Built and Shared	Develop further systems integration and information sharing	Develop internal communication and information sharing	Partnerships to help with prediction of demand
Partnership Resources: Aligned to Goals and Outcomes	Developing Thriving Communities approach collaboratively	Ensure that our work with Strategic Partners helps deliver a meaningful contribution to LT financial sustainability (CF4)	Strengthen partnership role at Frontdoor with appropriate referrals being received.
Partnership Structures: Fit for Purpose	Strengthen governance and oversight of management arrangements	Co-produced interventions agreed within whole partnerships	Partnerships to achieve consistency in practice, but flex to meet local need
Partnership Reporting: Effective and Efficient	Partnerships that don't sit within a specific division are effectively managed	Develop clear outcome measures for We Are Derbyshire; align with CCG and Social Care when possible	Improved volume and impact of Early Help within universal and targeted services

Better integration,
project and
programme
management, insight
and intelligence,
research across
departments

Sufficiency to support
joined up working to
improve outcomes

Pace of change around
development and
implementation of new
structures

Delivering more
commercially –
requires change in
culture, systems and
different skillsets as
well as oversight,
governance and
scrutiny

2. Models and Structures that Deliver

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Changes to Operating Models: Structures	Ensuring structures are in place to provide effective quality assurance, performance management	Internal communication and development dashboard for risk, performance, finance and need	Building Council-wide support to improve outcomes for children and young people
More Efficient Business Processes & Ways of Working	Transform divisional structure to meet requirements of new departmental strategy (including meeting financial targets)	Budget and projection process to be defined and embedded across all schools and learning	Right services, right time, right level, right people
Sharing Skills Across the Service	Facilitate sharing of resources, experience and skills across the department	Facilitate sharing of resources, experience and skills through service delivery booklet and sales information	Closer integration across Early Help and Safeguarding and across CS services
Channel Shift, Digital and Innovative New Models of Provision	A programme of Channel Shift initiatives to support new operating models and achieve digital and transformation objectives	Strengthening our change, transformation and improvement capabilities	Fostering and placement sufficiency/futureproof Specialist Services through alignment and modernisation of services

**Develop an
effective practice
improvement
strategy**

**Strengthening
budget
management
capabilities**

**Further work
needed to drive
leadership
development**

**Reviewing pay and
remuneration
strategically**

3. Workforce Development

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Needs/Gap analysis on key skills and competencies	Review current models and competencies in the division to determine gaps against future department operating model	Individual service skill assessment and training program to be implemented; set out detailed plans for addressing key skills needs and requirements	Workforce equipped and able to provide right help, right time, right level
Sharing Skills and competencies across the Department	Facilitate sharing of resources, skills and knowledge across the department where it supports the delivery of strategy	Implement a strategic, balanced and consistent approach to workforce development across the service	Interface with learning and learning loop
Recruitment	Workforce development plan to be created	Recruitment & communication governance streamlined; take a consistent approach to recruitment across the service	Workforce development plan to be created
Retention & Development	Succession planning in performance	Take a consistent and coherent approach to retention across the service; take a balanced approach to development across the service	Developing sense of belonging; Market our investment in people; capacity & capability to lead and deliver the change work, mgmt./leadership training, development and succession planning
Regulatory sufficiency	Resources allocated to practice improvement and preparation for inspection	Linked to performance: ensure staff supervisions, appraisals & performance reviews deliver meaningful & measurable improvements	Establishment of an academy which owns learning & SW practice (links to Early Help Review)
MI / Forecasting / Predictive capability	Developing predictive analytics and forecasting capability	Added: Addressing pressures in SEND, place sufficiency, school performance	Workforce equipped to adapt and respond

**Financial modelling
and forward
planning, use of
data to understand
trends and future
needs**

**Income generation
e.g. through
grants, bids and
commercial models**

**Developing a
robust view of cost
per family**

**Ensure strategy is
joined up and new
innovations are
aligned with
priorities**

4. Strategy & Financial Sustainability

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Evidence-based Budget setting	Budgets are clearly set in a timely manner before each financial year with robust and regular scrutiny	Financial Budget setting process outlined and agreed	Work around sufficiency, investment in reunification, strengthening business cases
Effective Budget management	Scrutiny of budget to continue after its set	Monthly finance reporting added to service dashboard	Note: gap to address
Evidence-based Strategy	Data led intelligence to inform reviews	Note: gap to address	Improved analytical capacity to predict demand against cost
Strategic Commercialisation	Reducing to a minimum the use of fixed term contracts	Traded Service Strategy developed with appropriate business modelling	Strengthening business cases for the freedom to innovate
Governance and Accountability for Delivery: Making it Happen	Regular scrutiny from Senior Finance Business Partners and relevant budget holders and senior leaders within the department	Monthly finance reporting added to service dashboard; Note: gap to address	Outcomes for demand and growth to be created and measured

Continue to strengthen Quality Assurance and consistency of Quality Assurance

Workforce data and information more available / used more effectively

Strengthen areas of (staff) performance management

Need to strengthen intelligence and analysis (e.g. use of data and information, integrating information across teams/areas)

5. Quality, Practice and Performance

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Evidence-based Decision Making (operational as well as strategic)	Transform the decision-making approaches within the division to ensure the right data is captured that underpins effective decision making	Delivery needs for each service and measures linking to one combined dashboard to work with social care, health and schools	Consistency in planned operations and in immediately required, responsive care
Data Driving Service Improvement (performance and quality)	Implement a review of current and future quality assurance processes to ensure that the strategic aims of the service align with quality assurance	Cross partnership QA for SEND and linked services	Consistency of practice for the best interest of children whilst recognising different local & individual needs.
Building a Stronger Performance Management Culture	Performance Review Potentially a Performance Board	Role of the Central Team supporting S&L / education data SEND data dashboard	Investment in inspection readiness and preparation
Embed Consistently Fit for Purpose QA	Establish a robust performance framework to ensure QA of delivery	In partnership with QA team set up termly micro inspection assessment process	Investment of QA into the development of the Fostering Modernisation Programme

Our Big Tickets

Major Programmes and Strategies which will help to deliver our Strategic Priorities

Big Ticket Items

Early Intervention and Prevention Strategy

Placement Strategy

Fostering Modernisation

Harm Outside the Home

Preparing for Adulthood and Transitions

Financial Strategy

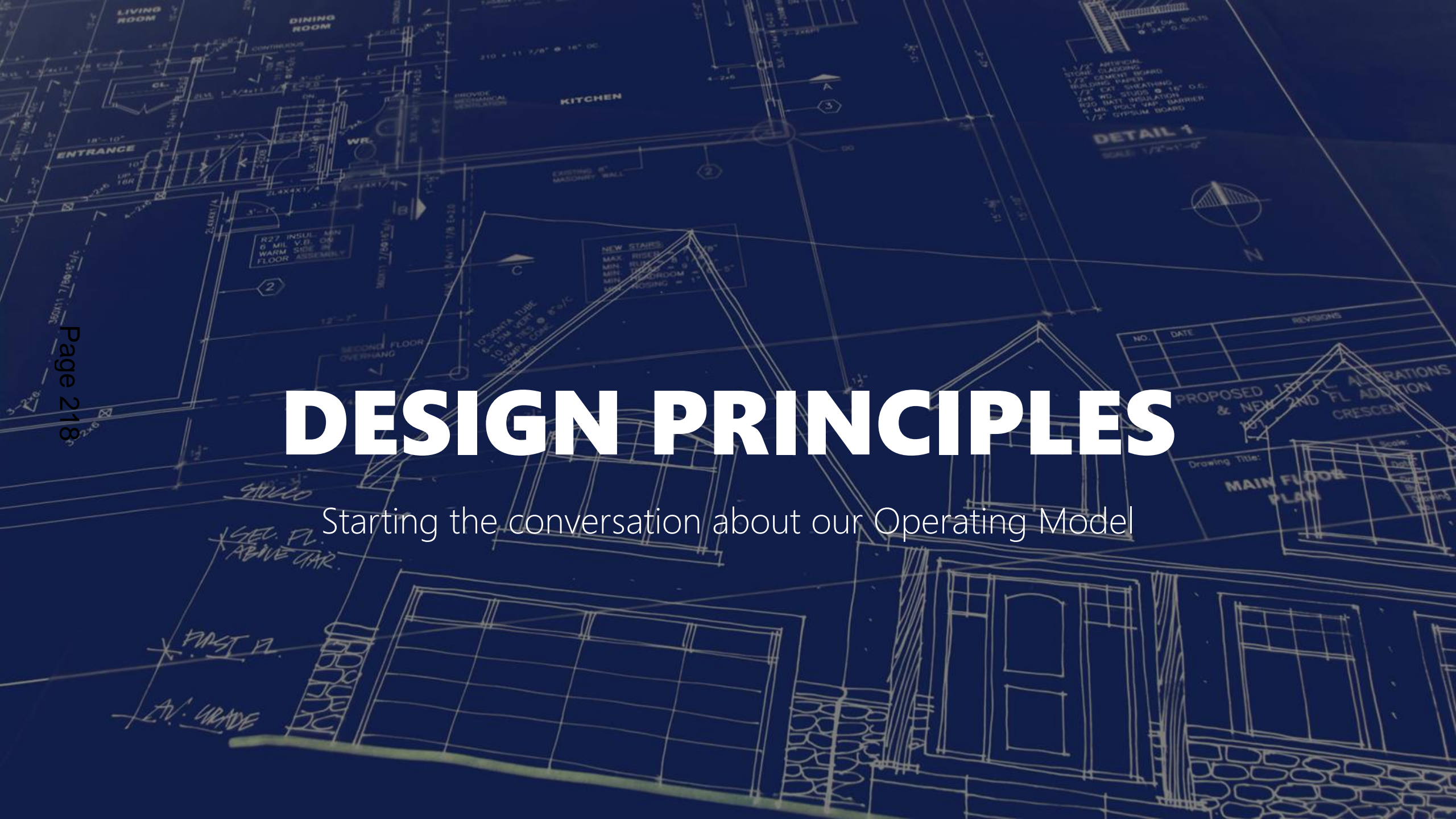
Strategic Partnerships: Strengthening effectiveness

SEND and Social Care reforms

By Christmas (December 22)	By this time next year (August 23)	By the end of next FY (March 24)
<p>Data and intelligence to determine our base position: needs, demand, performance</p> <p>Context, scope, evidence base, priorities, objectives</p> <p>Engage partners and stakeholders</p>	<p>Implementation and first year's annual evaluation of Early Intervention and Prevention and Placement Strategy</p>	<p>Review and refresh of Early Intervention and Prevention Strategy following outcomes from first Annual Evaluation</p>
	<p>Implementation of phase 1 of Fostering Modernisation Programme</p>	<p>Implementation of phase 2 of Fostering Modernisation Programme</p>
<p>Scoping the size and scale of the issues; also engaging partners around single agenda</p>	<p>Development of partnership Strategy to prevent and address Harm Outside the Home as driven by evidence</p>	
<p>Scoping the size and scale of the issues; data around CYP multiple services are concerned about; future role of Transitions Board (AGF)</p>	<p>Multi-agency and partnership approach to strengthening Preparation for / Transitions to Adulthood</p>	<p>Evaluation of new partnership model, adjustments to models</p>
<p>See separate timeline for Financial Strategy</p>		
<p>Progress work on strengthening internal partnerships. Define topics and areas for strengthening external partnerships (Oct progress)</p>	<p>Actions to move from "1 or 2" on the maturity model to "3-4" across key partnership activity</p>	<p>Actions to move from "3 to 4" on the maturity model to "4-5" across key partnership activity</p>
<p>Revisit once greater clarity about implications of legislative/regulatory changes</p>	<p>Progress the development and delivery of SEND Strategy and Programme to deliver strategic objectives</p>	<p>Embedded governance of SEND improvement and system leadership</p>

DESIGN PRINCIPLES

Starting the conversation about our Operating Model



Principles to guide our approach to developing new models

Aligned to our strategy, our values, and our ambition for children, young people and families

Better for children, young people and families

More efficient

Improves quality and performance

Reflects our ambition for excellence & sustained improvement

Provides assurance (e.g. through independence)

Developmental: better for our staff (e.g. aligns with workforce planning)

Best evaluated option

Intelligence based / informed by evidence and analysis

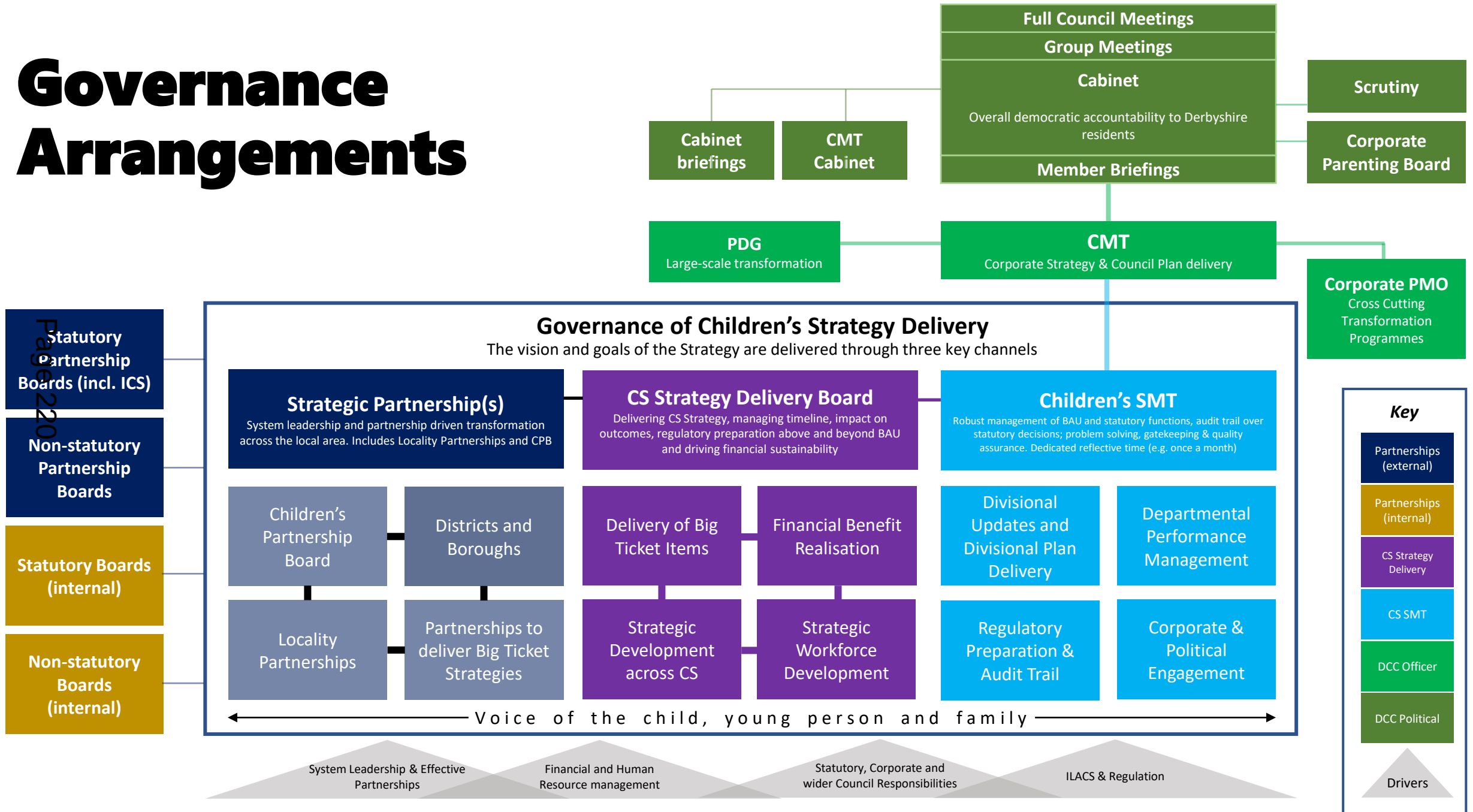
Customer engagement and coproduction

Cost effectiveness

Reflects our ambition to modernise and innovate

Aligned to the Council's strategy and vision

Governance Arrangements



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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 08 December 2022

Report of the Executive Director - Adult Social Care and Health

Low Level Support
(Cabinet Member for Adult Care)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 Key Decision

This is a key decision because it is likely to result in the Council delivering savings of approximately £0.50m and it is likely to be significant in terms of its effect on communities living or working in Derbyshire.

3. Purpose

3.1 The purpose of this report is:

- a) To inform Cabinet of the outcomes of the Consultation regarding the Proposals for the future provision of the Older People's Independent Living Services (OP ILS),
- b) To inform Cabinet of the outcome of the Equality Impact Analysis.
- c) To update Cabinet on progress of the system wide review of Falls Recovery Service that is currently embedded in the OP ILS.
- d) To make recommendations about the preferred course of action

4. Information and Analysis

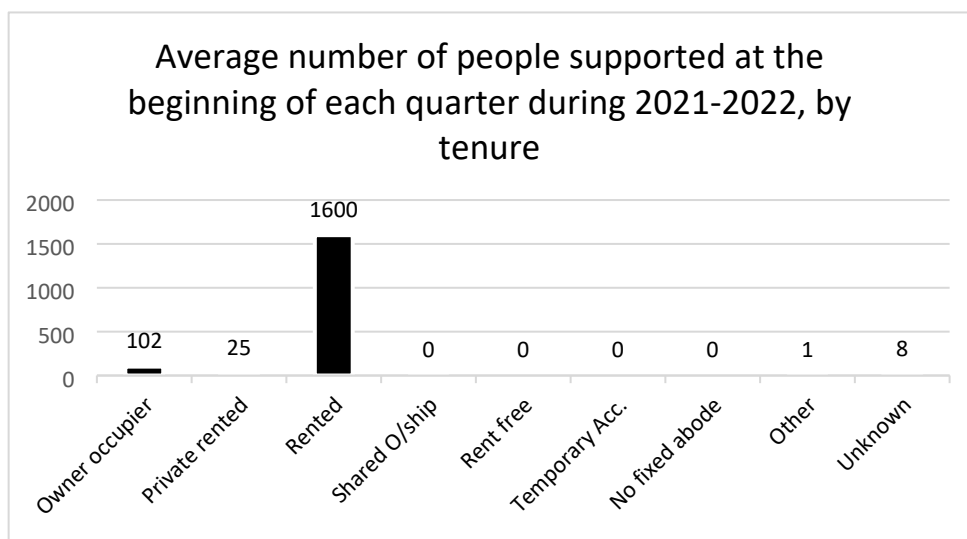
Background and Context

- 4.1 The Council has been funding a range of legacy low-level OP ILS support for many years. The services currently being funded are not appropriately targeted to those most in need and are not a statutory duty for Adult Social Care (ASC) to fund or provide.
- 4.2 Our strategic aim and priority is to enable people to live their best life independently at home, connected to their community and local resources, stepping in with help where needed. We want to achieve this by providing appropriate, proactive, preventative low-level support, (non personal care) that identifies any personal or environmental issues impacting on a person's ability to live as independently as possible in their own home. It will be targeted to those most in need, delivered in a way that will be easily accessed and most effective in enabling people to regain or maintain their independence. Without a low-level preventative support service in place it is likely that there would be an increase in referrals for statutory care provision.
- 4.3 It is proposed to redesign the current provision, achieve identified ASCH savings, and re-invest an amount to fund a new preventative targeted service model.
- 4.4 Commissioners and contract managers have worked hard with providers over the past two years to transform the current provision from an 'output and task-focused service', to one which is linked to personalised support and delivers the outcomes set out in the current service specification. However, monitoring data indicates that most of the contracts are still not being delivered in the way outlined and are instead continuing to reinforce dependence on the service.

Analysis of People Accessing OP ILS

- 4.5 The monitoring data shows that the majority of people using the current service live in social housing and that the Local Authority (District or Borough Council) or Housing Association are their Registered Social Landlord (see Table 1). This strongly suggests that the services are not being adequately targeted to all Derbyshire residents, including owner occupiers and those renting their home privately, as set out in the current service specification.

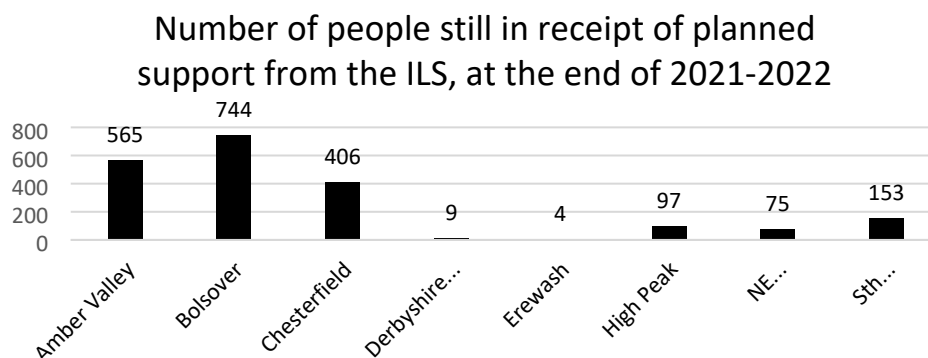
Table 1



4.6 Due to the way the contract is delivered it is not possible to give an accurate in year count of people who are currently supported by this service. Actual start and end dates for each client are not reported so identifying unique cases is not possible. Using the quarterly reports however, and the number of new cases and cases closed, offers a snapshot of utilisation.

4.7 Data from the recently commissioned voluntary sector provider delivering the service in Derbyshire Dales and Erewash, shows a clear progression model of delivery, with a steady flow of people moving in and out of service over a 12-week period. This evidence indicates a higher rate of enablement for individuals in supporting them to overcome any difficulties, maintain their independence and access activities and support in their local community (see Table 2).

Table 2



- 4.8 One Local Authority provider undertook a desktop review of their ILS clients to determine their need for the service, to support its own planning for local priorities and to work in a more efficient and system focused way. By using a Red (high needs), Amber (some needs) and Green (very low or no needs) methodology, a significant number of users of their service were identified as not requiring the level of regular service they were receiving.
- 4.9 Of the individuals reviewed by the provider currently in receipt of the OP ILS service:
- 81% were rated as Green (very low or no needs), having regular and sustained family support and/or carers, independent travel, able to access services and local amenities, financially stable with accessible funds, have a community alarm type service and have stocks of food in the home.
 - 15% were rated as Amber (some need), having limited local family support and/or carers, limited access to amenities, limited access to funds to pay for home delivery or pre-prepared meals, small stock of food and basics like toilet paper, do have a community alarm type service and may require assistance to top up gas/electricity
 - 4% were rated as Red (high needs), meaning they have no support networks, are unable to access local amenities, don't have a community alarm type service, low food stocks, unable to top up gas and electric meters independently and are receiving regular hospital/ medical treatment
- 4.10 Those rated as Green, are all individuals who do not currently meet the eligibility criteria set out in the OP ILS service specification/description. Those classed as having higher needs, would still not necessarily meet the Care Act eligibility threshold for adult social care.
- 4.11 There is no statutory duty for ASCH to provide or fund this very low level of support. However, there is a Care Act duty for ASCH to 'prevent, reduce and delay' eligible needs and now a strong emphasis within the Adult Social Care Reform White Paper 'People at the Heart of Care' to ensure that every decision about care is also a decision about housing.
- 4.12 This offers ASCH an opportunity to carefully consider the purpose of the current service in fulfilling its statutory duties.

10 March 2022 Cabinet decision:

- 4.13 On the 10 March 2022 Cabinet agreed:
- a.) The commencement of a 10-week consultation on the future provision of the Derbyshire County Council funded Older People's Independent Living Services (OP ILS).
 - b.) The report also asked Cabinet to note that a system-wide review of the Falls Recovery Service that is currently embedded in the Older People's Independent Living Services contract was underway.
- 4.14 The report to Cabinet sought permission to consult with people in receipt of support from the OP ILS for their views and comments on what they valued about the service, what it would mean for them if their current service was to come to an end and to gain their views on proposals for a short-term, targeted service offer. Consultees were informed that the proposals for a new offer would target the prevention, reduction and delay of eligible Care Act needs, and support those who already have Care Act eligible needs, for example those who are most in need of help to remain living independently and who will benefit the most.
- 4.15 The formal public consultation ran for a 12-week period between 28 March 2022 to 19 June 2022.

Response to the Consultation

- 4.16 In total, 138 people responded to the consultation, including respondents who completed questionnaires on behalf of an existing recipient of the service and those who chose to respond via email, letter, or via telephone call.
- 4.17 Overall, 375 individual comments were submitted.
- 4.18 The consultation used a combination of quantitative and qualitative approaches to gather people's views about the proposed changes.

Analysis

- 4.19 Of those who responded:
- 82% of lived alone
 - 62% of were female
 - 79% of were over 70 years of age
 - 86% of stated they had at least one disability
 - 98% of identified themselves as White British
 - 64% of lived in either Chesterfield, Bolsover or Amber Valley.

- 4.20 The comments received, were analysed and coded by the ASCH Stakeholder Engagement and Consultation Team (SECT) into several themes arising from the data.
- 4.21 Detailed information about the consultation and feedback received is set out in Appendix 2 and should be read alongside this report.
- 4.22 The consultation responses have been very carefully considered and have helped shape the recommendations made in this report.

Equality Impact Analysis (EIA)

- 4.23 In response to the consultation, an EIA has been completed to understand the impact on protected characteristic groups who may be receiving the OP ILS. The EIA utilises the data from the consultation report to help populate the impact analysis and to develop appropriate mitigations to reduce the impact of any proposed changes.
- 4.24 The EIA is set out in Appendix 3 and should be read alongside this report.
- 4.25 The EIA has been carefully considered alongside the recommendations within this report.

Falls Recovery Service (FRS) Update

- 4.26 At the point of writing this report and following the system-wide review of the current FRS, proposals have been agreed to run three pilot schemes for an Enhanced Falls Recovery Service (EFRS) commencing October 2022. The intention of the pilots is to test a new integrated delivery model for the EFRS prior to wider implementation from 01 April 2023.
- 4.27 These pilot schemes have been approved by Joined Up Care Derbyshire (JUCD) Integrated Place Executive Board and are being overseen by the JUCD Clinical Lead for Urgent Care Response and a multi-agency steering group including representation from health and social care and current providers of the service.
- 4.28 The new EFRS will be embedded within community based Urgent Care Teams providing access to a multi-disciplinary team to support people who fall to access the correct interventions. These will be designed to prevent further falls, reduce unnecessary EMAS call outs and/or conveyance to hospital or the need for more intensive social care

support. This may include medication reviews, occupational therapy assessment, prescription of telecare / falls detectors and/or community alarm and/or access to falls prevention information and support for small aids and adaptations or a combination of all. Referrals will be made into the proposed new low level support offer where applicable.

- 4.29 The new integrated model will include robust clinical oversight and will have a preventative approach to support people to continue to live independently but safely in their own home.

Current Contractual and Inter Authority Agreements for OP ILS

- 4.30 As laid out in the [Cabinet 10 Mar 22 - Older People's Independent Living Services](#) paper, the current arrangements for the provision of the OP ILS are complex. There are five providers covering eight geographical areas aligned to District and Borough boundaries. The FRS is linked to the OP ILS and is only currently available to those that have a community alarm. Not all people that have a community alarm receive the OP ILS.

- 4.31 The OP ILS is currently inequitable and inconsistent in its approach to delivering support with the majority of people currently receiving the service living in social rented housing

Recommendation

- 4.32 The recommendation is to redesign and reprocure a flexible term, targeted low level support service. The proposed new service would work proactively with people to identify any personal or environmental issues impacting on a person's ability to live as independently as possible in their own home. Support would be targeted and tailored to individual needs using a strengths based methodology and would be delivered via a mutually agreed support plan. The support would be time limited and would:

- Be available to Derbyshire adults of working age as well as older people
- Enable, a greater number of people to access targeted preventative support when needed
- Enable people to more easily access advice and information about adapting their home to meet their needs, making best use of technology, aids and adaptations, Disabled Facilities Grants, warm home schemes / grants and signposting to trusted traders to carry out minor repairs

- Prevent the need for people to have to move into residential care by improving their home environment or by providing support to move to more appropriate accommodation
 - Introduce equity of access to support for all residents of Derbyshire across all tenures of accommodation, not just to those in social housing
 - Enable people to connect with their local communities and develop local circles of support to maintain their wellbeing and enable them to live their best life.
 - Support people to maximise their income through welfare benefits checks and signposting to other community sources of support
 - Support the system to prevent, reduce and delay people needing more complex health and social care interventions, now and in the future.
- 4.33 Proposals for the new service offer have taken into account feedback from the consultation that 12 weeks may not always be enough to meet some people's needs. Therefore, rather than a set period of 12 weeks, the new service would offer a tiered, flexible approach in line with the person's identified needs. However, the support would be regularly reviewed to check progress against meeting identified goals in the support plan and to check if anything else had changed for the person during the planned intervention period.
- 4.34 Planned contact with the person post-intervention would be included to ensure that they were maintaining their levels of independence. This call would enable further interventions to be scheduled if required.
- 4.35 The service would be accessible to any adult who would benefit from targeted time-limited support to help them overcome issues impacting on their ability to continue to live independently and would link people to a range of wider preventative offers and community-based activities in their local area.

Next steps

- 4.36 Should Cabinet agree to the recommendations set out in this report, work would commence on the development of a detailed service specification for the new offer of support.
- 4.37 Commissioners would work with current service providers to begin a service exit strategy which would include a review of current clients to

ascertain their level of ongoing need in preparation for the implementation of a new service.

- 4.38 A soft market testing exercise would be undertaken to gain feedback from potential providers on the new service specification.
- 4.39 This would be followed by a competitive procurement process and a contract award being made for the new service offer to commence from 1st April 2024.

5. Consultation

- 5.1 The Council conducted a public consultation exercise, including consultation with current service recipients. The consultation has enabled the Council to:
- Provide information on the proposal for a new service offer and seek views and concerns in relation to this
 - Use the information from the public consultation to refine the outline proposals for any new service, taking into consideration the specific comments and concerns submitted

- 5.2 The results of the consultation were presented to the Improvement and Scrutiny Committee (People) on the 09 November 2022:

They noted the responses to the public consultation and that responses to the consultation will be considered and included within a comprehensive and robust EIA which will be incorporated within any future Cabinet Report which may be presented in due course, and further notes that in the event of this occurring Cabinet will fully consider the EIA as part of its decision making

6. Alternative Options Considered

Option 1: Do Nothing and continue with existing service

- 6.1 The current service agreements end on 31 March 2024 at the end of a period of variations and extensions to the current IAA's and commissioned contracts.
- 6.2 The level of investment required for this current specification requires competitive tendering under financial regulations. Continued use of IAA's is not recommended as it is not a robust procurement methodology.

- 6.3 Some providers inform us that the current service specification and financial investment does not offer them a financially sustainable business model.
- 6.4 Current provision does not offer an equitable or consistent offer across the county and excludes anyone under the age of 55.

Option 2: Procure Short term (12 weeks only) targeted support offer

- 6.5 Feedback from the consultation and the EIA indicates that a fixed period (12 weeks), short term support model as outlined in the consultation would not offer the level of flexibility that people may require to address their varying needs.

Option 3: Cease all current contractual arrangements and delivery of any low-level support

- 6.6 Without a low-level preventative support service in place, it is likely that there would be an increase in referrals for statutory care provision.
- 6.7 It would be very difficult for people who may require help to maintain their independence at home, to access any support.

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 10 March 2022: Report of the Executive Director for Adult Social Care and Health: Older People's Independent Living Services Consultation and Review click [here](#) for link. To seek permission to commence a consultation.
- 8.2 Improvement and Scrutiny Committee – People - 09 November 2022 Report of the Executive Director for Adult Social Care and Health: Proposals for the future provision of ASCH low level prevention services. Click [here](#) for link to paper.

9. Appendices

- 9.1 Appendix 1 – Implications

9.2 Appendix 2 – Consultation report

9.3 Appendix 3 – Equality Impact Analysis

10. Recommendation(s)

That Cabinet:

- a) Following consideration of the full report on the consultation responses received and the detailed analysis of the feedback in Appendix 2 and the Equality Impact Analysis (EIA) in Appendix 3 approves the redesign and procurement of a low-level support service in line with the proposal laid out in section (4.32-35) of this report
- b) That the current commissioned contracts and Inter Authority Agreements that deliver the Older People’s Independent Living Services be allowed to come to their natural end on 31 March 2024.
- c) Notes the progress of the system wide review of the Falls Recovery Service that is currently embedded in the OP ILS (section 4.27 of this report).

11. Reasons for Recommendation(s)

11.1 The reasons for the recommendation to redesign and reprocur a new targeted low level support service is:

- a) To provide more equitable access to preventative low-level support, targeted to those most in need, delivered in a way that will be easily accessed and most effective in enabling people to regain or maintain their independence
- b) Support ASCH’s legal duty to ‘reduce, prevent and delay’ people requiring more intensive statutory care.
- c) To ensure that the Council complies with its legal obligations under statute or guidance.

11.2 That the funding released from the provision of the current OP ILS will be reinvested in a new targeted low level support service from 01 April 2024 and realise £0.50m of efficiency savings to the ASCH budget for 2024-2025.

11.3 The review of the FRS and implementation of an enhanced FRS multi-disciplinary support offer will provide a more equitable service for people at risk of falling in the County and will mean that greater clinical oversight can be made available with no financial implications for ASCH main budget.

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

12.1 No

Report Author: Diana Higton

Contact details: Diana.Higton@derbyshire.gov.uk

Implications**Financial**

- 1.1 Since 2019, revised service specifications for Older People's ILS have been in place at a total cost of £1.54m and are delivered in lots across the county on a district/borough footprint as follows:

June 2021			
Area	Independent Living Service (OP ILS)	Value PA	Commissioned / Inter-Authority Agreement
Amber Valley	Chesterfield Borough Council	£ 0.353m	IAA
Bolsover	Bolsover District Council	£ 0.280m	IAA
Chesterfield	Chesterfield Borough Council	£ 0.200m	IAA
Derbyshire Dales	Revival	£ 0.144m	Commissioned
Erewash	Revival	£ 0.144m	Commissioned
High Peak	High Peak Borough Council	£ 0.220m	IAA
North East Derbyshire	Chesterfield Borough Council	£ 0.072m	IAA
South Derbyshire	South Derbyshire District Council	£ 0.130m	IAA

- 1.2 It is anticipated that a redesigned and competitively procured new service will have a value not exceeding £1m.

Legal

- 2.1 While there is no statutory duty owed by the council specifically to provide or fund the level of support provided by the OP ILS, under section 1 of the Care Act 2014 it has a broader duty to have regard to the importance of preventing or delaying the development of needs for care and support or needs for support when exercising Care Act

- functions. Under section 2 there is a requirement of a social services authority to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will: contribute towards preventing or delaying the development by adults in its area of needs for care and support; contribute towards preventing or delaying the development by carers in its area of needs for support; reduce the needs for care and support of adults in its area; and reduce the needs for support of carers in its area.
- 2.2 The Care and Support Statutory Guidance, to which the council must have due regard, is clear that the care and support system must work to actively promote well-being and independence and does not wait to respond until people are in crisis by ensuring early interventions which prevent need or delay deterioration wherever possible.
- 2.3 Adults who are in receipt of preventative services will not necessarily require a wider package of care and may receive this support in isolation.
- 2.4 The council has a duty to consult where proposals are made that may result in the reduction or cessation of a service provision with those directly affected, including service users and their family/carers.
- 2.5 Case law has established minimum requirements of consultation, which are:
- a) Consultation must be at a time when proposals are at a formative stage;
 - b) Sufficient information must be given to permit a person to “give an intelligent consideration and response”;
 - c) Adequate time must be given for consideration and response; and
 - d) The results of the consultation must be conscientiously taken into account in finalising any proposal and provided to the decision maker to inform their decision
- 2.6 Decision makers must pay due regard to the outcome of any consultation and the consultation report appended to the report provides an opportunity to do so.
- 2.7 In assessing these proposals, the council should also have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010.
- 2.8 The PSED requires public authorities to have due regard to:

- a) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (*section 149(1) (a)*).
- b) The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This involves having due regard to the needs to:
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
 - (iii) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- c) The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it.

2.9 The equality impact analysis appended to the report must be considered by the decision makers to ensure that the impact of the proposals on persons with protected characteristics is taken into account when making the decision and ensuring compliance with the PSED.

Human Resources

3.1 None directly arising

Information Technology

4.1 None directly arising.

Equalities Impact

5.1 The delivery of this proposal will have some implications for some older, frail individuals but mitigations have been considered to reduce the impact and will be part of the future redesign of the service. It is not considered that anyone from a protected characteristic group(s) will be adversely impacted by the proposal. It should be noted that by widening access to the service more protected characteristic group(s) could benefit. A full Equality Impact Analysis has been undertaken and is at Appendix 3

Corporate objectives and priorities for change

- 6.1 In the Council Plan 2021-2025 the Council states that listening to, engaging and involving local people to ensure services are responsive and take account of what matters most to people, as being a core value. This report illustrates that through consultation the Council has listened and responded to the feedback from residents by reviewing the proposals submitted in the consultation and reviewing the recommendation to the Council.
- 6.2 The Council commits to work together with its partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive, and to spend money wisely making the best use of the resources that it has. The recommendations within this report indicate that consideration has been given to spending money wisely whilst enabling people to live their best life in the home of their choice.

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

- 7.1 None directly arising

Appendix 2

Consultation Report on Proposals for the future provision of the Older People's Independent Living Services

Appendix 3

Equality Impact Analysis (EIA) Older People's Independent Living Services

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**CONSULTATION REPORT ON PROPOSALS FOR THE FUTURE
PROVISION OF THE OLDER PEOPLE'S INDEPENDENT LIVING
SERVICES**

1. Purpose of the Report

A report was presented to Cabinet on 10 March 2022 which sought approval to undertake a public consultation on proposals for the future provision of the Derbyshire County Council funded Older People's Independent Living Services (ILS) and the Better Care Funded (BCF) Falls Recovery Service. Following Cabinet approval, the consultation took place between 28 March 2022 and 19 June 2022.

This report is a summary of the responses to that consultation.

The proposals submitted for comment would, if approved, enable Derbyshire County Council (DCC) Adult Social Care and Health (ASCH) to commission a new, improved offer that would:

- Include a tiered approach to support, would be available to all adults (rather than only those over 55) and would target those most in need of short-term support to live safely and independently;
- be available to a greater number of people of all ages that live in different kinds of housing including social housing, owner occupied and privately rented;
- be developed alongside practical housing support which would aim to maximise access to other helpful interventions such as Disabled Facilities Grants and, minor aids and adaptations that can help people to remain in their own homes for as long as possible;
- include a service review for all current recipients of the service and only those having an identified ongoing need would be offered a service;
- Include a short-term targeted support plan for up to 12 weeks to maximise people's independence;
- Include an opportunity to receive a follow up call to check how independence is being maintained after the 12 weeks support has ended.
- be built to maximise integration with other community-based services that actively support and enable independent living for all adults.

2. Methodology and Approaches

A report was presented 10 March 2022 to Cabinet to seek agreement to consult with customers of the Older People's Independent Living Services. Cabinet agreed and the public consultation took place between 28 March and 19 June 2022. This report will summarise views and opinions submitted by the people of Derbyshire during this period.

The consultation used a combination of quantitative and qualitative approaches to gather people's views about the proposed changes. Officers enabled as many people who are in receipt of the service as possible to take part, by offering a range of ways in which they could share their views:

1. All current clients of the Older Peoples Independent Living Service received an introductory letter detailing the proposed changes to the service.
2. The questionnaire was made available in different formats on request, such as other languages or larger print if this was more appropriate.
3. People were invited to complete the questionnaire online.
4. Information regarding the consultation was available on the Derbyshire County Council Consultation webpage [Older People's Independent Living Services Consultation and Review](#) which gave an outline of the proposals and the ways in which people could share their views.
5. People were also given the opportunity to request a paper copy of the questionnaire via the Stakeholder Engagement and Consultation Team (SECT) and returned their response using the postal questionnaire.
6. There was also opportunity to write into the Council via a letter or email to a dedicated email address.
7. Telephone interviews were offered for those people requiring support to complete the questionnaire.
8. Media releases which were issued at the start of the consultation and news releases were published on the Derbyshire County Council website.

Staff from the Adult Care Stakeholder Engagement and Consultation Team (SECT) arranged four virtual meetings co-hosted by a Service Manager from Adult Social Care Commissioning Team, to enable participants to hear about the proposals and have an opportunity to give their views. Providers were also invited to share their views via email.

Approach to analysis of the Qualitative and Quantitative information

Qualitative Approach

Qualitative information was collated from the comments provided in online submissions and/or paper questionnaires. Overall, 375 individual comments were submitted. These comments were analysed and coded by the SECT team into a number of themes arising from the data. The themes are derived from all of the comments received and are not necessarily question specific

Quantitative approach

Tick box responses from the questionnaires were collated into a complete dataset, analysed, and graphs produced to represent the data.

The following chart shows the overall number of people who completed the survey

Question 1: Which statement below best describes your current circumstances?

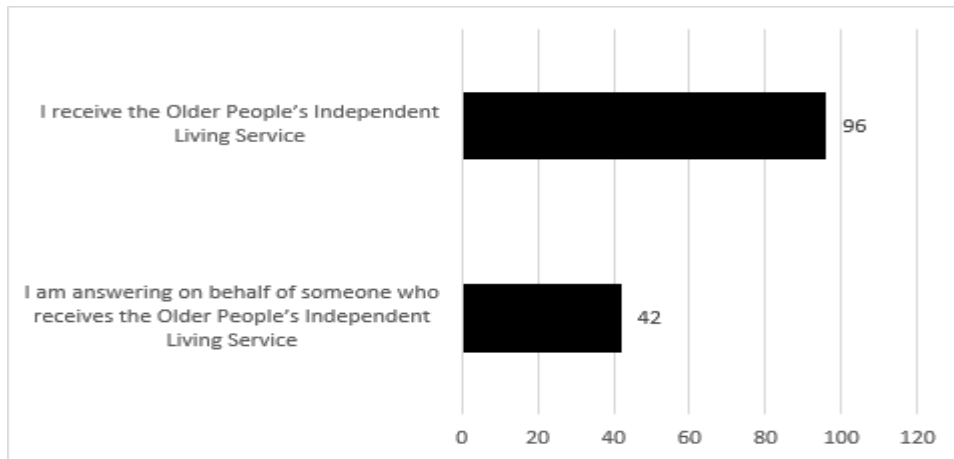


Figure 1: Q1

In total, 138 people responded to the consultation, including respondents who completed questionnaires on behalf of an existing recipient of the service and those who chose to respond via email, letter, or via telephone call.

No one took up the option to attend one of the scheduled virtual meetings co-hosted with SECT and a Service Manager from ASCH.

- 82% of respondents lived alone
- 62% of respondents were female

- 79% of respondents were over 70 years of age
- 86% of respondents stated they had at least one disability
- 98% of respondents identified themselves as White British
- 64% of respondents lived in either Chesterfield, Bolsover or Amber Valley.

Analysis of the Quantitative data within the questionnaire

The following summary provides an analysis of the quantitative and responses to the questions asked within the survey.

Value of the service

The questionnaire asked people to consider what they most valued about the service. Respondents were offered a multiple choice and asked to tick all those that applied. The top three options were: 81% of respondents reported that the service made them feel safe at home; 74% stated that the service helped them maintain their independence; and 56% had received information and advice to access other support. Five respondents said they didn't use the service.

Service Improvements

When asked how the service could be improved, again asked to review a multiple-choice list and tick all that applied 64% of respondents said they would benefit from help to find aids and adaptations; 35% advice about home security; 35% help to carry out small repairs to the home. Older people in the 70 -79 age band stated that practical tasks like changing a light bulb would be most beneficial to them and in the 80-89 age bracket there was an increase in people saying that help to find alternative housing would be appreciated.

Importance of the current service

The questionnaire asked how important or not the service was, 90% stated that the service was important or very important, 7% felt it was neither important or unimportant, 3% reported it was unimportant or very unimportant.

Targeting a new service

When asked about a targeted service 56% either agreed or strongly agreed that a new service should be targeted. 42% of the total who either agreed or strongly agreed were over 70 years of age. 25% either disagreed or strongly disagreed with the proposal to target the service.

Access to a new service

The questionnaire asked for people's feedback on the proposed new service offer and whether they agreed or not to it being open to all vulnerable adults that live in different kinds of housing including social housing, owner occupier

and private rented. 75% either agreed or strongly agreed that the offer should be available to anyone who needed a bit of extra support with their home environment not solely older people. Only 5% of people disagreed or strongly disagreed.

Linking the service to practical support.

It is proposed that the new offer be developed alongside a practical support offer to help people maximise access to other helpful interventions such as Disabled Facilities Grants and minor adaptations. 80% either agree or strongly agreed to the service being linked, 9% of respondents disagreed or strongly disagreed.

Review of existing service

When asked if existing service users should be reviewed to establish their current level of need of this kind of service 53% agree or strongly agreed and 20% neither agreed or disagreed. 27% disagreed or strongly disagreed.

Time limiting the service

The survey asked people if they agreed with support lasting 12 weeks. 55% either disagreed or strongly disagreed with time limiting the service. 17% neither agreed or disagreed and 28% agreed that a time limited offer would be appropriate.

Follow up call

74% agreed or strongly agreed to there being a follow up call post the ending of the service. 15% stated that they disagreed or strongly disagreed and 11% neither agreed or disagreed.

Scope of the summary of themes from the qualitative responses:

The comments were analysed and coded by the SECT team into a number of themes arising from the data. These are listed here in alphabetical order.

Access for all

Some respondents were very positive about widening who could access the service for all that would benefit from the service but there was concern about how it would be funded if more people were going to be able to use it.

Agree with the proposals

A good proportion of respondents felt that the proposal was acceptable And that being able to target support where it was most needed was important. There were comments that offered ideas on how to make a new

offer more supportive by building in a review point at the end of the period as well as a check up call later on post the intervention.

Alternative options

There were comments about alternative options that had a clear pathway but were not limited to 12 weeks but that flexibility about the amount of time that people may need support for to be built into the service. It was expressed that in some cases 12 weeks may not be enough time.

Already receiving the service

A number of respondents reported that they were already receiving this kind of service in the level of signposting and navigation to other services that the ILS officers were supporting them with.

Concern for others

This theme was picked up in many of the comments and even when agreeing with proposed changes people were evidencing concern for those who were more vulnerable and frail than themselves.

Disagree with the proposal

A number of respondents disagreed with the proposed changes and would prefer that it continues as it is for them and others. They expressed concern about what happens to people who following review are no longer able to access the support.

Distress caused

There were comments about the level of distress and upset that the consultation had caused to people who were worried that their service would be ended, that they would be left alone and what would they do without it.

Fluctuating need There were comments submitted that challenged the 12 week period based on their personal experience of how their needs changed at different times. They felt that the new service should review people's needs on a regular basis with suggestions that this needs flexibility as people aged differently and have a varying levels of need and capability to manage.

Length of service

A proportion of comments reflected on the time scales of support for the future service and that consideration should be given to individually reviewing each case on a regular basis as some people have peaks and troughs of need related to health and mobility issues particularly as they age. There were also comments that related to the capability of people on a long term basis and that they needed some regular support on an ongoing basis because of their age and frailty whilst maintaining independent living in their own home.

Maximising income

A small number of comments noted that the proposed service would be beneficial to them in helping them maximise their income.

Negative impact on long term support

There were a range of comments that illustrated concern for people who had received a service from the OP ILS for a long period of time and what would they do should they be reviewed as having no ongoing need. Others were concerned for their own ongoing support and that older people would be losing a service.

No change needed

There were a number of comments that stated that no change was needed and that the service delivered the support they wanted and had done for some considerable time.

Praise

Some respondents took the opportunity to praise the current service as a general comment and in some cases named their Independent Living Services Officer (or warden in one case) as being important to them remaining independent.

Preventative

People stated a range of additional activities that the current service is supporting them with that are preventative, for example, with support to order aids and adaptations or liaise with other professional services preventing them requiring more intensive interventions from health or social care.

Promoting Independence

A number of respondents reported that they wanted a service that promoted their independence and helped them to remain in the home of their own choosing for as long as possible.

Reassurance

A significant number of the respondents live alone and many expressed how reassured they felt and the peace of mind they had that there was someone there if they needed them.

Service not required

A number of people said they had the service but had no call to use it and didn't know why they had it. In one case they stated that it came with their tenancy.

Visit more often

A number of the older respondents expressed that they would like a greater number of visits not less because they spent many hours alone everyday.

Combined Analysis of the Qualitative and Quantitative data within the questionnaire.

The following section summarises both the quantitative and qualitative responses to the questions asked within the survey.

Question 2 – If you or the person you care for has the Independent Living Service – please tell us what you/they value about the Service? (Please select all that apply).

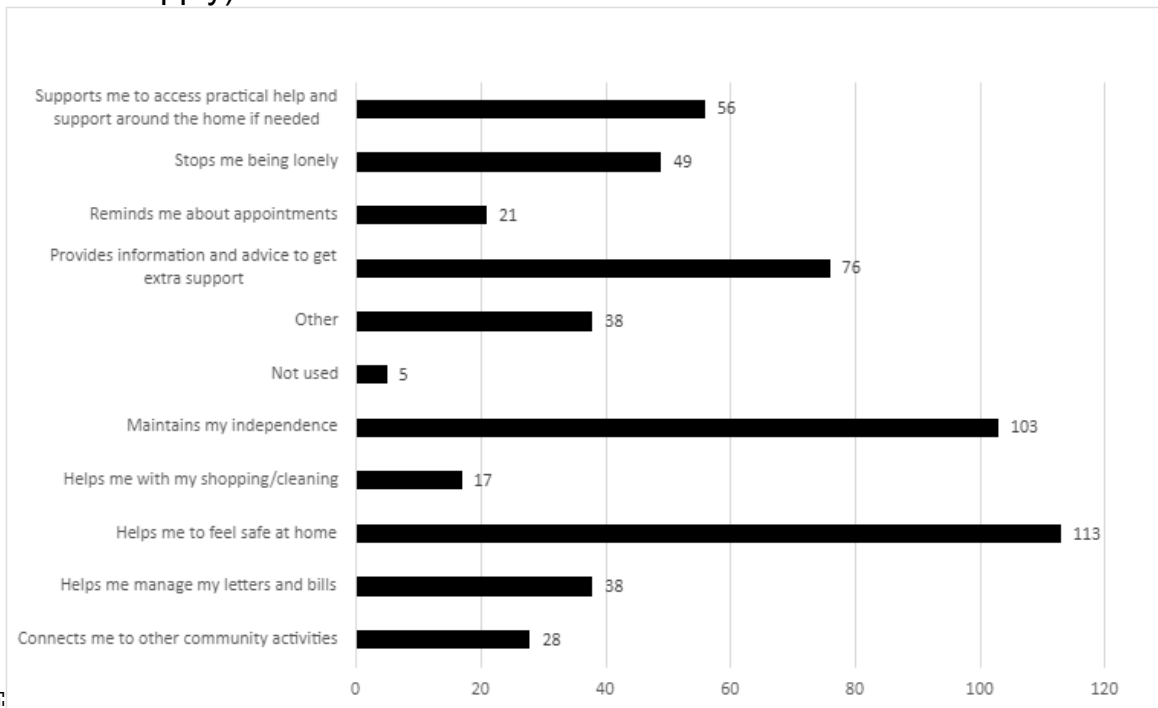


Figure 2: Q2 – Respondents ticked all that applied to them

12 respondents chose ‘Other’ from this category with the following themes emerging:

The top theme with 8 comments were regarding the services providing a ‘preventative’ element with comments such as:

- “Helped me get a refund from my utility company when the company went into liquidation, helps me return equipment to Medequip, helps me sort out my cluttered home.”
- “helps with adaptations to the home, communicates with care company on my behalf, checks that I'm ok all the time.”
- “liaise with NHS, book appointments, orders aids, adaptations”

The other comments captured **did not form a theme** but were regarding such issues as:

- Peace of mind
- Help with health appointments
- Financial help/advice

Question 3 - If you told us in Question 2 that the Older People’s Independent Living Service is not used, please tell us why it is not used?

5 respondents chose to answer this question the top theme with 3 comments being “No help needed”, such as:

- “I have had no instances when I've needed help”
- “Up to present have not felt the need to utilise this service, it came with the property when I moved in. That is not to say I won't need it in the future.”

2 comments did not form a theme but were regarding:

- Did not know about the service
- Checked on every 2/3 months with a phone call

Question 4 – Please tell us what could be improved about the Older People’s Independent Living Service? (Please tick all that apply)

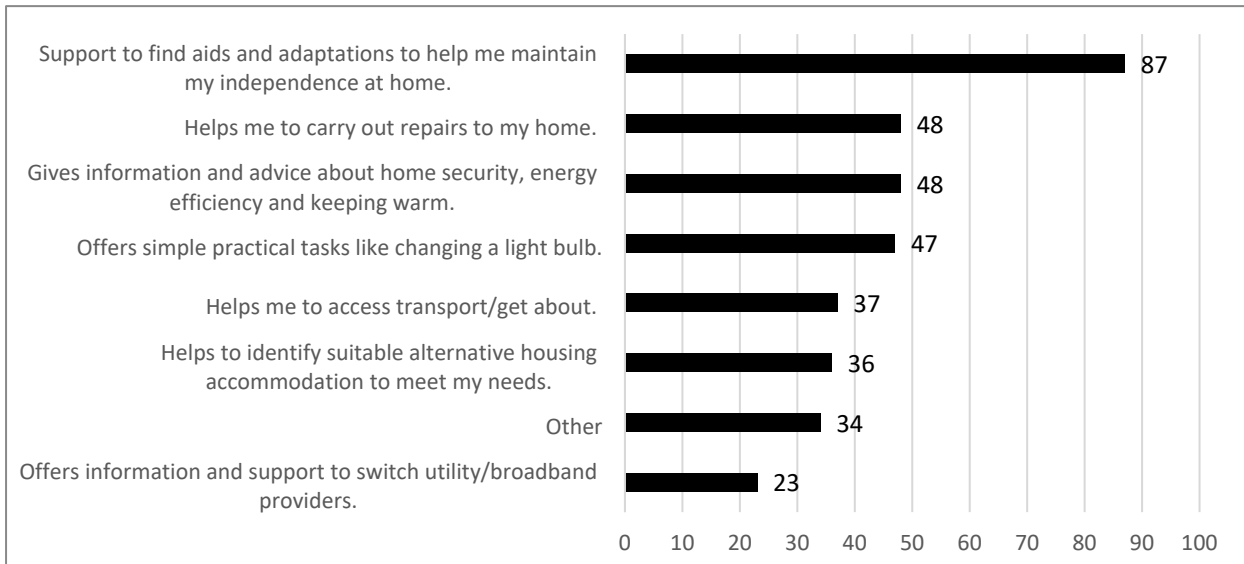


Figure 3: Q4: Respondents ticked all that applied to them

31 respondents chose ‘**Other**’ from this category with the following themes emerging:

The top theme with 4 comments were regarding the **service not being required** with comments such as:

- "Have not needed advice"
- "I only have an alarm system and I have never used it only to test it"
- "No other services at present being received"
- "All of the above are carried out by my husband"

There were then four more themes, examples of comments are:

Maximising income – with comments such as:

- "Maximising income, helping sort out debt, getting a tradesman in to help repairs, support with ASB"

No change needed – with comments such as:

- "I think everything is running alright at the moment, I cannot see anything they can improve on."

Praise – with comments such as:

- "ILS service is my total lifeline they help me with everything"

Visit more often – with comments such as:

- "A visit now and again would be good not just when needed"

The remaining comments did not fall into a theme with comments related to things such as:

- Social isolation/Loneliness
- Warmth of home
- Help with health appointments
- Provides peace of mind / reassurance
- Reluctance to accept help
- Unaware of service

Question 5 – How important or unimportant do you think it is to be able to receive the type of support you are currently receiving from the Older People's Independent Living Service?

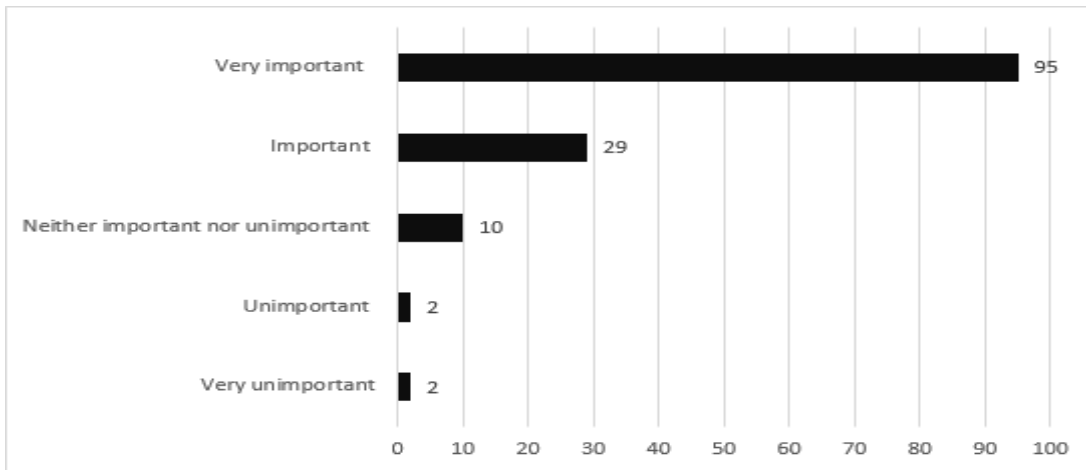


Figure 4: Q5 Number of individual responses per option

YOUR VIEWS ON TARGETING THE NEW OFFER: If approved, the proposal would enable DCC Adult Social Care and Health to commission a new, improved offer that will be available to all adults (rather than only those over 55) and that targets those most in need of short-term support to maximise people’s opportunities to live safely and independently.

Question 6 – How strongly do you agree or disagree with the proposal about targeting the new offer?

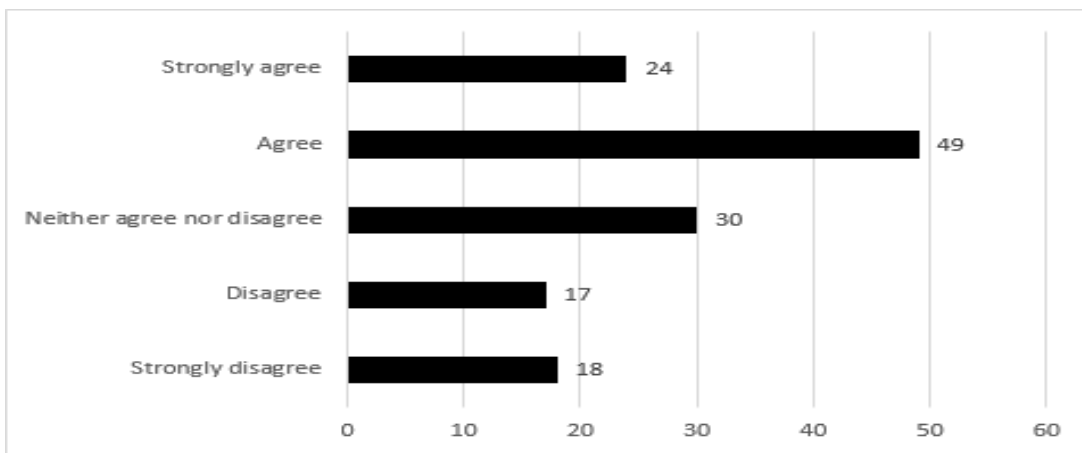


Figure 5: Q6 Number of individual responses per option

Over half the respondents felt that a targeted approach would be of benefit.

Question 7 - If you have any other comments about the proposal regarding targeting the service, please put them in the box below.

54 respondents chose to comment on Question 7 and these comments fell

under the following themes

The top theme with 30 comments were in relation to **negative impact on long term support** :

- "I think it should stay separate with being with older people. Essential service for people with no contacts, also people in poor health that can't communicate properly. Need security of knowing service exists if problems occur down the line."
- "I have a heart condition and I have a disabled son with learning disabilities this is why this service is important to us"

Five comments were regarding **access to all who meet criteria** with comments such:

- "Give it to people that need it not just those over 55"
- "If it meant that it would be available to more people who needed it then I would be in favour"
- "It would be good to open the service up to more people, but the support needs to be for longer."

Four comments were regarding providing **preventative** services such as:

- "These proposals will have a severe and detrimental effect upon the health of my brother who is receiving this care. We have a named worker who has been extremely supportive, informative and knowledgeable during periods of crisis and where help and advice has been needed. If my brother did not have this regular and, more importantly, familiar contact, then his health and wellbeing would be extremely affected."
- "I feel this service has provided me with much needed support and help and would be very sad to see it end."

The remaining comments **did not fall into a theme** but were regarding:

- Delay in service provision
- Service not required
- Family support
- Financial impact
- Peace of mind
- Praise for service

YOUR VIEWS ON WHO CAN ACCESS THE SERVICE: It is proposed that the new short-term offer would be available to a greater number of people of

all ages that live in different kinds of housing including social housing, owner occupier and private rented.

Question 8 – How strongly do you agree or disagree with the proposal about who could access the new offer?

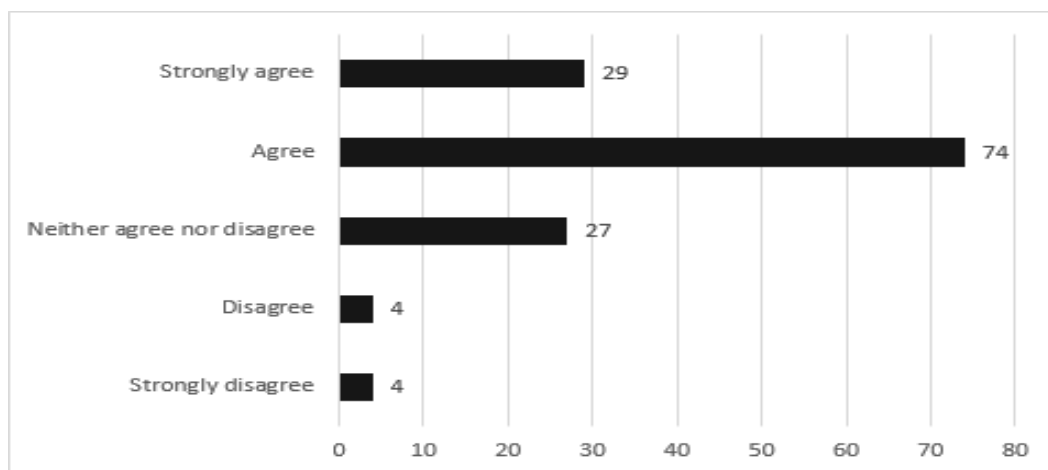


Figure 6 Q8 Number of individual responses per option

Question 9 - If you have any other comments about the proposal about who could access the new service, please put them in the box below.

30 respondents chose to comment with the following themes emerging:

The top theme with 9 comments were **agreeing with the proposal** with comments such as:

- “The more people they can reach to help them stay in their homes the better. That is what the Council are all about, supporting people to stay at home.”
- “If this means that younger people with perhaps learning disabilities for example benefit from this change then I agree with it.”
- “Agree that all should access irrelevant of if council tenant or not”

8 comments were received under the theme **negative impact on long term support** with comments such as:

- “I think the service should stay the same as it is I don't like the idea of it being short term. I feel if I need any help I can currently ring my Independent Living officer and I feel at ease with her and that she will help me.”

- “If opening up the service to more people affects the quality of the service older people receive now then it would be a detrimental move.”
- “The proposal is only for short term support and as such the consistency and familiarity needed by someone with certain needs (such as mental health, learning disabilities and autism) from a recognised worker would be lost. This is a proposal that could cause long-term health and social care issues and would also place a great deal of stress upon family members who try and support these individuals to the best of their own ability within the confines of their own health, education and skills.”

The remaining comments **did not fall into a theme** but were regarding:

- Access to all who meet criteria
- Having regular assessments
- Disagree with proposal
- Expand the service
- Praise
- Questioning the proposal

YOUR VIEWS ON HOW THE SERVICE LINKS TO OTHER HELP AND

SUPPORT: It is proposed that the new offer would be developed alongside a practical housing support offer which will aim to maximise access to other helpful interventions such as Disabled Facilities Grants and minor adaptations that will help people to remain in their own homes for as long as possible.

Question 10 – How strongly do you agree or disagree with the proposal about linking the new offer to other practical help?

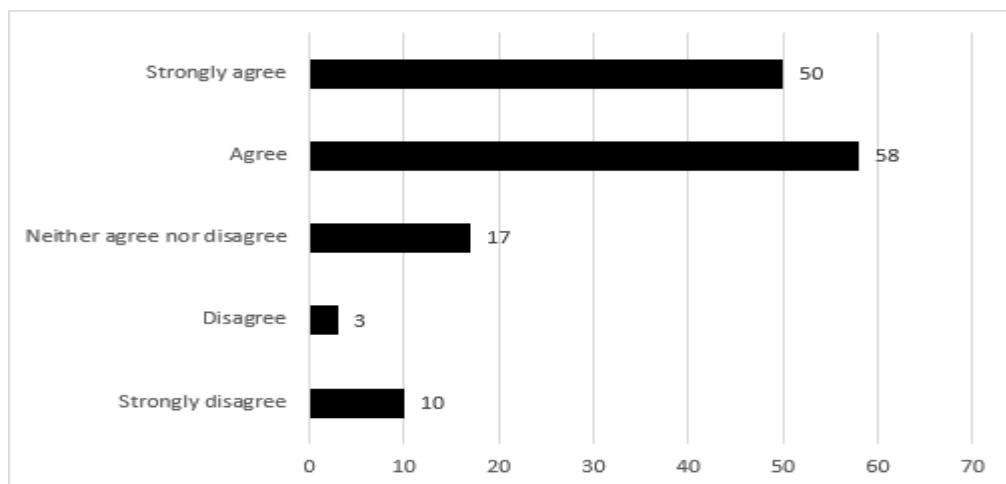


Figure 7: Q10 Number of individual responses per option

Question 11 - If you have any other comments about the proposal regarding linking the service to other practical help, please put them in the box below.

31 respondents chose to add other comments with the following themes emerging:

The top theme with 10 comments were regarding **already receiving the service** such as:

- "My support officer already provides this service."
- "My ILO does all this already."
- "I get this already from my ILO."
- "My ILO does this already, all you are doing is moving it from 1 area to another."

4 comments were **agreeing with the proposal** such as:

- "It's a great idea"
- "Think this is a brilliant idea."
- "I think that this would be extremely helpful."

3 comments were regarding **promoting independence** such as:

- "It would be good to know there is help and advice when you need it. Things like handrails really help in the bathroom. Help to get these things would be good."
- "I don't want to go into a home. I want to go out of here in a box. Keep me here as long as possible."

The remaining comments **did not fall into a theme** but were regarding:

- Provides additional help
- Delay in service
- Provide a personalised service
- Disagree with proposal
- Financial impact
- Reliability of service

YOUR VIEWS ON WHO SHOULD BE ABLE TO RECEIVE THIS SERVICE:

It is proposed that the new offer would be developed to support those who are most in need of help to remain living independently and who will benefit the most.

Question 12 – how strongly do you agree or disagree with the proposal about who could benefit from the service?

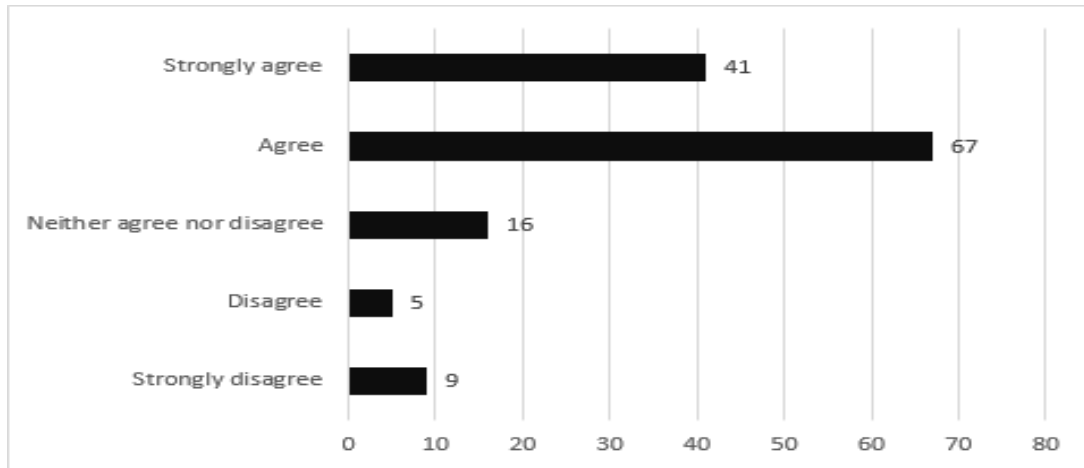


Figure 8: Q12 Number of individual responses per option

Question 13 - If you have any other comments about the proposal regarding who should receive this service, please put them in the box below.

29 respondents chose to add other comments with the following themes emerging:

The top theme with 9 comments was **access to all who would benefit from the service** such as:

- Everyone who needs help to live independent should be able to use the service.
- We all need help and I shouldn't have to be struggling badly to get help.
- those that need, should get it. help should start at home.
- If you need it, you need it.

8 comments were regarding the **length of support**, such as:

- "yes offer 12 weeks, then review it. some people can recover"
- "I agree that it should go to those who need it but 12 weeks is not long enough, my ILO helps me with all letters, forms, benefits, paying for things online, setting up DD'S"
- "Those 'most in need' of long-term support will not benefit from this. This is a proposal that after a very short period of time relies on referrals to other individuals and organisations, which is very worrying."
- "I agree as long as it is ongoing and not for a set period."

5 comments were **fluctuating need**, such as:

- “need is not a regular thing that is the same daily, my needs change from day to day dependent on my health, well being, mental health etc so you may assess me on a good day then put me into crisis by removing me off the service.”
- “Elderly people’s needs can change due to illnesses, so I feel I need the regular contact I have and just knowing that they are at the end of the phone in the day is very important.”
- “I receive an ongoing monthly visit from my support officer, this prevents me from reaching crisis point where I would need more input”
“I never know when I will need this and 12 weeks is not long enough I need to keep it to be able to contact anytime when needed and have piece of mind that my support officer is there.”

The remaining comments **did not fall into a theme** but were regarding:

- Already receiving service
- Reluctance to change

YOUR VIEWS ON A REVIEW OF EXISTING CLIENTS OF THE SERVICE

OCCURRING: It is proposed that all current recipients of the service will have their service reviewed and only those having an identified ongoing need will be offered a service

Question 14 – How strongly do you agree or disagree with the proposal that the new offers would result in existing clients having their service reviewed to establish any continuing need for the service?

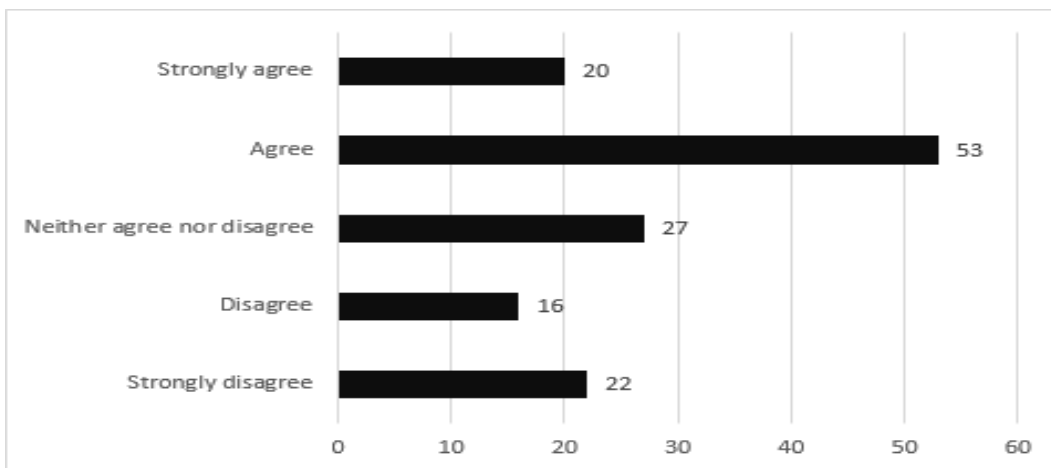


Figure 9: Q14 Number of individual responses per option

Question 15 - If you have any other comments about the proposal regarding

the new offer, please put them in the box below.

39 respondents chose to add other comments with the following themes emerging:

the top theme with 11 comments were regarding providing **preventative services** such as:

- “The service needs to be targeted but it is essential that those who do need support continue to get it, sometimes the positive effect on mental health just knowing someone is there in an emergency is enough to warrant the service being in place.”
- “The service I receive from my support officer prevents me from going into a crisis, surely that is better than waiting for someone to reach crisis point?”

8 comments were received regarding **distress caused to current clients**, such as:

- “ILS service is my lifeline I don't know what I will do without it.”
- “This is stressful for existing clients who may have services withdrawn that they rely on.”

5 comments **disagreeing with the proposal**, such as:

- “Should still be in place no matter what.”
- “This is wrong.”

4 comments were received **fluctuating need**, such as:

- “Needs change from day to day, you may assess on a good day and the following day may be bad.”

3 comments were received **agreeing with the proposal**, such as:

- “If this means that people who really need a service will receive it then I am all in agreement with this proposal.”

The remaining comments did not form a theme but were regarding:

- Appreciation for service
- Financial implications

YOUR VIEWS ON HOW LONG SOMEONE SHOULD RECEIVE THIS SERVICE: It is proposed that the new offer would offer short-term targeted support for up to 12 weeks to maximise people's independence.

Question 16 – How strongly do you agree or disagree with the proposal that the new offer would be available for up to 12 weeks?

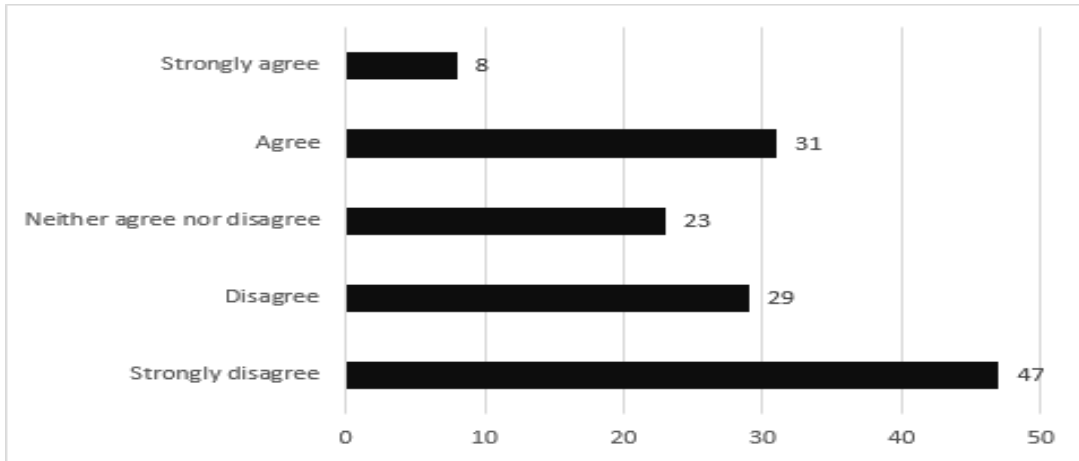


Figure 10: Q16 Number of individual responses per option

Question 17 - If you have any other comments about the proposal regarding the time that the service will be available for, please put them in the box below.

55 respondents chose to add other comments with the following themes emerging:

The top theme with 44 comments were regarding **disagreeing with the proposal to provide the service for 12 weeks**, such as:

- “There are circumstances where that is sufficient, but I use a pendant and have a linked fire alarm due to my circumstances these require long term support.”
- “What will happen to me after that?”
- “If you are an older person and need the service then you would really need the service for the rest of your lifetime.”

5 comments were received regarding **alternative suggestions**, such as:

- “There needs to be a clear pathway of support laid out so that if the service will end after 12 weeks, that a referral will be made to another appropriate service if support is needed longer term.”
- “Yes offer 12 weeks, then review it. Some people can recover”

4 comments were received regarding **preventative services**, such as:

- “Us elderly people need stability in this ever-changing world. Just making a phone call about a bill is so confusing and people sat at desks who can easily do this by other means do not understand.”

The remaining comment was **concern for others**.

- What provision will be put in place for those requiring long-term, ongoing support?

YOUR VIEWS ON CHECK UP CALLS: It is proposed that there would be an opportunity to receive a follow up call to check how you are maintaining your independence after the 12 weeks support has ended.

Question 18 – How strongly do you agree or disagree with the proposal that people receive a follow up call after the 12 weeks support has ended?

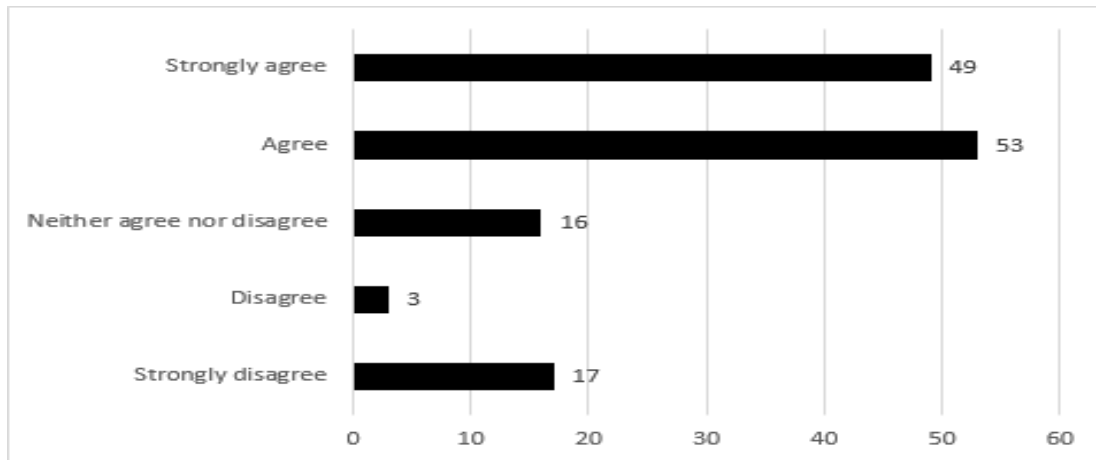


Figure 11: Number of individual responses per option

Question 19 - If you have any other comments about the proposal regarding receiving a follow up call, please put them in the box below.

41 respondents chose to add other comments with the following themes emerging:

The top theme with 15 comments were regarding **disagreeing with the proposal for 12 weeks**, such as:

- “I don't feel it needs to be every 12 weeks because with my health problems I could be well for 12 weeks then have a flare up for 4 to 6 weeks.”
- “12 weeks for someone who struggles permanently is a waste of time.”
- “12 weeks is far too late for a vulnerable person to receive a follow up call. This type of person may not have the mental capacity to ask for help or may be too proud to ask for it. Not all people have mobile phones either or the internet facilities to email asking for support.”

11 comments were regarding **alterative suggestions**, such as:

- “But you would need to make sure that if the service user needs support in speaking to professionals over the phone that a family member or carer etc is present to make sure you get the full picture of how the service user is managing.”
- “Only worthwhile if further support will come if issues are identified in the follow up call, otherwise it is just a tick box exercise.”
- “Need more than 1 call needs to be continuous checks, my family cannot give me the help I need and wouldn't know where to start.”

7 comments **agreeing with the proposals**, such as:

- “A follow up would be good, but if after 12 weeks the help is taken away, I don't know what I would do. It would be good for follow ups to see if you need more help though.”
- “If the service is reduced to just 12 weeks, then they definitely receive a follow up call.”

5 comments were **questioning the proposal**, such as:

- “A follow up call is fine, but I'm concerned that this will not highlight any real issues that may have developed in the interim period!”

the remaining comments **did not fall into a theme** but were regarding:

- Financial impact
- Reluctance to accept help

About you section:

Question 20: What area of Derbyshire do you live in (obtained via postcode):

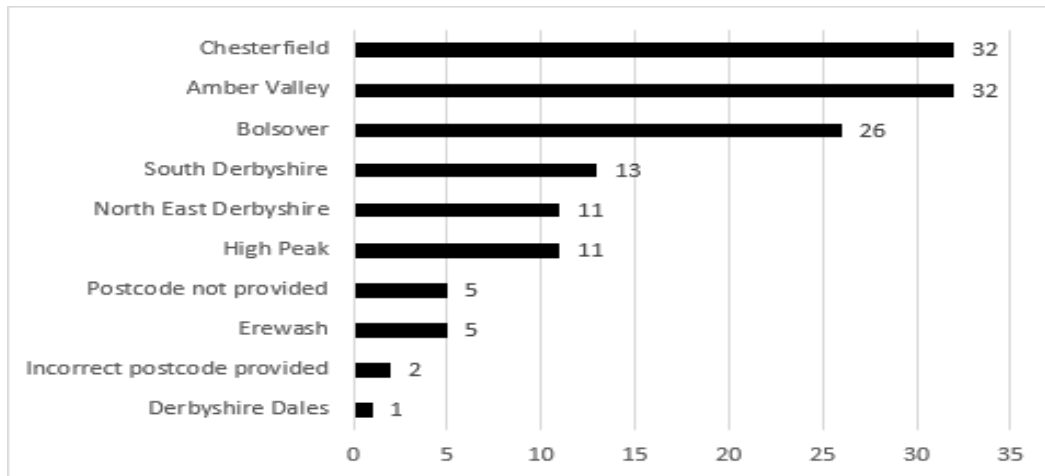


Figure 12 : Q20 Count of area

Question 21: Do you live alone?

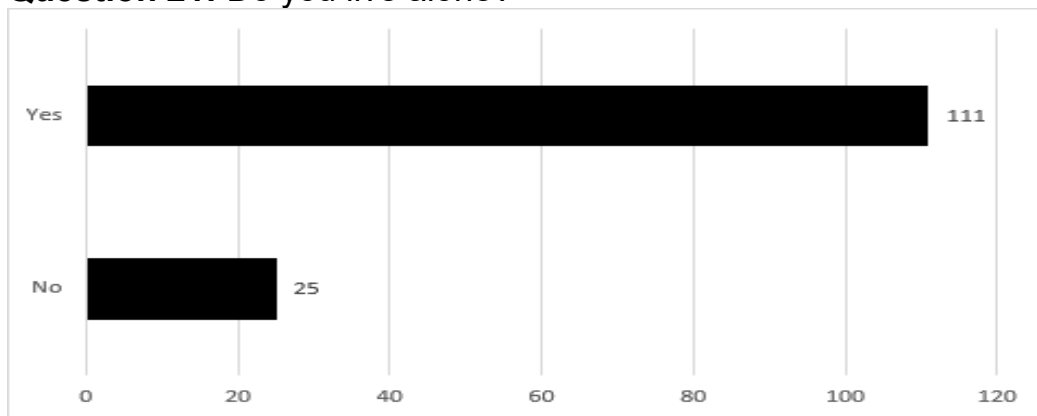


Figure 13: Q21 not all responded to this question

Question 22: Are you Male/Female?

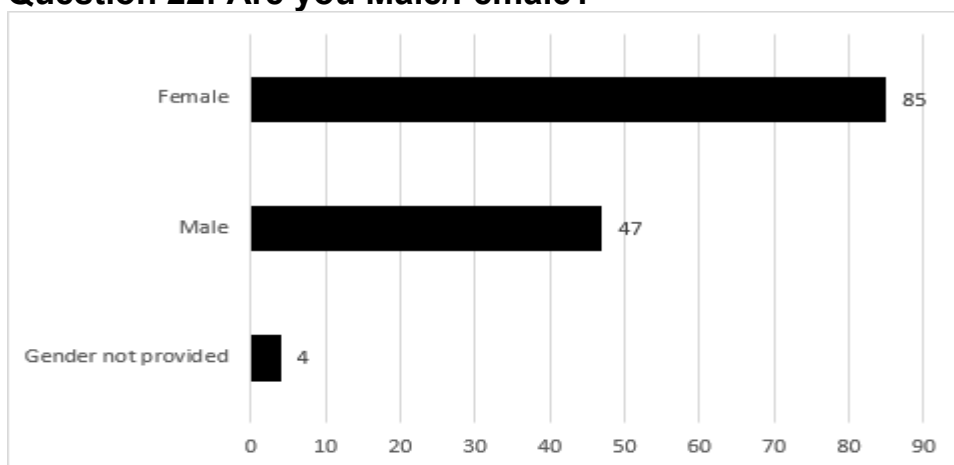


Figure 14: Q22

Question 23: Is the gender you identify with the same as your sex registered at birth?

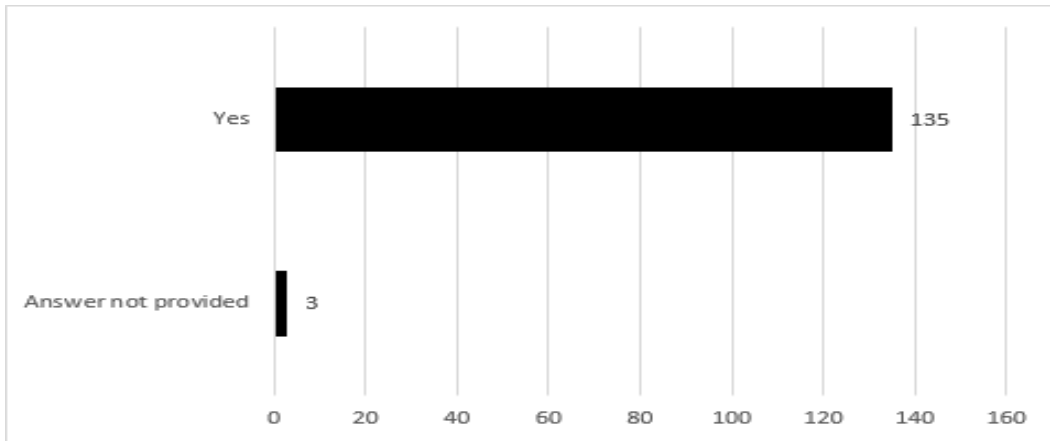


Figure 15: Q21 not all responded to this question

Question 24 - What was your age at your last birthday?

131 people answer this question. The minimum age was 41 and the maximum age was 98. This gave an age range of 57 and an average age of 77.

Count	Sum	Mean	Minimum	Maximum	Range
131	10124	77.28	41	98	57

6 respondents chose not to answer.

Letters, Emails, Telephone Calls, and Meetings:

Of the comments that were captured via email, the following were the top themes:

An offer to coproduce future support plans

- “The council would welcome further discussion with DCC and other agencies as to what package of care, support and assistance would be mutually beneficial to residents cross all tenures.”

The other comments captured did not form a theme but were regarding such issues as:

- Future role of local councils in joined up care
- Historical rational
- Lack of equality on who currently receives the services
- Questioning the rational
- Agree with the proposal
- Financial implications
- Preventative

Question 25: Do you consider yourself disabled?

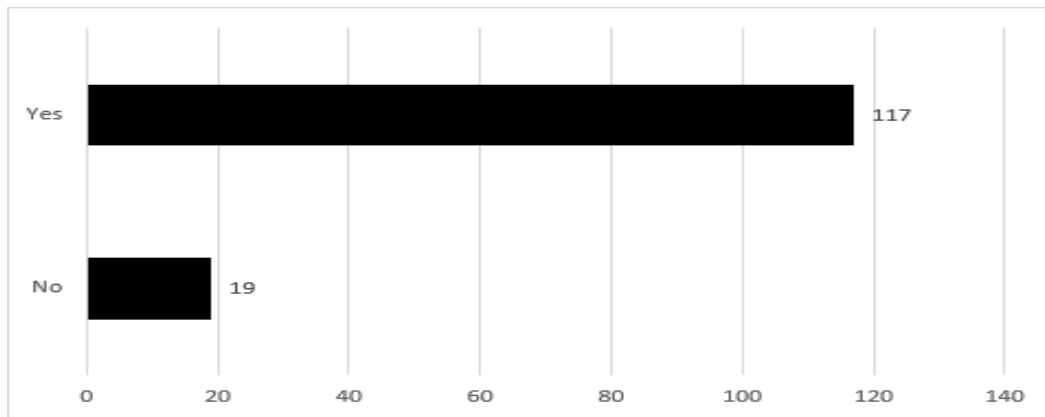


Figure 16: Q25

Question 26: If so, what type of disability do you have?

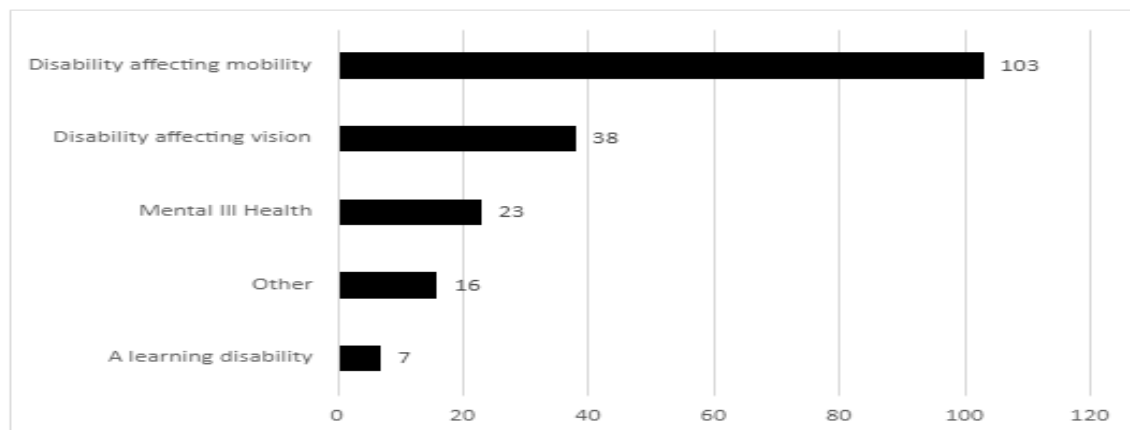


Figure 17: Q26, Respondents selected multiple answers

Question 27: Marital Status

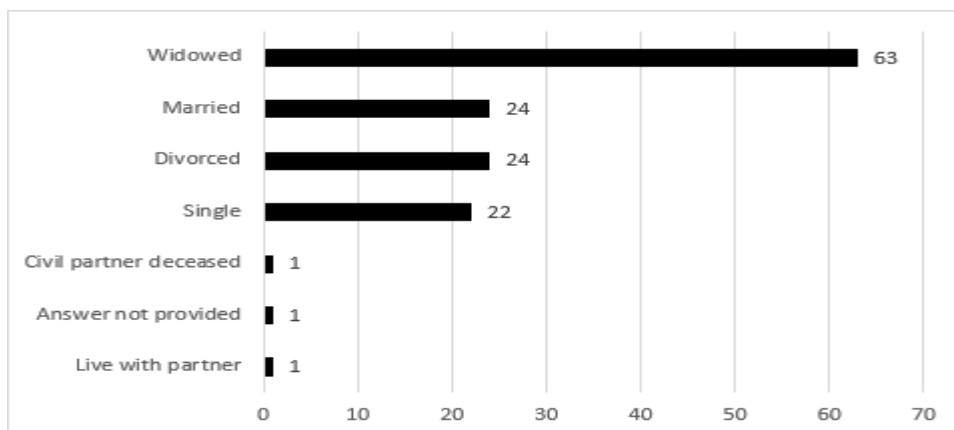


Figure 18: Q21 not all responded to this question

Question 28: Sexual Orientation

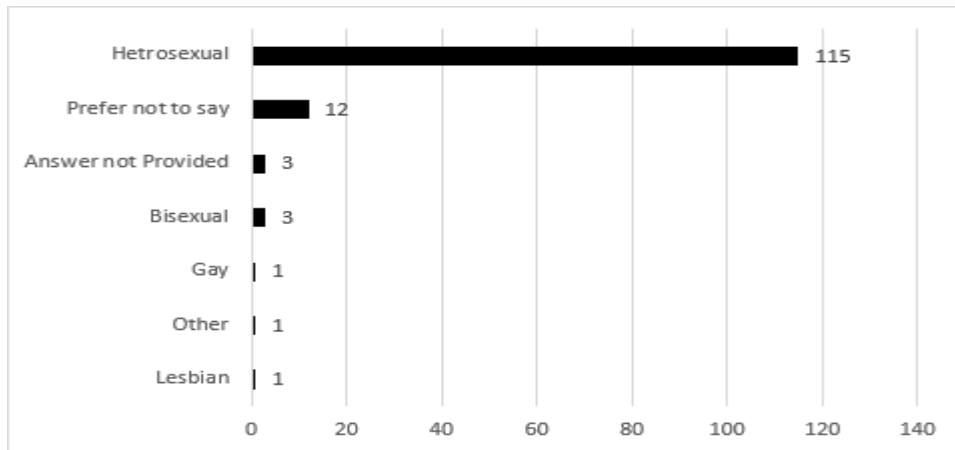


Figure 19: Q21 not all responded to this question

Question 29: Ethnic Group

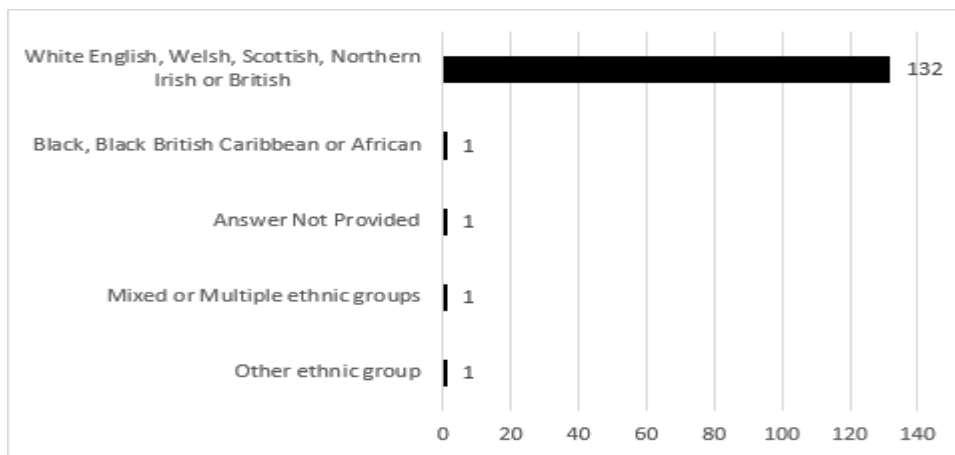


Figure 20: Q21 not all responded to this question

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Equality Impact Analysis (EIA) Record Form 2021 – Derbyshire County Council

Part 1. Introduction and context

Policy/ Service under development/ review	Older People’s Independent Living Service (OP ILS)
Department/ Enterprising Council Workstream	Adult Social Care and Health Commissioning
Lead officer/ Workstream Lead	Sue Whetton – Group Manager - Commissioning
DCC ASCH EIA Team:	Commissioning Service Managers: Di Higton, Phil Wall, Steve Ball, Project Officer: Hannah Tyrrell Contract Manager: Julie Cole
Critical Review Team:	David Arkle, Head of Housing and Growth AVBC; Paul Whittingham, Head of Housing Services SDDC; Giles Parkyn, Head of Housing Management & Careline CBC; Helen Core, Head of Housing Services HPBC, Steven Shanahan, Housing Services Manager EBC, Victoria Dawson, Head of Housing Management and Enforcement: BDC Julie Russell, Head of Support and Wellbeing – Honeycomb/Revival Vicky Smyth Group Manager Public Health DCC.

Date analysis commenced:	23.07.21	Date completed:	14.10.22	Date approved:	
<p>Aims/ objectives of the policy/ service?</p> <p>Background:</p> <p>The Council has been funding a range of legacy low-level housing related support for many years. These services were initially set up after the Government’s Supporting People programme was launched in 2003. This funding was ringfenced until 2009 and since 2010 DCC has funded what is now known as the Older People’s Independent Living Service from its core ASC budget.</p> <p>The OP ILS service specification sets out provision for:</p> <p>Low level support related to maintaining/retaining accommodation offered across all tenures, to enable older people (55+) to live safely and independently in their own home and preferred community, for as long as practicable, by:</p> <ul style="list-style-type: none"> • Preventing, reducing or delaying the need for more costly care and support by delivering low level housing related support flexibly to meet needs of vulnerable adults • Promoting an asset and strengths-based approach to enable people to develop and maintain support networks to reduce social isolation, and encourage community engagement (including social activities, volunteering, employment and education) to maximise the number of people able to live independently at home. • Providing information, advice and support to ensure people’s home environments are safe, suitable and maintained/adapted to meet their needs including referring to relevant services/providers and signing-up people for a community alarm/telecare service if required. <p>And is expected to deliver the following outcomes:</p> <ul style="list-style-type: none"> • support people to remain living independently in their own home in their community of choice • support people to obtain, manage and maintain their accommodation to ensure it meets their care and support needs • provide appropriate information and advice to support people to make informed decisions about current and future accommodation needs 					

- prevent or delay people’s health and social care needs from increasing
- reduce the likelihood of people being admitted to hospital or residential care and support hospital discharges
- create social capital and enhance personal resilience

The Falls Recovery Service (FRS) is built in as an addition to the OP ILS contract. It uses the providers infrastructure, partly financed through the OP ILS contract (contact centre, response staff and management) to deliver an as needed FRS that is linked directly to a community alarm. Only people signed up to a community alarm service are able to access the FRS. The service is designed to enable people who have experienced a non-injurious fall, access help to lift them safely from the floor without the need to call or involve ambulance services.

The arrangements for delivery of the OP ILS are via either commissioned contracts or inter-authority agreements split across eight Districts and Borough localities, with five different providers and is part of three distinct areas of work (OP ILS, Falls Recovery and Community Alarm / Telecare sign up), that utilise a proportion of the same work force to deliver the service in some areas. The OP ILS contracts/agreements have been varied over several years resulting in a very complex set of historical arrangements. The following grid illustrates the arrangements for current provision across Derbyshire by provider and service area.

June 2021				
Area	Independent Living Service (OP ILS)	Falls Recovery Service (FRS)	Community Alarm/Telecare (CAT)	Commissioned / Inter-Authority Agreement
Amber Valley	Chesterfield Borough Council	Revival	Futures Housing Group	IAA (OP ILS), Commissioned (FRS)
Bolsover	Bolsover District Council	Bolsover District Council	Bolsover District Council	IAA
Chesterfield	Chesterfield Borough Council	Chesterfield Borough Council	Chesterfield Borough Council	IAA

*Derbyshire Dales	Revival	Revival	Derbyshire County Council	Commissioned	*
*Erewash	Revival	Revival	Derbyshire County Council	Commissioned	
High Peak	High Peak Borough Council	High Peak Borough Council	High Peak Borough Council	IAA	
*North East Derbyshire	Chesterfield Borough Council	Chesterfield Borough Council	Derbyshire County Council	IAA	
South Derbyshire	South Derbyshire District Council	South Derbyshire District Council	South Derbyshire District Council	IAA	

The sign up of CAT for Self-funders is provided by the OP ILS providers i.e. Revival for Derbyshire Dales and Erewash and Chesterfield Borough Council (CBC) for North East Derbyshire

Current context

The current OP ILS offer has resulted from a long-standing legacy service that the commissioning team have tried to reshape into a more progressive strengths-based model of service delivery to increase the independence of people in receipt of it. However, in some localities the new delivery model has not been successfully implemented. Monitoring data suggests that the current offer is not targeting those most in need of support to maximise their independence and is not offering value for money for the Council. The data also suggests that the majority of people using the current service live in social housing and that the Local Authority or Housing Association are their Registered Social Landlord (see Graph 3 in the Contract Monitoring section). This strongly suggests that the services are not being adequately targeted to all Derbyshire residents, including owner occupiers and those renting their home privately, creating variation and inequity.

Joint system work is currently underway to realign the Falls Recovery Service within the wider Joined Up Care Derbyshire health and social care system. This will enable it to be integrated with the Urgent Community Response offer being developed by the Integrated Care System at a locality level and not be reliant on an individual having a

community alarm and/or telecare system installed in their home. This will widen out the offer to other citizens of Derbyshire who are at risk of repeated falls and currently rely on a purely EMAS response. Aligning with NHS resources will also allow appropriate clinical input and oversight for people following a fall.

The Falls Recovery Service delivers considerable benefits to the wider health and social care system in Derbyshire by utilising resources within the OP ILS to support people who have fallen and are not injured, to be lifted safely from the floor and remain at home, rather than be attended by ambulance services to carry out the lift and potentially be conveyed to hospital. However, it is only people in receipt of the OP ILS who have a community alarm that are able to benefit from this offer. Whilst the current service does deliver considerable benefits, the current delivery model has several risks associated with it, including:

- The service is not currently registered with the Care Quality Commission (CQC) and unable to provide personal care, despite the service often visiting people who may have a personal care need due to nature, duration of response or location of the fall. In these instances, a family member needs to attend or if no one available, then there is no option other than to call out East Midlands Ambulance Service. This can mean a long wait on the floor for the person.
- FRS response teams have only received basic first aid training. They respond to a call following a telephone triage assessment done with the client via the community alarm response call centre. There are potential risks associated with a responder attending a person who may not have been fully able to verbalise their physical injuries. This might result in a responder attending a call out where there may be a risk of inflicting further injury where they are unable to clinically assess the actual extent of injuries to an individual.
- There is very limited follow up from any clinical professionals following the notification that a person has fallen. Ideally a check by a suitably qualified clinician should follow to ensure that the person has no undiagnosed underlying health condition and a medication review undertaken and referrals made into the falls prevention programme to prevent further repeated falls.

What outcomes will be achieved with the new or changing policy/ service?

The proposals are to redesign, improve and competitively tender for a new Low Level Support Service designed to work proactively with people to identify personal goals, agree any support needs and respond to any urgent needs. This would take a time limited (12 weeks), tiered approach, being a more intensive service initially, working through to a managed exit strategy. Regular reviews would be carried out to assess whether goals set out in the persons support plan have been met and to set new goals if required. For those who no longer require support because their needs have been met, a follow up check-in call would be made after three months of exiting the service. This would be to ensure that people are continuing to self-manage their housing support needs.

The new service offer would:

- Be available to Derbyshire adults of working age as well as older people
- Enable, a greater number of people to access targeted preventative support when needed
- Enable people to access advice and information more easily about adapting their home to meet their needs, making best use of technology, aids and adaptations, Disabled Facilities Grants, warm home schemes / grants and signposting to trusted traders to carry out minor repairs
- Prevent the need for people to have to move into residential care by improving their home environment or by providing support to move to more appropriate accommodation
- Introduce equity of access to support for all residents of Derbyshire across all tenures of accommodation, not just to those in social housing
- Enable people to connect with their local communities and develop local circles of support to maintain their wellbeing and enable them to live their best life.
- Support people to maximise their income through welfare benefits checks and signposting to other community sources of support
- Support the system to prevent, reduce and delay people needing more complex health and social care interventions, now and in future.

Support the Council to:

- deliver its statutory duties under the Care Act to prevent, reduce and delay eligible care and support needs and ensure timely access to statutory support is available to those who need it now and, in the future,

- deliver the ASCH priority of: Outcome focused support for people to live their best life independently at home, connected to their community and local resources, stepping in with help where needed
- Provide targeted early intervention and signposting to wider community offers to help to reduce eligible needs and in turn the demand on the need for statutory adult social care support
- target investment to those people with the greatest need and who will benefit from targeted support, providing better value for public money.

Support the JUCD system to

- embed an integrated Falls Recovery Service with system partners including primary care networks, Team Up and East Midlands Ambulance Service which will be made available to the wider population who are at risk of falling rather than those who have a community alarm.
- Reduce the number of EMAS callouts to recover people from non-injurious falls
- Reduce the number of conveyances to acute hospital where earlier community help can be mobilised via the Falls Recovery service

Please list any associated policies, services, or functions?

Legislation and National Policy

The Care Act (2014)

Section 2 requires local authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will:

- contribute towards preventing or delaying the development by adults in its area of needs for care and support.
- contribute towards preventing or delaying the development by carers in its area of needs for support.
- reduce the needs for care and support of adults in its area.
- reduce the needs for support of carers in its area.

The Care and Support Statutory Guidance ([link to guidance](#)) is clear that the care and support system must work to actively promote well-being and independence and does not wait to respond until people are in crisis by ensuring early interventions which prevent need or delay deterioration wherever possible. The importance of preventative services is highlighted further within Section 1(3)(c) Care Act 2014, which requires local authorities to have regard to the importance of preventing or delaying the development of needs for care and support. Adults who are in receipt of preventative services will not necessarily require a wider package of care and may receive this support in isolation.

Section 5 places a separate duty on the Council to promote an efficient and effective market, with a view to ensuring that any person in its area wishing to access services in the market:

- a) has a variety of providers to choose from who (taken together) provide a variety of services;
- b) has a variety of high-quality services to choose from; and
- c) has sufficient information to make an informed decision about how to meet the needs in question

The **white paper**, [People at the Heart of Care – Adult Social Care Reform White Paper \(publishing.service.gov.uk\)](#) sets out an ambitious 10-year vision for how support and care in England will be transformed over the next ten years. The vision puts people at its heart and revolves around 3 objectives:

1. People have choice, control and support to live independent lives.
2. People can access outstanding quality and tailored care and support.
3. People find adult social care fair and accessible.

People who draw on care and support have said that the core purpose of adult social care should be to help them to maintain or gain their independence, allowing them to have control over their lives. Rather than focusing on approaches to delivering care that intervene at a time of crisis, care and support services should intervene early to support individuals, helping people retain or regain their skills and confidence, and prevent needs from developing. When care supports people's independence, it allows them to have real choice and control over the things that matter, enabling them to live healthier, happier and more fulfilling lives in the place that they choose.

Local Policy and Plans Key Priorities

[Derbyshire Council Plan 2021-2025](#)

At the heart of our plan is ensuring we provide maximum value for money for the council tax our residents pay. We'll do this 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

Adult Social Care and Health Departmental Service Plan

[Adult Social Care and Health Service Plan 2021-2025 2022-23 refresh \(derbyshire.gov.uk\)](#)

- Continuing to meet as the system leader for social care our statutory duties under the Care Act (2014), the Mental Health Act (1983) and the Mental Capacity Act (2005) and the new requirements outlined within People at the Heart of Care: adult social care reform white paper and ensure the department is ready for the new inspection regime.
- Working as part of Joined Up Care Derbyshire and alongside system partners to provide a seamless experience for individuals and joined-up, efficient provision of services.
- Continue to deliver and develop the 'Better Lives / Best Life Derbyshire' transformation programme alongside system partners to provide both improved outcomes for people and make more effective use of resources.

Derbyshire ASCH Accommodation and Support Strategies

[Older People's Housing, Accommodation and Support Strategy 2019-2035](#)

[Working age adults housing, accommodation and support strategy 2020 to 2035 \(derbyshire.gov.uk\)](#)

[Specialist Housing Accommodation and Support Strategy 2019 to 2024](#)

[Market Position Statement - Older Peoples Care and Accommodation \(derbyshire.gov.uk\)](#)

Key aims of all three strategies is for people who draw on care and support to:

<ul style="list-style-type: none"> • Be supported to live in their own homes in the community with support from local services. • Be supported to live independently and with the right support to meet their specific needs and preferred outcomes. • Be able to make a considered choice of housing that is appropriate to meet their needs now and in future • enable them to maintain contact with family and friends. • Have a choice about who they live with and the location and community in which they live. • Be able to remain in their home where possible, even if their care and support needs change.
<p>Please list the main people or groups that this policy/ service change is designed to benefit and any other stakeholder involvement:</p>
<ul style="list-style-type: none"> • Any vulnerable adult or older adult living in Derbyshire who may benefit from receiving short term / medium term targeted support to increase their independence and help them to remain living independently at home, regardless of type of accommodation • Any vulnerable adult or older adult that may benefit from information and advice about adapting their home to meet their needs, making best use of technology, aids and adaptations, Disabled Facilities Grants, warm home schemes / grants and signposting to other sources of housing related support and to trusted traders to carry out minor repairs • People at risk of falling in their home environment and their families and/or carers • Wider JUCD system providers – East Midlands Ambulance Services (EMAS), General Practitioners (GP’s), Acute Health Service, Districts and Boroughs, Place Alliance and the Team Up agenda part of the Ageing Well programme delivered through the NHS from NHS England.
<p>Will the policy/ service and any changes impact on any other organisations such as community and voluntary sector groups?</p>
<p>Current providers of the OP ILS service and their employees. The providers of OP ILS were offered opportunity to respond to the consultation.</p> <ul style="list-style-type: none"> ○ Chesterfield Borough Council ○ High Peak Borough Council

- Revival
- South Derbyshire District Council
- Bolsover District Council
- Charity and community groups will benefit from being able to signpost to a more accessible service to assist people to increase their independence
- Local community and voluntary groups would have the opportunity to bid for any future tender for the revised service offer
- The future service may increase the numbers of people who may access local offers delivered by the community and voluntary sector.

Part 2. Supporting evidence

Please list and/ or link to below any recent and relevant consultation and engagement that can be used to demonstrate clear understanding of those with a legitimate interest in the policy/ service and the relevant findings:

Best Life Derbyshire citizen engagement 2021/22 . Click [here](#) to see summary document.

The key findings were:

- People want to live where they live now, in a house, with their family / spouse and they want it to be a safe home.
- Family and friends are important to people, they want to be part of their community, and think that family and friends and the community should help when things go wrong.
- People wanted to access a range of things in their local community including social and leisure activities and also said that there is need for more digital support.

Older People's Care and Accommodation Market Position Statement engagement. Similar themes were identified in a smaller engagement exercise carried out in 2020. Click [here](#) to view

Targeted statutory consultation March to June 2022

A targeted public consultation in relation to proposals to change the current service offer, was undertaken between 28 March and 19 June 2022.

Information concerning the consultation can be found on the Council's website using this link: [Older People's Independent Living Services consultation and review - Derbyshire County Council](#). Current service users of the OP ILS service were encouraged to participate in the consultation.

A report on the outcomes of the consultation has been produced and circulated as an appendix in support of the decision being requested by the Council's Cabinet in November 2022. In total, 138 people responded to the consultation, including respondents who completed questionnaires on behalf of an existing recipient of the service and those who chose to respond via email, letter, or via telephone call. Of those responding to the consultation

- 82% of respondents lived alone
- 62% of respondents were female
- 79% of respondents were over 70 years of age
- 86% of respondents stated they had at least one disability
- 98% of respondents identified themselves as White British
- 64% of respondents lived in either Chesterfield, Bolsover or Amber Valley.

Analysis of the Quantitative data within the questionnaire

The following summary provides an analysis of the quantitative and responses to the questions asked within the survey.

Value of the service

The questionnaire asked people to consider what they most valued about the service. Respondents were offered a multiple choice and asked to tick all those that applied. The top three options were: 81% of respondents reported that

the service made them feel safe at home; 74% stated that the service helped them maintain their independence; and 56% had received information and advice to access other support. Five respondents said they didn't use the service.

Service Improvements

When asked how the service could be improved, again asked to review a multiple-choice list and tick all that applied 64% of respondents said they would benefit from help to find aids and adaptations; 35% advice about home security; 35% help to carry out small repairs to the home. Older people in the 70 -79 age band stated that practical tasks like changing a light bulb would be most beneficial to them and in the 80-89 age bracket there was an increase in people saying that help to find alternative housing would be appreciated.

Importance of the current service

The questionnaire asked how important or not the service was, 90% stated that the service was important or very important, 7% felt it was neither important or unimportant, 3% reported it was unimportant or very unimportant.

Targeting a new service

When asked about a targeted service 56% either agreed or strongly agreed that a new service should be targeted. 42% of the total who either agreed or strongly agreed were over 70 years of age. 25% either disagreed or strongly disagreed with the proposal to target the service.

Access to a new service

The questionnaire asked for people's feedback on the new service offer and whether they agreed or not to it being open to all vulnerable adults that live in different kinds of housing including social housing, owner occupier and private rented. 75% either agreed or strongly agreed that the offer should be available to anyone who needed a bit of extra support with their home environment not solely older people. Only 5% of people disagreed or strongly disagreed.

Linking the service to practical support.

It is proposed that the new offer be developed alongside a practical support offer to help people maximise access to other helpful interventions such as Disabled Facilities Grants and minor adaptations. 80% either agree or strongly agreed to the service being linked, 9% of respondents disagreed or strongly disagreed.

Review of existing service

When asked if existing service users should be reviewed to establish their current level of need of this kind of service 53% agree or strongly agreed and 20% neither agreed or disagreed. 27% disagreed or strongly disagreed.

Time limiting the service

The Questionnaire asked people if they agreed with support lasting 12 weeks. 55% either disagreed or strongly disagreed with time limiting the service. 17% neither agreed or disagreed and 28% agreed that a time limited would be appropriate.

Follow up call

74% agreed or strongly agreed to there being a follow up call post the ending of the service. 15% stated that they disagreed or strongly disagreed and 11% neither agreed or disagreed.

Scope of the summary of themes from the qualitative responses:

Responses from all qualitative information, from questionnaires, letters, emails, telephone calls, and meetings were put into themes by the Stakeholder Engagement Team (SECT). These are listed here in alphabetical order.

Access for all

Some respondents were very positive about widening who could access the service for all that would benefit from the service but there was concern about how it would be funded if more people were going to be able to use it.

Agree with the proposals

A good proportion of respondents felt that the proposal was acceptable and that being able to target support where it was most needed was important. There were comments that offered ideas on how to make a new offer more supportive by building in a review point at the end of the period as well as a check-up call later on, post the intervention.

Alternative options

There were comments about alternative options that had a clear pathway but were not limited to twelve weeks but that flexibility about the amount of time that people may need support for to be built into the service. It was expressed that in some cases twelve weeks may not be enough time.

Already receiving the service

A number of respondents reported that they were already receiving this kind of service in the level of signposting and navigation to other services that the ILS officers were supporting them with.

Concern for others

This theme was picked up in many of the comments and even when agreeing with proposed changes people were evidencing concern for those who were more vulnerable and frail than themselves.

Disagree with the proposal

A number of respondents disagreed with the proposed changes and would prefer that it continues as it is for them and others. They expressed concern about what happens to people who following review are no longer able to access the support.

Distress caused

There were comments about the level of distress and upset that the consultation had caused to people who were worried that their service would be ended, that they would be left alone and what would they do without it.

Fluctuating need There were comments submitted that challenged the twelve week period based on their personal experience of how their needs changed at different times. They felt that the new service should review people's needs on a regular basis with suggestions that this needs flexibility as people aged differently and have varying levels of need and abilities to manage.

Length of service

A proportion of comments reflected on the time scales of support for the future service and that consideration should be given to individually reviewing each case on a regular basis as some people have peaks and troughs of need related to health and mobility issues particularly as they age. There were also comments that related to the capability of people

on a long term basis and that they needed some regular support on an ongoing basis because of their age and frailty whilst maintaining independent living in their own home.

Maximising income

A small number of comments noted that the proposed service would be beneficial to them in helping them maximise their income.

Negative impact on long term support

There were a range of comments that illustrated concern for people who had received a service from the OP ILS for a long period of time and what would they do should they be reviewed as having no ongoing need. Others were concerned for their own ongoing support and that older people would be losing a service.

No change needed

There were a number of comments that stated that no change was needed and that the service delivered the support they wanted and had done for some considerable time.

Praise

Some respondents took the opportunity to praise the current service as a general comment and in some cases named their Independent Living Services Officer (or warden in one case) as being important to them remaining independent.

Preventative

People stated a range of additional activities that the current service is supporting them with that are preventative, for example, with support to order aids and adaptations or liaise with other professional services preventing them requiring more intensive interventions from health or social care.

Promoting Independence

A number of respondents reported that they wanted a service that promoted their independence and helped them to remain in the home of their own choosing for as long as possible.

Reassurance

<p>A significant number of the respondents live alone and many expressed how reassured they felt and the peace of mind they had that there was someone there if they needed them.</p> <p>Service not required A number of people said they had the service but had no call to use it and didn't know why they had it. In one case they stated that it came with their tenancy.</p> <p>Visit more often A number of the older respondents expressed that they would like a greater number of visits not less because they spent many hours alone everyday.</p>
<p>If there is insufficient consultation or engagement information, please explain what action is being taken to obtain this information and when this consultation/ engagement will be completed and available:</p>
<p>Soft market testing with current and prospective providers will be undertaken if Cabinet approve proposals to design a new service offer. Current Providers of the OP ILS have been invited to act as a critical friend to review the draft EIA and mitigation action plan.</p>
<p>Please list or link to any relevant research, data or intelligence, Observatory or any other information that is available and will be used to help complete the analysis?</p>
<p>The following lists sources of information that have been utilised in considering the equality impact of the proposals whilst also considering wider national context and background.</p> <ul style="list-style-type: none"> • Extensive contract monitoring data • Snap shot data - a RAG rated exercise to identify level of current client need undertaken by one Local Authority provider who did a desktop review of their ILS clients to determine their need for the service, to support its own planning for local priorities and to work in a more efficient and system focused way. By using a Red (high

needs), Amber (some needs) and Green (very low or no needs) methodology, a significant number of users of their service were identified as not requiring the level of regular service they were receiving.

RAG rating feedback

Of the individuals reviewed by the provider currently in receipt of the OP ILS service:

- 81% were rated as Green (very low or no needs), having regular and sustained family support and/or carers, independent travel, able to access services and local amenities, financially stable with accessible funds, have a community alarm type service and have stocks of food in the home.
- 15% were rated as Amber (some need), having limited local family support and/or carers, limited access to amenities, limited access to funds to pay for home delivery or pre-prepared meals, small stock of food and basics like toilet paper, do have a community alarm type service and may require assistance to top up gas/electricity
- 4% were rated as Red (high needs), meaning they have no support networks, are unable to access local amenities, don't have a community alarm type service, low food stocks, unable to top up gas and electric meters independently and are receiving regular hospital/ medical treatment

Those rated as Green, are all individuals who do not currently meet the eligibility criteria set out in the service specification/description. Those classed as having higher needs, would still not necessarily meet the eligibility criteria for adult social care.

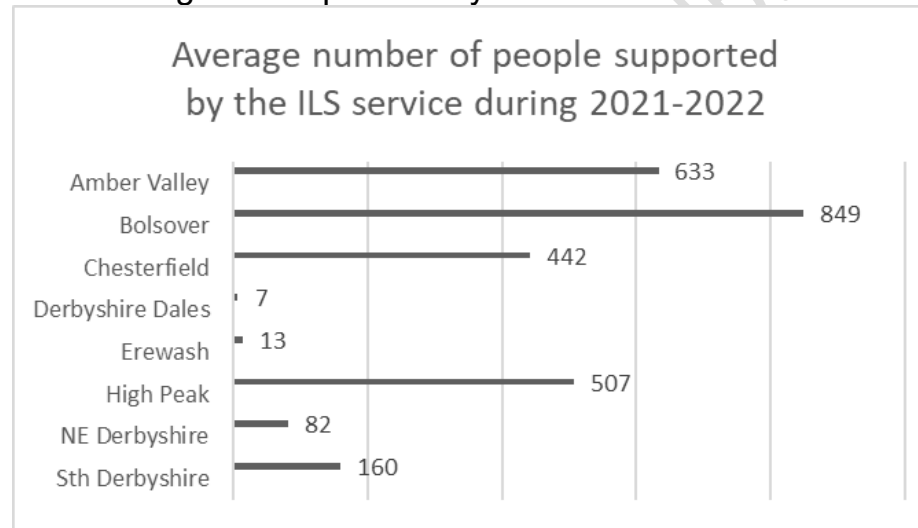
Contract monitoring data

Service numbers the 2021-2022 period:

The contract monitoring data indicates in the areas where the service is commissioned and delivered by a social enterprise (Erewash and Derbyshire Dales) that there is a higher use of the service by owner occupiers and those that live in privately rented accommodation. This is in contrast to monitoring data where District and Borough Council's are providers of the service where social housing tenants make up the majority of service recipients. There is also a higher

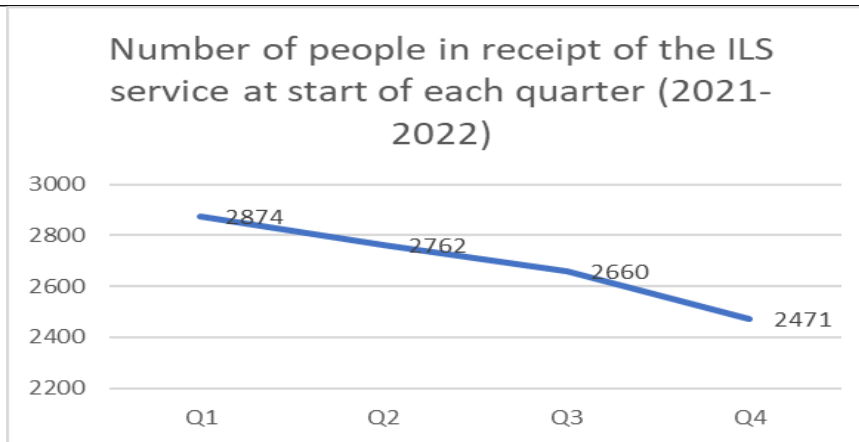
throughput of people using the service in Erewash and Derbyshire Dales indicating that people's independence is being maximised and the service is being successful in delivering shorter term targeted interventions and positive outcomes for individuals. By contrast services being delivered elsewhere in the county show that most clients remain in receipt of the service indefinitely as opposed to being supported to achieve greater independence and progression.

Due to the nature of the contract monitoring data and the service model where there is a rolling number of people entering and exiting the service the following graph illustrate the average number of people supported over the 2021-2022 period. The majority of these individuals remain in service and do not progress out of the service unless they move into long term residential or nursing care or pass away.



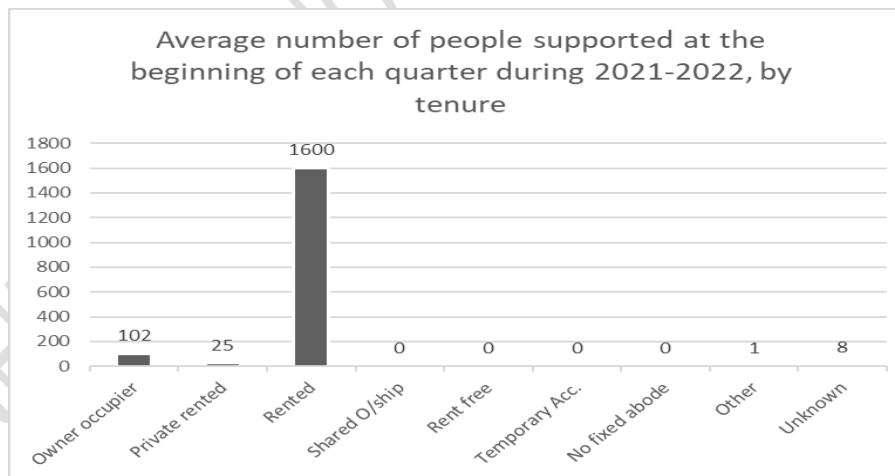
Graph 1

There is some indication with the numbers decreasing over the period as providers start to implement the progression model of support for people in service, see following chart.



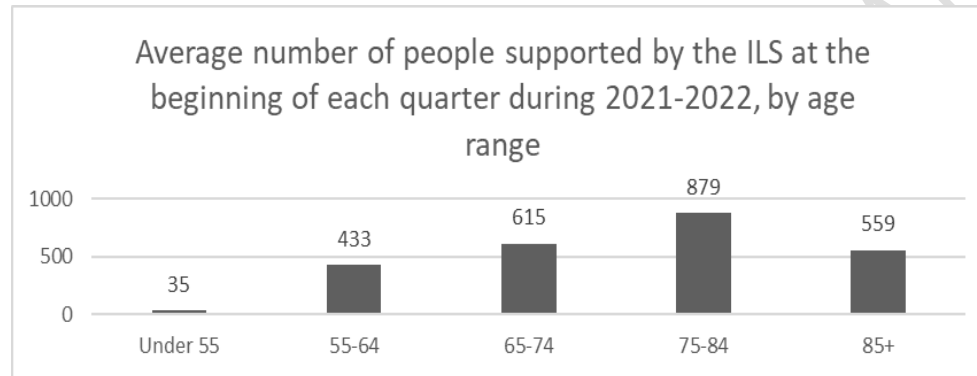
Graph 2

The service was provided across the following tenure for the illustrated period: Note that a significant number are in social rented accommodation.



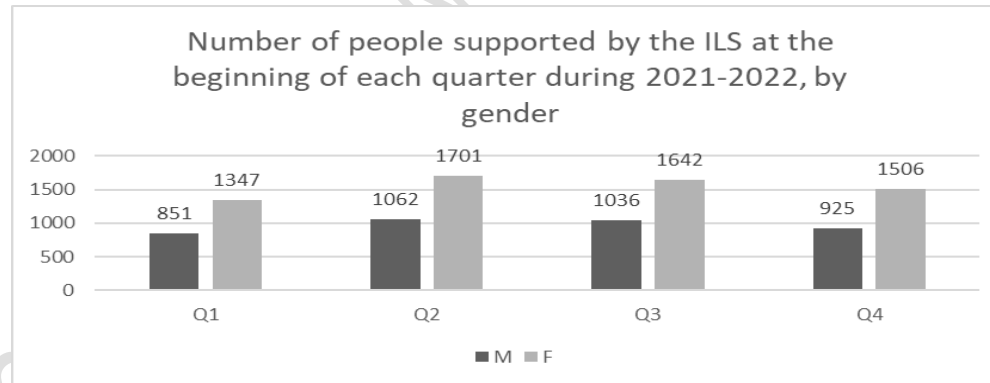
Graph 3

Please list or link below to any relevant service user/ customer or employee monitoring data and what it shows in relation to any Protected Characteristic (Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race and ethnicity, Religion and belief including non-belief, Sex or gender, Sexual orientation)

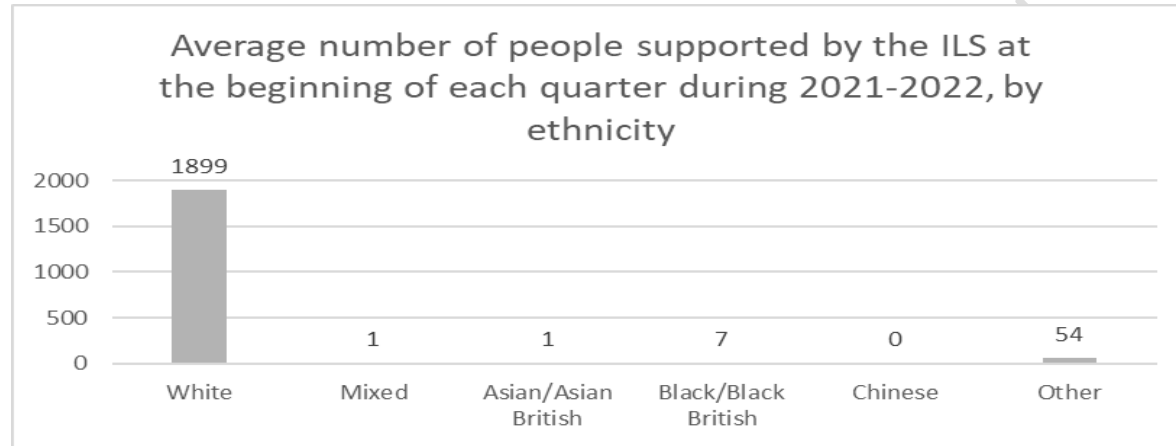


Graph 4

please note the below data is based on averages for 2021-2022 per quarter as there is a rolling entrance and exit programme to referrals.



Graph 5



Graph 6

If there is insufficient information, please outline any plans to remedy this?

Not applicable

Part 3. Analysing and assessing the impact by equality Protected Characteristic group

Use the information, customer feedback and other evidence to determine upon whom the policy/ service and any proposed changes will impact upon and how, highlighting where these are negative or positive, including where this could constitute unfair treatment, additional inequality or disadvantage or result in hardship and exclusion.

Against any identified negative potential impacts, you must provide details of any action or options which could mitigate against this, and in serious cases, you should highlight where the Council would be advised not to proceed with a new or changing policy or service, including any proposals which are being considered.

Please use your action plan attached to this analysis to record the action and the monitoring which will take place to deliver such mitigation.

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
1. Age	<ul style="list-style-type: none"> • Greater number of adults to be able to access the service across ALL ages • People of all ages linked into wider community increasing opportunities to engage and reduce isolation. • Increases support/investment for local market shaping and innovation to support people of all ages to live their best life in their chosen environment. • Opportunities to increase independence through reviewing the current historical / traditional services • Increase coordination and partnership working with other preventative services. 	<ul style="list-style-type: none"> • Changes to service offer for the existing recipients could cause confusion and anxiety. • It is likely that a number of older people will no longer be eligible for support from the service due to the new service parameters that could take into account their circles of support. Some may be put at risk if their current low level support service is no longer available for them, or an alternative community support offer not identified. • Potential for increased isolation for those who live alone if the service is withdrawn,

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
		and the current service is their only contact.
2. Disability	<ul style="list-style-type: none"> • Greater number of disabled people able to access the service • People linked into wider community increasing opportunities to engage and reduce isolation. • Increases support/investment for local Market Shaping and innovation to help disabled people live their best life in their chosen environment. • Opportunities to increase independence through reviewing the current historical / traditional services • Increase coordination and partnership working with other preventative services. 	<ul style="list-style-type: none"> • Changes to service offer for the existing recipients could cause confusion and anxiety. • It is likely that a number of disabled people will no longer be eligible for support from the service due to the new service parameters that could take into account their circles of support. Some may be put at risk if their current low level support service is no longer available for them, or an alternative community support offer not identified. • Potential for increased isolation for those who live alone and if the current service is their only contact, and if the service is withdrawn
3. Gender re-assignment	The proposed new service would be offered to people irrespective of gender reassignment.	Not known the service does not collect data relating to this protected characteristic. This service is offered to people irrespective of their gender status, therefore it is believed the

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
		proposals will not have a significant negative impact on this protected characteristic.
4. Marriage & civil partnership ¹	The proposed new service would be offered to people irrespective of their marital or civil partnership status.	Not known the service does not collect data relating to this protected characteristic. This service is offered to people irrespective of their marital status, therefore it is believed the proposals will not have a significant negative impact on this protected characteristic.
5. Pregnancy & maternity	As the new service would be extended to all adults including working age adults, then it is likely to positively impact people belonging to this protected characteristic group.	Not known the service does not collect data relating to this protected characteristic. This service is offered to people irrespective of their parental status, therefore it is believed the proposals will not have a significant negative impact on this protected characteristic.
6. Race & ethnicity	People who currently access the service are predominantly white British. Changes to this service that would support a more local and community based approach to encourage people from the BAME communities to seek support when needed.	As the majority of people accessing this service are white British, work will need to be undertaken to ensure that people from other the BAME community are able to access this service

¹ Under EA 2010 – someone in a CP must not be treated less favourably than a married person

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
7. Religion/ belief ²	The proposed new service would be offered to people irrespective of their religion or belief.	Not known the service does not collect data relating to this protected characteristic. This service is offered to people irrespective of their religion or beliefs, therefore it is believed the proposals will not have a significant negative impact on this protected characteristic.
8. Sex or gender ³	<ul style="list-style-type: none"> • More individuals will have access to information and advice about preventative services at an earlier stage, delaying and reducing the need for social care or health care interventions. • Reviews of legacy clients are likely to result in people being signposted to alternatives sources of support to increase their independence. 	<ul style="list-style-type: none"> • A greater number of women access the current service and therefore it is likely that following re-assessment there may be an increase in older, frail females who live alone that may no longer receive a service and may be at risk • Potential for increased isolation for those who live alone and the current service is their only contact, if the service is withdrawn
9. Sexual orientation	The proposed new service would be offered to people irrespective of their sexual orientation	Not known the service does not collect data relating to this protected characteristic. This service is offered to people irrespective of their sexual orientation, therefore it is believed the proposals will not have a significant

² Under EA 2010 – must also consider non-religious belief

³ Sex and gender can be used at different times depending upon whether you are referring to the EA 2010 and the different duties which exist

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
		negative impact on this protected characteristic.
10. Human Rights	<p>Overall, a service redesign will enable the Council to be able to develop a new service offer that can target support for more individuals who would benefit from time-limited preventative and early interventions to maximise independent living, therefore reducing and delaying an escalation of their need for either more intensive health and social care services, admission to residential care or hospitalisation.</p> <ul style="list-style-type: none"> • Greater number of people able to access the service • People linked into wider community increasing opportunities to engage and reduce isolation. • Increases support/investment for local Market Shaping and innovation to help people live their best life in their chosen environment. • Opportunities to increase independence through reviewing the current historical / traditional services • Increase coordination and partnership working with other preventative services. 	<p>This service is offered to people to support their right to live independently in their home, therefore it is believed the proposals may infringe the Human Rights Act through the removal of this service by reducing their opportunities to maximise independent living.</p> <ul style="list-style-type: none"> • Changes to service offer for the existing recipients could cause confusion and anxiety. • It is likely that a number of people will no longer be eligible for support from the service due to the new service parameters that could take into account their circles of support. Some may be put at risk if their current low level support service is no longer available for them, or an alternative community support offer not identified. • Potential for increased isolation for those who live alone and if the current service is their only contact, and if the service is withdrawn

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
11. Thriving Communities	<ul style="list-style-type: none"> • The new service supports a strengths-based model of delivery that develops skills, promotes independence and self-reliance through engagement with people’s local communities • Greater number of people accessing local community activities that will increase those services evidence base to attract more funding to develop capacity 	<ul style="list-style-type: none"> • Increased numbers of people requesting access to local community services and offers in local communities impacting on their capacity to deliver their services
12. Rural communities	<ul style="list-style-type: none"> • Increases support/investment for local market shaping and innovation to help people live their best life in their chosen environment. • Greater number of people able to access the service across ALL tenures. • People linked into wider community increasing opportunities to engage and reduce isolation. • Opportunities to increase independence through reviewing the current historical / traditional services • Increase coordination and partnership working with other preventative services. 	<ul style="list-style-type: none"> • Changes in current provision or provider may create uncertainty or confusion for existing clients. • Issues around the delivery of an offer in rural areas due to travel times and recruitment of staff, access to transport and lack of support networks. • Lack of available services, or capacity of services in rural communities.
13. DCC Employees	<ul style="list-style-type: none"> • Local offers developed to support the Better Lives transformation programme, enabling DCC employees to signpost more effectively 	<ul style="list-style-type: none"> • Current service users known to DCC may require increased support to manage the

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
	<ul style="list-style-type: none"> • Less confusion over local offers and how they intersect • Reduction in waiting lists for DCC staff to manage enabling those who have a social care need receive the support they need sooner. 	<p>changes, thereby increasing the workload of DCC employees they interact with</p>
<p>14. Community and Voluntary sector organisations working with protected characteristic groups</p>	<ul style="list-style-type: none"> • Increased opportunities for Community and Voluntary Sector organisations to engage with system wide innovation that supports local service development for example through opportunities to tender for service delivery • Greater number of people enabled to engage with local activities and services offered through the CVS • Supports system development of integrated offers across CVS, health and social care 	<ul style="list-style-type: none"> • Capacity issues in the sector following an increase in demand for locally delivered services provided by the CVS and other community groups. • Potential loss of income for current providers following proposed re-procurement of the new offer.
<p>15. Other not listed above</p> <p>Financial inclusion</p>	<p>The current service offer is only available to people in receipt of a low income, usually that of being in receipt of welfare benefits. The new service offer will be open to all vulnerable residents who would benefit from a short term targeted intervention that helps them manage their home environment.</p>	

Part 4. Summary of main findings

Our strategic aim and priority is to enable people to live their best life independently at home, connected to their community and local resources, stepping in with help where needed. We want to achieve this by providing appropriate, targeted, proactive, preventative low-level support (not personal care) that identifies any personal or environmental issues impacting on a person's ability to live as independently as possible in their own home.

There were some negative impacts highlighted for people. Particular concern was for those who currently receive a service and may, following review, no longer be eligible. If the proposed changes were made to this service, attention will need to be focused on developing robust processes for managing any transitions for those people who may, following review, exit the service.

The EIA has indicated that consideration will need to be given to the person's health and circles of support as well as alternative support options in their community. There would need to be a strengths-based approach to the review process, working with people to make the most of their individual strengths and skills to support them to live their best life.

The initial proposal this EIA has had, in part, regard to, suggested that a fixed 12 week period of support would be developed. The data from the consultation however suggests that this proposed fixed time frame needs further thought and a more flexible time frame should be considered to reflect that people's individual circumstances can vary significantly. Any new service would need to address this concern and the individual's personal circumstances be reviewed in a timely way to enable an appropriate timetable to be scheduled in order that any continuing eligible needs they may have are met.

There will be a positive impact for the citizens of Derbyshire. Overall, a service redesign will enable the Council to be able to develop a new service offer that can provide targeted support for more individuals who would benefit from time-limited preventative measures and early intervention to maximise independent living, therefore reducing and delaying

an escalation of their need for either more intensive health and social care services, admission to residential care or hospitalisation.

In turn this will help to manage demand on statutory social care assessment and service delivery and will enable ASCH to more quickly respond and assist those people with eligible Care Act needs.

Also, more people would be able to access support to recover from a fall and be helped to access falls prevention advice. There would be less demand on ambulance emergency response call outs to life people who have suffered a non-injurious fall. This in turn would ensure that over-stretched ambulance services can concentrate on responding to people who are at risk of death or serious illness.

The new proposals would further support the wider joined up care system to develop local relationships and support innovation that delivers the vision of JUCD *“Working together more closely than ever before, the ambition is to provide the best care and services for people and make them as efficient and effective as possible”* by delivering on the functions of the Integrated Care System priorities:

- improving outcomes in population health and healthcare;
- tackling inequalities in outcomes, experience and access;
- enhancing productivity and value for money;
- supporting broader social and economic development.

Support the delivery of DCC priorities (Council Plan - 2021-2025):

- resilient, healthy and safe communities
- high performing, value for money and resident focused services
- effective early help for individuals and communities

Part 5. Equality Action Plan

Please complete this Action Plan for any negative or unknown impacts identified in the Analysis above.

Issue identified	Action required to reduce impact/ mitigate	Timescale and responsibility	Monitoring and review arrangements
<p>Changes to the service offer could cause confusion and anxiety for some existing service recipients regardless of protected characteristics</p>	<p>Robust and clear communication of any service changes and potential implications for each protected characteristic– identifying potential positive outcomes and alternative services available.</p> <p>Face to face conversations with people and support from providers.</p>	<p>Ongoing – in line with implementation of Cabinet report recommendations.</p>	<p>Monitoring will be undertaken by a working group that will oversee the implementation of any proposals agreed by Cabinet.</p> <p>Linked to contract monitoring and built into any new service implementation plan and outcomes of the new service/s</p> <p>Information related to the impact on individual legacy clients will be collated and managed as part of transition planning within the implementation of any new contract</p>
<p>It is likely that a number of older people will no longer be eligible for support from the service due to the new service parameters that could take into account their circles of support.</p>	<p>Current service end proposed 31 March 2024, tailored plans to be developed 6 months prior to cessation of current service to ensure each individual has a clear exit agreed with them with a series of check in calls scheduled.</p>	<p>Ongoing – in line with implementation of Cabinet report recommendations.</p>	<p>Data related to the impact on legacy clients from the reviews and service changes will be collated as part of the implementation process.</p> <p>Action plan model linked to contract monitoring and built into the service level agreement, the new service</p>

Issue identified	Action required to reduce impact/ mitigate	Timescale and responsibility	Monitoring and review arrangements
	Develop a robust tailored action plan for each individual to manage the transition from the service.		implementation plan and outcomes of the new service/s.
Some very frail, older people may be put at risk if their current low level support service is no longer available for them, or an alternative community support offer not identified.	<p>Work with current providers required to identify these individuals and support with any transition period.</p> <p>Eligibility Criteria to access the new service to be developed modelled on a strengths-based approach to support review process for current providers to undertake the reviews with the individual and identify local alternative offers or support.</p>	Reviews to be undertaken by current providers of the service minimum six months prior to end of the services contractual period.	<p>Linked to contract monitoring and built into the service level agreement, the new service implementation plan and outcomes of the new service/s</p> <p>Data related to the impact on legacy clients from the reviews and service changes will be collated as part of the implementation process.</p>
Potential for increased isolation for those who live alone, and the current service is their only contact, if the service is withdrawn	<p>Work with current providers required to identify these individuals.</p> <p>Eligibility criteria to access the new service to be developed modelled on a</p>	Reviews to be undertaken by current providers of the service minimum six months prior to end of the services contractual period.	Linked to contract monitoring and built into the service level agreement, the new service implementation plan and outcomes of the new service/s

Issue identified	Action required to reduce impact/ mitigate	Timescale and responsibility	Monitoring and review arrangements
	<p>strengths-based approach to support review process for current providers to undertake the reviews with the individual and identify local alternative offers or support.</p>		<p>Data related to the impact on legacy clients from the reviews and service changes will be collated as part of the implementation process.</p>
<p>The majority of people accessing this service are white British, work will need to be undertaken to ensure that BAME groups are able to access this service if they have need.</p>	<p>Specific communication strategy to be developed to support a greater diversity of people to access the service</p>	<p>Ongoing – in line with implementation of Cabinet report recommendations.</p> <p>Work in progress – dependent on changes in the service level agreement and who the future provider/s is/are</p>	<p>Linked to contract monitoring and built into the service level agreement and outcomes of the new service/s</p>
<p>Increased numbers of people requesting access to local community services and offers in local communities impacting on their capacity to deliver their services</p>	<p>Review of existing CVS and community provision linked to the DCC grant funding review.</p> <p>Identification of appropriate services to signpost to, potential numbers of clients.</p> <p>Support to develop greater capacity in the VCS with</p>	<p>Ongoing – in line with implementation of Cabinet report recommendations.</p>	<p>Implement a reporting structure that encompasses the wider system and feeds into the various system boards including Health and Wellbeing.</p> <p>Develop a range of KPI's that includes regular review of signposting activity to support identification of market needs by localities</p>

Issue identified	Action required to reduce impact/ mitigate	Timescale and responsibility	Monitoring and review arrangements
	health and social care system support		Utilise the contract management function to review the KPI's on a regular basis
Issues around the delivery of an offer in rural areas due to travel times and recruitment of staff and lack of alternative services in some rural areas.	Consideration required of a hybrid offer of face to face and telephone/digital support	Ongoing – in line with implementation of Cabinet report recommendations. Work in progress – dependent on changes in the service level agreement and who the future provider/s is/are	Implement a reporting structure that encompasses the wider system and feeds into the various system boards including Health and Wellbeing. Develop a range of KPI's that includes regular review of signposting activity to support identification of market needs by localities. Utilise the contract management function to review the KPI's on a regular basis

Part 6. Date of any Cabinet/ Cabinet Member or Council Report to which this was attached and their decision:

DCC Cabinet Report 08 December 2022

CONFIDENTIAL NOT FOR PUBLICATION



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 8 December 2022

Report of the Executive Director - Place

Regeneration Programme Pipeline – Chesterfield-Staveley Regeneration Route

(Cabinet Member for Infrastructure and Environment)

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) 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: submit the Outline Business Case for the Chesterfield-Staveley Regeneration Route (CSRR) to Government for consideration and access to grant funding; to approve the release of further resources to support the next stages of project preparation; and, to the commencement of work towards collaboration agreements with public and private-sector partners.

4. Information and Analysis

- 4.1 The CSRR constitutes the single, largest project within the Council's Regeneration Pipeline (part of the Growth Zone North Programme), creating a highway link of 6km that will parallel the A619 between Tipton and Staveley and open up to the east of Chesterfield along the 'Staveley Corridor' and support the delivery of up to 1,800 homes and 3,400 jobs.
- 4.2 The scheme has a provisional grant allocation through the Government's Large Local Majors (LLM) element of the Roads Investment Strategy (RIS) programme which is managed by the Department for Transport (DfT). Currently, the scheme is at preparatory stage – Outline Business Case (OBC) - and is targeted for construction between 2025 and 2027. Derbyshire County Council (DCC) is the scheme sponsor on behalf of DfT, working closely with Chesterfield Borough Council (CBC) who is a committed delivery partner.
- 4.3 Ahead of construction, the scheme requires planning consent - for which preparatory work is underway - and land assembly, for which Cabinet approvals will be sought in due course. All affected landowners are already engaged in the preparation process through matters such as access to land for surveys, but no negotiations have yet commenced over land acquisition.
- 4.4 The project has strong governance in place which reflects the partnership nature of delivery. In addition to focused working groups involving officers from DCC and CBC framed around key themes/issues, the governance arrangements are:
- The Project Control Board - meets weekly, is chaired by DCC and attended by all key professional officers from both the County and Borough councils, supported by external project management and contractor input.
 - The advisory Programme Board – meets monthly and comprises senior officers and DCC portfolio holders.
 - The Joint Growth Board – meets every two months and is attended by the Leaders, portfolio holders and senior officers of both the County and Chesterfield Borough councils to address the key relationship and delivery issues across an agreed programme of projects, including the CSRR.
- 4.5 It is considered that the current governance arrangements provide senior officers and portfolio holders with sufficient oversight of the various workstreams to ensure that the project remains on track for

successful delivery or to quickly identify and address issues during the lifespan of the project.

Current Position

- 4.6 Cabinet approval is required at key gateways across the delivery timetable; notably, the next key decision gateway is to agree formal submission of the OBC to Government which is the subject of this report.
- 4.7 The OBC is the second of the three business case approvals required in order to release the Large Local Majors grant funding from Government for the scheme. The preceding Strategic OBC was submitted and subsequently approved by Government during 2020. The OBC deals, in full, with the majority of the information required to demonstrate that the scheme is affordable and that it represents value for money against public investment; a hyperlink to the draft OBC is provided in Appendix 2 of this report. The Full Business Case, which will follow planning consent, land assembly and the appointment of a construction contractor, provides detail on scheme deliverability but is not expected to allow any alteration in the amount of grant being sought.
- 4.8 The OBC is set out using the five ‘dimensions’ of HM Treasury’s Green Book, and a summary of the key findings from each of these work packages is set out below:

Strategic Dimension

- 4.9 This sets out the strategic growth and economic context within which the scheme sits. It confirms the case for change and the outcomes to be achieved. This strategic case for the CSRR remains strong, despite uncertainty over the HS2 maintenance depot, as the project sits at the heart of the North Derbyshire Growth Zone and has a strong policy fit with the levelling up agenda and clear synergy with the Staveley Town Deal proposals and planned re-opening of the Barrow Hill rail line, in particular. It facilitates development of the whole Staveley Works Area (with up to 1,800 homes, 3,400 jobs) alongside delivering environmental and community benefits along the A619 such as reduced community severance, improved bus reliability and reduced emissions in Brimington’s Air Quality Management Area. Early indications from DfT are that the project does require further attention with regard to carbon reduction and climate change, including proposed mitigation packages.

Economic Dimension

- 4.10 This dimension deals with the ‘nominal’ economics of the actual scheme proposal as opposed to project funding. Given the wider regeneration benefits that will be delivered from the associated development (jobs

and homes) as described above, plus time savings to users of the existing and new highway, the project does generate a level of benefits (this is the benefit: cost ratio) which justifies the level of investment required. The calculated benefit: cost ratio (of 1.58) confirms the scheme, as currently proposed, represents 'medium' value for money. It is worth noting the BCR is at the lower end of the 'medium' categorisation and as such, it would not take a significant increase in the total cost of the scheme for the BCR value to fall below the 1.5 threshold for 'medium' at which point it would not necessarily be considered to provide value for money. However, the current BCR of 1.58 is expected to be acceptable to Government although 'high' value for money would be preferable it is recognised that cost escalation across all construction projects is making this difficult to achieve.

Commercial and Management Dimensions

- 4.11 These dimensions describe how the Council plans to approach to procurement for the preparation and construction of the project. This includes procurement and key work packages such as documents to support the planning process, land assembly, governance, risk management, and approach to realising project benefits. Financial risks – including the budget envelope to support overall delivery of the project- are included in this dimension, and cross referenced with the Finance Dimension. In essence, therefore, they set out for Government the same information which the Council expects to see in place for its portfolio of projects.

Financial Dimension

- 4.12 Along with the Economic Dimension, this section of the OBC is critical in that it deals with the 'real world' finances of project costs and how it is to be funded. The content, therefore, is a key area for consideration by Cabinet, ahead of submitting the OBC.
- 4.13 The core cost of the project is now estimated to be £145 million. This figure has had the benefit of input from a specialist construction contractor to help ensure as accurate a figure as possible for the purposes of business case completion. With an amount added for 'quantified risk', the total project cost sits at £166 million. This quantified risk assessment comprises a review of what might conceivably go wrong; for example, a failure to achieve planning consent on time, the likelihood of this, ways in which to prevent it happening but also the financial consequences if it does occur. Of the gross cost, 85% (£141 million) is proposed to be claimed as grant from the Large Local Majors fund, although it is important to stress that at the time of writing, Government has previously committed an allocation of £79 million based on initial costs estimates (part of discussions in 2020-21).

However, since this time, discussions with DfT have continued and Government has confirmed there is no upper limit to the amount of LLM funding that could be made available, subject to a satisfactory business case. The Council submitted a draft version of the OBC back in early September 2022 which highlighted a projected scheme cost of £166m – thereby seeking a 85% grant contribution of £141m on that basis.

- 4.14 In support of the Government grant, the Large Local Major programme expects a minimum ‘local’ contribution of 15%, of the total scheme cost, which for CSRR equates to £25 million. Active discussion with the landowners recently has indicated this level of local contribution can be achieved; therefore, the scheme would be fully funded via Government grant and landowner contribution (accurate at the time of writing). Exempt Appendix 2 provides more detail on the commercially-sensitive elements of this Finance Dimension, including the level of risk that is being managed/ held by the Council. Cabinet should note however, that until the developer financial contributions are received (which will be secured through legal obligations and Collaboration Agreements) the Council itself, is required to provide the necessary assurance to Government that all the required funding is in place. Cabinet’s authorisation is sought for work to commence at this point towards these agreements, with further authorisation to enter into them to be considered at a future meeting. Work on the collaboration and other legal agreements will also include clarifying and confirming the level of commitment to be provided by Chesterfield Borough Council to the project, as appropriate.
- 4.15 With regard to short-term funding of the project, at its meeting of 16 June 2022 Cabinet agreed to the virement of £2 million of capital receipts to it (Minute Number 118/22). It is recommended that this now be released to support further design, planning submission and ground investigation work, to continue whilst a Government response to the Outline Business Case is awaited. Cabinet will wish to note that this will be recoverable from the project’s grant funding in due course; however, this would potentially be subject to clawback risk if drawn down ahead of the construction stage and this did not go ahead.

Outline Business Case Submission

- 4.16 Notwithstanding the challenges facing this project due to its scale and complexity, Cabinet will wish to note that submitting the OBC does not represent a commitment to construct, and has the benefit (on approval) of confirming the available Government contribution. It is, therefore, recommended that its submission be authorised, with delegation granted to the Executive Director – Place, in consultation with the

Cabinet Portfolio Holder, Infrastructure and Environment and Section 151 Officer to undertake any final amendments.

Key Project Risks

4.17 From the analysis above, Cabinet's attention is drawn to the following as key project risks:

- Failure to secure sufficient grant funding; mitigated through formalising the submission of the Outline Business Case.
- Failure to secure sufficient private sector funding and appropriate public sector contributions (if required); mitigated through work towards collaboration agreements.
- Failure to maintain progress in accordance with the project's delivery programme; mitigated through the release of further funding for upcoming activity.

5. Consultation

5.1 No direct consultation has been undertaken relating to the recommendations of this report. The Regeneration Route was, though, the subject of informal consultation in early 2022, which confirmed 60% support for the project (previously reported to Cabinet as part of the Regeneration Programme Pipeline Update earlier in 2022) and will be followed up in more detail ahead of a planning submission during 2023.

6. Alternative Options Considered

- 6.1 Option 1: to not approve the submission of the OBC to Government. However, submission is an absolute requirement if grant funding is to be secured for the Chesterfield-Staveley Regeneration Route. The timing of the submission is not fixed, but until this takes place there can be no certainty over the available grant, so to delay would leave the Council in the position of continuing preparatory work at risk.
- 6.2 Option 2: to undertake further detailed work to assess if costs can be reduced. This work is on-going throughout project development and significant sums of additional revenue would need to be spent (e.g. on ground investigation) to fully understand if any areas of cost can be reduced. At the moment, approvals are not in place to incur additional costs over and above the current OBC work packages so it is not considered appropriate to commit additional revenue funding without an indication from DfT on approval of LLM grant.
- 6.3 Option 3: To submit the Outline Business Case but pause work until a response to this is received. This would reduce expenditure at risk, but

would reduce confidence within Government and with key local partners that the Council is committed to delivery.

7. Implications

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

8. Background Papers

- 8.1 Previous reports to Cabinet as set out in the body of the report: Regeneration Programme Pipeline reports dated 10 March 2022 (restricted) and 16 June 2022 (Minute Nos. 80/22 and 118/22 refer).

9. Appendices

- 9.1 Appendix 1 – Implications.
- 9.2 Appendix 2 [restricted] – Hyperlink to completed Outline Business Case for Chesterfield-Staveley Regeneration Route and detailed Financial Dimension.
- 9.3 Appendix 3 [restricted] - Copies of letters of support from private and public sector partners: Harworth Group, Devonshire Group and Chesterfield Borough Council.

10. Recommendations

That Cabinet:

- a) Considers the issues set out in the report and in Appendices 1 and 2.
- b) Approves delegated authority to the Executive Director – Place, in consultation with the Cabinet Portfolio Holder, Infrastructure and Environment and Section 151 Officer to undertake final amendments to the draft Outline Business Case, prior to submission.
- c) Approves to submit the Outline Business Case for the Chesterfield-Staveley Regeneration Route (CSRR) to Government for access to grant funding.
- d) Approves the release of £2 million capital receipts, as allocated to the project in June 2022, to fund the next stages of project preparation work.
- e) Authorises officers to commence work on collaboration agreements with public and private sector partners over project funding and risk.

11. Reasons for Recommendations

- 11.1 To demonstrate to Government progress towards delivery of the Chesterfield-Staveley Regeneration Route and to assure the Council of the availability of grant funding for this.
- 11.2 To permit essential work to continue following the Outline Business Case submission and support timely delivery of the project overall.

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

- 12.1 No.

Report Author: Jim Seymour

Contact details: Jim.Seymour@derbyshire.gov.uk

Implications

Financial

- 1.1 Feasibility works on the Chesterfield-Staveley Regeneration Route has been supported through the Regeneration Kick Start Fund (£0.092m allocation made in 2021-22). It has also drawn down £680,000 of capacity funding provided by Government on earlier approval of the Strategic Outline Business Case (OBC). At its meeting of 16 June 2022 Cabinet agreed to commit £1 million to undertake work and prepare relevant documentation to support the submission of the Outline Business Case. This work has now been concluded. Virement of £2 million of capital receipts to the project was approved at the same meeting so, should Cabinet approve OBC submission, sufficient funding is available to allow work to progress through to the anticipated date of the Government response to the OBC in late 2022 or early 2023. Cabinet's approval is sought through this report to the release of this funding. As noted in the body of the report, this will be recoverable from grant funding in due course but would be subject to clawback if the project did not proceed to construction. In this scenario, although elements could still be valid as capital costs against alternative projects, some or all would need to be met from revenue budgets.
- 1.2 Although submission of the OBC to Government does not commit the Council to pursue construction of the CSRR, Appendix 2 does detail the level of financial risk currently being held within the project proposals. In addition to securing the full level of necessary grant funding (£141million), the Council needs to ensure the 15% local match funding (£25million) is also in place to complete the budget envelope.

Legal

- 2.1 Further reports to Cabinet will be required in line with the programme of gateway decisions to seek approval for progressing key steps in project delivery, including public consultation, planning application submission, land assembly and Full Business Case submission, and to update Cabinet generally as to progress.
- 2.2 Collaboration agreements are required between the various delivery partners – public and private sector – to ensure expectations on the relevant level of financial contribution, risk management and commitment to cost management and timely delivery are fully understood and agreed. Work on the Heads of Terms which will support

the more detailed collaboration agreements is due to commence late November 2022.

Human Resources

- 3.1 The portfolio of regeneration projects has significant implications for the workload of staff within the Economy and Regeneration Service and for supporting legal, property, finance and highways functions in particular. External support is commissioned for individual projects within their confirmed budgets, but additional in-house capacity is being established (as was reported to Cabinet through the Regeneration Kick Start Fund approval referred to in 1.1 above).

Information Technology

- 4.1 None.

Equalities Impact

- 5.1 Work on preparing and updating an equalities impact assessment will continue throughout project development. Issues will be identified and mitigated as far as possible within the scheme proposals.

Corporate objectives and priorities for change

- 6.1 The regeneration portfolio addresses directly a number of objectives set out in the Council Plan.

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

Property and Asset Management

- 7.1 No direct implications arise from the recommendations of this report.

Environmental Sustainability

- 7.2 Under the Council's Climate Change Strategy and Action Plan all infrastructure projects sponsored by the County Council will now be subject to a Climate Impact Assessment covering the whole-life carbon cycle and impacts upon resilience. For this project, it is under commission in parallel to an Environmental Statement.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 8 December 2022

Report of the Executive Director - Place

Regeneration Pipeline: South Derby Growth Zone Outline Business Case, Land and Legal Approvals

(Cabinet Member for Infrastructure and Environment)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because 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:

- a) Sets out the progress made towards business case submission, design-stage procurement, land assembly, funding and risk sharing for the South Derby Growth Zone (SDGZ) project; it also notes the potential requirement for a Compulsory Purchase Order, should negotiated settlements not be possible. (Note, this would be subject to a separate report in future).
- b) Seeks delegated authority for the Executive Director – Place, in consultation with the Director of Legal and Democratic Services and the Cabinet Member for Infrastructure and Environment, to conclude negotiations and enter into relevant legal agreements (including formalising collaboration arrangements between public and private sector partners).

- c) Seeks approval, in principle, to submit the Outline Business Case (OBC) to Government and delegated authority for the Executive Director – Place, in consultation with the Director of Legal and Democratic Services and the Cabinet Member for Infrastructure and Environment, to finalise the OBC and complete outstanding matters linked to the conclusion of legal agreements.
- d) Requests delegated authority for the Director of Finance and ICT to accept capacity building grant of up to £4.7 million (drawn from the £49.6 million total available) to facilitate pre-construction work packages, once satisfied over arrangements to share risk with public-sector partners.
- e) Notes the planned approach to procurement and the intention to enter into a design and build contract, but with only the design stage committed ahead of further consideration of the project by Cabinet.

4. Information and Analysis

Background

- 4.1 The South Derby Growth Zone (SDGZ) project comprises the delivery of enabling highway infrastructure that will bring forward major housing and commercial development as part of the wider Derby Infinity Garden Village scheme. The infrastructure comprises a new junction on the A50 Trunk Road and a link road to existing infrastructure within Infinity Park.
- 4.2 Planning consent is in place and the Strategic Outline Business Case has received approval from Government, alongside provisional funding of £49.6 million from the Levelling Up Fund (LUF) which is critical to project delivery and must be drawn down by March 2025. This is an achievable but challenging programme due to a number of key work packages needing to be progressed.
- 4.3 The new A50 junction will be a significant enabler in attracting inward investment across southern Derbyshire, particularly to Rolls Royce supply chain companies which would take advantage of the new transport infrastructure. The new link road will directly unlock Infinity Garden Village, enabling the creation of around 4000 new homes, 3.5million square feet of employment space and a new secondary school. Collectively, these proposals will help to create nearly 5,000 new jobs across the region.
- 4.4 Within the context of the proposed East Midlands Combined Authority, this major development will help build confidence in the regional economy and will provide a strong platform for levelling up, bringing more/ better jobs closer to local communities. These benefits form part

of the strategic rationale for the scheme and are set out in the Outline Business Case (OBC).

Progress Update

- 4.5 The project has made significant progress and now sits at a key gateway in formulating agreements required to control risk in entering into its full design stage, submitting the next level of its business case to Government and ensuring timely land assembly. The recommendations of this report, if approved, will enable the conclusion of negotiations over land assembly and facilitate further work on costs and funding ahead of further consideration by Cabinet ahead of Full Business Case approval and the construction stage.
- 4.6 Following submission and approval of the Strategic Outline Business Case in 2021, Government announced an allocation of £49.6 million from the Levelling Up Fund (major transport schemes), one of the largest in the country. Since this time, a considerable amount of work has taken place through regular project meetings and discussion with the private sector, Derby City and South Derbyshire District Council (SDDC) colleagues to understand the work packages required to ensure timely progress of the scheme.
- 4.7 Fundamentally, these work packages are linked to the development of the Outline Business Case (OBC) and include engagement of a contractor to design and then build the highway infrastructure. At its meeting of 10 March 2022, Cabinet was advised of the expected availability of a new Midlands Highways Alliance Medium Schemes Framework and agreed for this to be considered as a procurement option for the project (Minute No. 80/22 refers). The Framework was launched on 22 June 2022 and brings the benefit of being a competitive procurement route with up-to-date rates for staff and materials; members should note this is now expected to be used as the preferred procurement route for the design-and-build contract.
- 4.8 In accordance with protocols approved by Cabinet at its meeting of 14 January 2021, officers within the Highways Service are liaising with those in Procurement over the selection process and terms of the contract. It is intended that this contract be issued once the Director of Finance and ICT agrees to accept capacity funding on the project as recommended in this report. Cabinet will wish to note, though, that the contractual commitment at this stage will be restricted to the design stage only, with further reports to be considered ahead of entering into the construction stage.

- 4.9 At its meeting on 10 March 2022, Cabinet also gave approval to commence land assembly for the project through the initiation of compulsory purchase procedures. Since then, work has proceeded well through negotiation with the principal developers and landowners, and a negotiated settlement remains the preferred route for land assembly. In order to ensure delivery, it remains the recommendation of officers and specialist advisors that compulsory purchase powers are exercised to the point at which it is clear they are no longer required.
- 4.10 To that end, work is underway on drafting a Statement of Reasons as part of the preliminary CPO process. The completion of all of the other supporting documentation for the making of the Compulsory Purchase Order is expected shortly but will need to be the subject of a further report to Cabinet. Once the Orders are made, this will allow affected parties to lodge objections which, if unresolved, would be heard at an independent inquiry. However, it is the intention of the Council to resolve each and any of those issues through negotiation, avoiding the need for the inquiry and helping to compress the mobilisation programme for the project.
- 4.11 With regard to both the pursuit of a negotiated settlement for land assembly and also the sharing of project costs and risks across public and private-sector partners, work has commenced on a number of potential collaboration and technical agreements between the public and private sectors. Whilst the County Council holds the role of project sponsor, these agreements are designed to clarify working and delivery arrangements between key partners (i.e. landowners and local authorities) specifically in relation to critical matters such as land assembly, funding and the apportionment of risk (e.g. cost over-runs etc).

Private Sector Collaboration Agreement

- 4.12 Whilst negotiations on land assembly will take place directly between the Council and affected landowners, compensation to the landowners will rely upon commercial agreements between them and the developers of land within the Growth Zone and Garden Village. These, in turn, are reliant upon cooperation between the Council and the developers to ensure that progress is made towards development of the land. A further key consideration is the securing of developer contributions towards the enabling infrastructure and the sharing of risk relating to cost overruns. The proposed 'private sector collaboration agreement' addresses these matters.
- 4.13 As an agreement between the County Council and private developers, it will set out the basis on which both parties will collaborate to deliver the

A50 infrastructure under the LUF, including confirmation of £6m developer contribution towards infrastructure costs. This is predicated on conditions precedent being met by the developer to reaffirm commitment of the developer £6m contribution on practical completion of the road scheme. Exempt Appendix 2 to this report provides Cabinet members with a summary of the terms of the agreement and managed risks.

Public Sector Collaboration Agreement

- 4.14 Associated with the above, progressing both the enabling infrastructure and the associated development requires close cooperation between the County Council, Derby City Council and South Derbyshire District Council. This includes the acquisition of land within the City's administrative boundary by the County Council and also the sharing of risk, both on short-term capacity funding and potential clawback, as well as construction cost overrun. The proposed 'public sector collaboration agreement' addresses these matters. Exempt Appendix 2 provides members with a summary of the terms of this agreement and managed risks.

'Technical' Agreements

- 4.15 The enabling infrastructure comprises highway to be adopted by the County Council itself, Derby City Council and National Highways. It is proposed that, in the interests of proceeding as efficiently as possible with delivery, Highways Act agreements are made with these authorities under which, the County Council can act as highway authority rather than as a third-party developer. Authorisation for the conclusion of these will be sought at a future meeting in conjunction with the Compulsory Purchase Order.
- 4.16 Exempt Appendix 2 to this report includes a non-technical summary of the collaboration agreements and how these enable the Council to manage risk. Cabinet approval is sought in principle to enter into these agreements and for final sign off to be delegated to the Executive Director – Place in consultation with the Director of Legal and Democratic Services and the Cabinet Member for Infrastructure and Environment.

Outline Business Case

- 4.17 The final matter for consideration under this report is submission of the project's Outline Business Case (OBC) to Government. The OBC has been developed using HM Treasury's Green Book appraisal; a copy of the full document is available via the hyperlink provided in Exempt Appendix 3 (due to the confidential nature of some of the information) but for ease of reference, a summary of the findings is provided below.

- 4.18 Work on the OBC is now complete, subject only to the finalisation of current work with partners on land assembly and the sharing of financial risk and completion of the legal agreements set out in this report. Cabinet is therefore requested to grant approval in principle to submission of the OBC with delegated authority being given to the Executive Director – Place in consultation with the Director of Legal and Democratic Services and the Cabinet Member for Infrastructure and Environment, to sign off the final version of the business case.

Summary of Outline Business Case

Strategic Dimension

- 4.19 This sets out the strategic growth and economic context within which the scheme sits. It confirms the case for change and the outcomes to be achieved. This strategic case for the scheme remains strong in helping meet the growth ambitions for this part of Derbyshire and the local plan proposals for both Derby City and South Derbyshire District Council. Specifically, it provides key enabling infrastructure for the Infinity Garden Village (4,500 homes) and the commercial component of the South Derby Growth Zone (3.45 million ft² of mixed employment floorspace). Cabinet will also wish to note the provision within the Growth Zone of both primary and secondary schools. The site sits within the outer boundary of the East Midlands Freeport and will complement the existing and proposed employment opportunities within this.

Economic Dimension

- 4.20 This dimension deals with the nominal economics of the actual scheme proposal, as opposed to project funding. Given the regeneration benefits that will be delivered from the development (jobs and homes) as described above, plus transport improvements, analysis using the Green Book methodology shows the project justifies the level of investment required. The calculated ‘benefit:cost ratio’ of just under 6:1 confirms that the scheme is classed as ‘high’ value for money. Cabinet will be aware from consideration of other projects that in the context of rising costs for infrastructure this ‘high’ classification can be hard to achieve, and this does confirm the South Derby Growth Zone as a sound investment.

Commercial and Management Dimensions

- 4.21 These dimensions describe how the Council plans to approach procurement for the preparation and construction of the project. This includes procurement of key work packages such as documents to support the planning process, land assembly, governance, risk management and approach to realising project benefits. The

Management Dimension sets out how the project is governed through its Project Control Board, working collaboratively with public and private-sector partners, as illustrated in Appendix 2. In essence, therefore, they set out for Government the same information which the Council expects to see in place for its portfolio of projects. Cabinet will note the procurement approach to design and construction set out above in paragraphs 4.7 and 4.8.

Financial Dimension

- 4.22 Along with the Economic Dimension, this section of the OBC is critical in that it deals with the 'real world' finances of project costs and how it is to be funded. The content, therefore, is a key area for consideration by Cabinet ahead of submitting the OBC.
- 4.23 The core cost of the project is now estimated to be £55.6 million. This figure has had the benefit of early engagement from one of the specialist construction contractors on the Midlands Highways Alliance Framework to help ensure as accurate a figure as possible for the purposes of business case completion. The cost estimate includes an amount calculated for 'quantified risk', comprising a review of what might conceivably go wrong, for example a failure to achieve planning consent on time, the likelihood of this, ways in which to prevent it happening but also the financial consequences if it does occur.
- 4.24 One of the key areas of work covered by the legal agreements described in this report is to secure adequate local contributions to complement the allocated Government LUF grant of £49.6 million. A contribution of £6 million is required to match the grant and create a total funding envelope of £55.6 million. This sum has been requested from the developers whose proposals or housing and commercial development will benefit from the scheme and Cabinet members should note that legal agreements are being prepared to secure this level of funding from the developers.
- 4.25 However, the proposed legal agreements also make allowance for how partners would provide for an increase of up to 10% in the project's gross costs. Any greater increase will, under the terms of the intended construction contract, be met by the contractor.
- 4.26 Cabinet will wish to be assured that the Council is not exposed to risk of clawback from the significant levels of grant funding to be drawn down for this project. In due course (at Full Business Case stage) the terms of accepting the full £49.6 million will need to be assessed and will inevitably require a commitment to deliver the funded infrastructure. In the short term, a proportion of the grant is available as capacity funding

- currently estimated at £4.7 million - and can be requested to support preparation work, including scheme design.

- 4.27 The terms of this capacity funding do permit Government to seek its recovery should the project not proceed to construction. However, discussions with project partners over the sharing of risk are proceeding well with a view to these being incorporated into the Public Sector Collaboration Agreement described above. Cabinet's authorisation in principle is therefore sought to accept up to £4.7 million to support the continued preparation of the project, with delegated authority being given to the Director of Finance and ICT to accept the grant, subject to satisfactory arrangements being in place in terms of risk sharing between County, Derby City and South Derbyshire District Councils and to be incorporated into the Collaboration Agreement.

Summary of Key Project Risks

- 4.28 From the analysis above, Cabinet is advised that the key risks to be considered at this stage are:

- Clawback risk with regard to grant funding to be drawn down pre-construction; mitigated through agreements with partners over sharing costs.
- Failure to maintain progress against programme through negotiated land assembly; mitigated through the agreements set out in this report.
- Failure to secure developer contributions towards construction; again mitigated through the agreements set out in this report.

5. Consultation

- 5.1 No public consultation is required relating to the content of this report. Cabinet should note that extensive public consultation took place ahead of the submission of the planning application for the enabling infrastructure. Regular liaison with parish councils and key stakeholder groups on the Growth Zone and Garden Village takes place through South Derbyshire District Council. Any future Compulsory Purchase Order will be subject to specific engagement and consultation processes.

6. Alternative Options Considered

- 6.1 Option 1: negotiation with landowners presents an alternative route to land assembly for this project and, remains the preferred option. This will be pursued in parallel to the proposed use of compulsory purchase powers which is the subject of this report.

- 6.2 Option 2: It is possible for the Council to act as a third-party developer in proposing highway assets to be adopted by Derby City Council and National Highways, however this would involve more onerous approval processes than the approach proposed in this report and therefore is not considered a suitable option.

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, Regeneration Kick Start Fund Arrangement, dated 17 June 2021 (Minute No.100/21).
- 8.2 Cabinet Report, Use of Professional Consultancy and Construction Frameworks for Highway, Transport and Environmental Services and Projects, dated 14 January 2021 (Minute No. 07/21).
- 8.3 Cabinet Report, Regeneration Programme Pipeline reports dated 10 March 2022 (restricted) and 16 June 2022 (Minute Nos. 80/22 and 118/22 refers).

9. Appendices

- 9.1 Appendix 1 - Implications.
- 9.2 Appendix 2 – [Exempt] Summary of proposed collaboration agreements
- 9.3 Appendix 3 – [Exempt] Hyperlink to draft Outline Business Case

10. Recommendations

That Cabinet:

- a) Notes the progress made to date on this project towards design, land assembly and legal agreements covering resources and risk sharing
- b) Agrees the proposed approach towards land assembly through negotiated settlement to ensure timely delivery of the South Derby Growth Zone (SDGZ) project and the potential requirement for a Compulsory Purchase Order, should negotiated settlements not be possible.

- c) Notes the summary of legal agreements provided at Exempt Appendix 2 of this report and agrees authority be delegated to the Executive Director – Place, in consultation with the Director of Legal and Democratic Services and the Cabinet Member for Infrastructure and Environment, to conclude negotiations and enter into relevant legal agreements (including formalising collaboration arrangements between public and private sector partners and separately between the public sector partners over resources and risk sharing).
- d) Agrees, in principle, to submit the Outline Business Case (OBC) to Government and delegates authority to the Executive Director – Place, in consultation with the Director of Legal and Democratic Services and the Cabinet Member for Infrastructure and Environment, to finalise the OBC and complete outstanding matters linked to the conclusion of legal agreements.
- e) Delegates authority to the Director of Finance and ICT to accept capacity building grant of up to £4.7 million (drawn from the £49.6 million total available) to facilitate pre-construction work packages, once satisfied over arrangements to share risk with public-sector partners.
- f) Notes the planned approach to procurement and intention to enter into a design and build contract following the acceptance of capacity funding as recommended under recommendation 10.5.

11. Reason for Recommendations

- 11.1 To ensure continued strong progress on the project and that delivery of infrastructure for the South Derby Growth Zone can be managed through a robust approach to financial risk management and meet the programme constraints of its Levelling Up Fund grant.

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

- 12.1 No.

Report Author: Paul Patterson

Contact details: Paul.Patterson@derbyshire.gov.uk

Implications

Financial

- 1.1 The South Derby Growth Zone enabling infrastructure is supported by grant from the Levelling Up Fund. Since the project's Outline Business Case was approved, tranches of this are being offered on a quarterly basis to assist with preparation. With Cabinet's approval through this report, this funding can support the pre-construction stages of work. Further capacity funding has also been provided through Derby City Council by Homes England, and an additional sum is available if required from the Regeneration Kick Start Fund, for which Management Arrangements were approved by Cabinet on 17 June 2021 (Minute No.100/21 refers).
- 1.2 The project budget of £55.6m is comprised of £49.6 million of Levelling Up Fund grant plus a contribution of £6 million from private sector partners. This is currently adequate to deal with estimated costs and with an allowance for risk. As set out in this report, subject to satisfactory assurance over clawback risk, up to £4.7 million of the Levelling Up Fund grant will be drawn down to support pre-construction stages. These will culminate in the Full Business Case (FBC), which will require a further Cabinet approval.
 - a. With regard to clawback risk against funding drawn down in advance of FBC approval, the proposed public-sector collaboration agreements would share this with Derby City and South Derbyshire District councils. Legal advice is also being taken over how, through acting reasonably and competently, the Council can minimise the risk of this occurring.
 - b. With regard to cost overruns through the construction stage, the proposed agreements would share an uplift of up to 10% between private (50%) and public-sector (50%) partners, with the public-sector element again shared by the County Council, Derby City and South Derbyshire District Councils. Beyond this level, partners would have the option of withdrawing from the project.

Legal

- 2.1 Sections 239, 240, 246, 250 and 260 of the Highways Act 1980 provide the basis of the Council's compulsory purchase powers as recommended to be exercised in this report for the South Derby Growth Zone.

- 2.2 Further reports to Cabinet will be required to seek approval for further steps required for the project, notably to approve the making of a Compulsory Purchase Order, at and to update Cabinet generally as to progress.

Human Resources

- 3.1 The portfolio of regeneration projects has significant implications for the workload of staff within the Economy and Regeneration Service and for supporting legal, property, finance and highways functions in particular. External support is commissioned for individual projects within their confirmed budgets, but additional in-house capacity is being established.

Information Technology

- 4.1 None.

Equalities Impact

- 5.1 Individual projects within the portfolio will be subject to equalities impact assessment at the appropriate stages of their development.

Corporate objectives and priorities for change

- 6.1 The regeneration portfolio addresses directly a number of objectives set out in the Council Plan.

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

Property and Asset Management

- 7.1 Direct implications arising from the recommendations of this report will lead towards the creation of additional highway and transport assets, and the acquisition of additional land required for construction purposes and then transferred back to the vendor.

Environmental Sustainability

- 7.2 Under the Council's Climate Change Strategy and Action Plan all infrastructure projects sponsored by the County Council will now be subject to a Climate Impact Assessment covering the whole-life carbon cycle and impacts upon resilience.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 8 December 2022

Report of the Executive Director - Place

Markham Vale Progress

(Cabinet Member for Clean Growth & Regeneration)

1. Divisions Affected

- 1.1 Barlborough and Clowne, Bolsover North, Staveley, Staveley North and Whittington, and Sutton.

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 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 The purpose of this report is to inform Cabinet of the continuing success and progress being made at Markham Vale and to provide an overview of economic development activity over the period October 2021 to September 2022.
- 3.2 Cabinet is asked to note the continued success and progress in redeveloping Markham Vale and the scale and nature of work required to be undertaken over the coming years to complete the project.

4. Information and Analysis

- 4.1 Markham Vale is the Council's flagship regeneration project and was set up to create an attractive and accessible business park over 85 hectares (200 acres). Centred around the former Markham Colliery site, located between Staveley and Bolsover in the north of the County, the project was set up in 2006 to create up to 4,100 jobs, improve existing/build new roads, bring in around £170 million of private sector investment and develop over 3 million ft² of commercial floor space.
- 4.2 In short, Markham Vale was established as a catalyst for regeneration in a deprived former coalfield area of Derbyshire and to generate business rates income for re-investment in the Derbyshire economy over the long term. Progress on development at Markham Vale was last considered by Cabinet on 14 October 2021 (Minute No.171/21 refers) and this report serves as the annual update on progress.

Overview

- 4.3 To date, the Markham Vale project has brought forward 174 of the 200 acres available for development. Of the 174 acres created, 152 acres are now either fully developed or have buildings under construction.
- 4.4 A clear mark of success is progress against one of the key performance indicators on job creation measured through the annual survey undertaken in March each year. The 2022 survey recorded 2,702 people in full time equivalent jobs compared to 2,232 people in 2021; this increase of 470 is the third largest annual increase in the number of jobs created and is considered a remarkable achievement by the Markham Vale businesses given the country was still partly in COVID-19 lockdown during that period. The survey will be repeated again in March 2023 and will be a test of business resilience within the context of the national economic climate.
- 4.5 The significant progress made in relation to bringing forward individual development sites and construction of new buildings is summarised below:

Markham Vale East

- 4.6 Refer to Appendix 2 Drawing 33A1451-1 Development Land Use and availability WEST & EAST – Note the red shaded areas indicate the plots that currently are either unprepared or undeveloped.

Plot 1 North

- 4.7 Works have been partially completed to level The Sidings plot for future development, subject to securing full title ownership and the necessary

planning approval. This work includes demolition of the redundant North Tip bridge; a replacement timber footbridge will be installed further downstream in the early part of 2023.

Plot 2 South

- 4.8 The building previously occupied by X-Bite Ltd, an internet-based retail company, has been vacated as the company's interests were acquired and subsequently moved out of the area. Officers are supporting the building's owners in securing a new occupier.

Plot 5

- 4.9 The 40,000 ft² building, previously vacated by Squadron Medical, is now leased to Beacon Medeas Ltd, part of an international medical equipment supply company.

Plot 9a

- 4.10 Continues to be marketed for a range of commercial and industrial uses.

Markham Vale West

- 4.11 Refer to Appendix 2 Drawing 33A1451-1 Development Land Use and Availability WEST & EAST – Note that the red shaded areas indicate the plots that are either unprepared or undeveloped.

Plot 6

- 4.12 The Council completed works to create an additional 0.7 acre development plot at the southern end of Plot 6 on Enterprise Way.
- 4.13 The Council's development partner, Henry Boots Development (HBD) submitted a detailed planning application for the speculative development of four buildings totalling 107,250 ft² of industrial and warehousing space. Marketing of these new units is already underway.

Plot 7

- 4.14 Construction of a drive-thru family fish restaurant for Chesterfield-based Chesters Ltd is nearing completion with a planned opening before the end of 2022.
- 4.15 Terms have been agreed for the sale and subsequent development of the remaining 'service area' plot on Plot 7 East. Subject to securing planning approval, the construction of a Dunkin Donuts restaurant will commence in early 2023.
- 4.16 Planning approval has been secured for the development of an Electric Forecourt on Plot 7 West. The all-electric service station on Enterprise

Way, to be built and operated by Gridserve, will provide 30 charging points for cars, electric lorries and other HGVs, as well as shops and a café. When complete, it will be the region's first all-electric service station offering Derbyshire residents access to environmentally friendly energy services. Subject to securing all necessary approvals and completing legal agreements, construction is planned to start during Summer 2023.

4.17 Marketing of the remaining part of Plot 7 West is underway.

4.18 The work programme for the coming year will be focused on completing the highway and access infrastructure as new built developments come on stream.

Markham Vale North

4.19 Refer to Appendix 3 Drawing 33A1451-2 Development Land Use and Availability NORTH.

Plots 13 and 14

4.20 There are four businesses based on these two plots comprising Great Bear, Sterigenics, Protec International and Ferdinand Bilstein; the latter three all have options to increase the size of their facilities as their businesses grow. Discussions are ongoing with the companies to identify potential opportunities for bringing forward the expansion and growth options.

Plot 15

4.21 The two speculatively developed industrial buildings on the 15 acres site for Aver are both leased to occupiers, Gallery Lighting and Smurfitt Kappa. Gallery Lighting, a furniture and lighting company, lease the larger of the two buildings measuring 221,518ft² building. The 75,500ft² building is leased to Smurfitt Kappa; this is in addition to its existing manufacturing and printing facility on Markham Vale East.

Plot 16

4.22 During the year, Gist completed construction works to extend its facility on land previously acquired from the Council.

Markham Vale North Expansion (MVNE)

4.23 The Council's development partner, HBD, has established a joint venture company, MVNE LLP, with the owners of adjoining land to bring forward additional sites for industrial and commercial use. The Council has agreed terms, subject to the company securing planning approval, for the release of surplus land at Markham Vale to enable the expansion site to be brought forward.

- 4.24 Of the above developments that have been completed, the private sector investment secured at the site is estimated in excess of £270m.
- 4.25 Marketing of the remaining development plots continues and it is likely that additional infrastructure provision will be required for each new development to meet occupier and business needs. Two further, large development plots, comprising 11 acres, remain to be remediated on the site. Terms have been agreed to secure clean ownership title on both plots; subject to legal completion, works can start on bringing them forward for development.
- 4.26 One of the original concepts for the Markham Vale project was to facilitate sustainable travel options for both home-to-work routes and for the benefit of the local community to access and enjoy the newly restored and landscaped areas. Several routes to, from and through the site have already been constructed but some phases remain to be completed. One such route runs parallel with the A632 connecting Markham Vale with Bolsover Business Park where it meets the current end of the Stockley Trail – works to construct this 1.1km long walking/ cycling route were completed during the year. Designs for a further 2km cycling route between the Environment Centre and Seymour Link Road have been completed and a bid for funding to meet the costs of the works has recently been submitted as part of the Council’s Devolution Deal for Cycling and Walking projects; subject to securing funding, construction works can start in early 2023.

Planning and Environmental Quality

- 4.27 The Council continues to work closely with the district/borough planning authorities in the preparation and submission of planning applications for either new, individual development proposals and/or the discharge of the outstanding conditions relating to the various phases of the overall Markham Vale site. The three local planning authorities (Chesterfield, North East Derbyshire and Bolsover) have recently approved a revision to the site-wide Design Framework which sets out a range of parameters to be used in the design of the scale and appearance of all new built developments including hard and soft landscaping areas.
- 4.28 BEAM continues to assist the Council in delivering its Public Art Action Plan, one element of which is the Markham Mining Memorial where the artist, Stephen Broadbent, was commissioned to develop the Walking Together installation. The installation comprises 106 figures that represent those individual miners killed in the three colliery disasters at Markham (Appendix 4 Walking Together).

- 4.29 The final 13 figures of the Walking Together Memorial were installed in October 2022, thanks to the support of a range of organisations and individuals. Sponsorship was generously provided by Valencia Communities Fund, Great Bear, Reckitt and Henkel, The National Lottery Heritage Fund and generous public donations. This installation event was a milestone in the public art Mining Memorial project as it is 10 years since the first two figures were installed.
- 4.30 The National Lottery Heritage Funding enabled the Council to hold a 10th year celebration event and to update the Story Mine by commissioning:
- Broadbent Studios to install stencils along the Walking Together route where there are gaps between the various groups of miner's figures.
 - Rhubarb Design to design and print Walking Together display panels and leaflets and to help publish a commemorative book.
 - Angie Hardwick, a ceramics artist, to work with schools to design and create 106 ceramic medallions.
 - Kyle Evans, a George Formby tribute act to perform at the event – the original George Formby performed at a fund-raising concert in Chesterfield in 1938 to raise funds for the mining disaster families.
 - The writer Lynn Ludditt to work with schools and local communities on creative writing projects.
 - The Markham Vale Heritage Group to lead mining heritage themed walking tours around Markham Vale.
 - David King Photography to record the event through photos and video and to publish a video.
- 4.31 In conjunction with the 10th anniversary event, National Lottery Heritage Fund also allowed the Council to commission Harper Creative to refresh the Story Mine website (<https://markhamstorymine.org/>) to include the stories and family history of the final 13 miners to be commemorated and also to incorporate photos and videos of the launch event and the new route map.

Other Services

- 4.32 The Council has a growing reputation and success in assisting new businesses to identify and fulfil recruitment and training needs. The 'Grow Your Workforce' service aims to connect businesses with other organisations and resources to help secure employment and training opportunities for local people. Discussions are ongoing with existing businesses, and the new ones locating to Markham Vale, to identify areas where the Council can assist including support and promotion of recruitment and careers fairs where businesses have been encouraged to attend and resulting in the successful recruitment of new employees.

- 4.33 The Markham Vale team has been proactive in making greater use of social media accounts to help businesses promote vacancies and job creation news to as wide an audience as possible. Over the past year, the rate of new job opportunities being created has remained constant and between 80 and 100 vacancies are promoted each month.
- 4.34 Another example of the type of service provided is the connection provided to the Human Resources (HR) Team at X-Bite in assisting its 50 plus employees who were facing redundancy as the business closed its Markham Vale facilities. Discussions were quickly opened by the Markham Vale team with other businesses to identify potential vacancies. All redundant employees quickly found alternative employment, most of them with other businesses at Markham Vale.
- 4.35 The local business community is supported by the availability of conference and training facilities at the Environment Centre to support businesses in delivering courses and conferences to meet their growing needs. The Environment Centre also hosts a number of small and start-up businesses in varying sized offices and workshops. The Council provides a range of signposting and support services to help them grow their businesses. Over the past year, a small number of these businesses have grown to the extent that they have left the Environment Centre to locate to larger premises and likewise, the Council has welcomed new ones; companies which have recently located to the Environment Centre include Abbey Perfumery, Chesterfield Glazing Services, Wax this Way (a scented candle manufacturer) and Spire Access (a working at heights specialist company).

Governance: Partnership Working with HBD

- 4.36 HBD was appointed in 2003 as the Council's private sector partner to develop the Markham Vale project. The Partnership Agreement requires both partners to work in a spirit of mutual trust and co-operation and sets out key elements and roles of each partner. Following Cabinet approval, the Partnership Agreement was recently extended to December 2027, with an option to mutually end sooner if development work is completed at an earlier date.
- 4.37 A number of boards have been established to oversee delivery of Markham Vale, including an Operations Board which undertakes day to day supervision of site and infrastructure development; a Senior Officers' Board which manages implementation of the development as a whole; and a Partnership Board to oversee the Development Partnership. Each Board consists of three representatives from the Council and three from HBD.

- 4.38 Legal advice on managing the Partnership Agreement between the Council and HBD and the individual development disposals continues to be provided by Geldards LLP.
- 4.39 The Council continues to provide a range of site management and maintenance services across the wider 900 acres Markham Vale site under the branding of Markham Vale site facilities. The costs of providing services will be fully met when the site is fully occupied by income from the site facilities charge levied on all the businesses based at Markham Vale. This index linked charge is based on the acreage that the businesses occupy. Currently, the development site is approximately 75% sold and occupied.

Programme Management

- 4.40 As outlined earlier in this report, priority over the past year has been focused on securing new occupiers and completing developments. The anticipated progressive development on Markham Vale West and the infill development on Markham Vale East will require the completion and installation of plot-specific infrastructure over the coming 2-4 years, along with completing outstanding planning obligations. Pace and momentum in the final stages of the project will be dependent on external market forces.
- 4.41 Ensuring effective project and programme delivery to meet the timely requirements of inward development investment challenges is aided by the Council's approach to delegated approval aligned to the Executive Director – Place, and the Leader of the Council. To support continued programme delivery, the Place Department will continue its approach to project and programme management, ensuring critical alignment of available resources to support delivery.

5. Consultation

- 5.1 Not required.

6. Alternative Options Considered

- 6.1 Ensuring timely and effective progress against the planned delivery programme is essentially in supporting growth in this deprived area of Derbyshire. There is an option to slow down the rate of progress and deprioritise site development but this would be counter-productive to job creation and achieving the much-needed rate of return on the Council's previous level of investment. There is approximately 2 to 3 years of site development remaining at Markham Vale and opportunities for long term delivery options will be considered over this period.

7. Implications

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

8. Background Papers

- 8.1.1 Annual Jobs Survey.
8.1.2 The Markham Vale Design Framework.
8.1.3 Project Files.

9. Appendices

- 9.1 Appendix 1 – Implications
9.2 Appendix 2 - Drawing 33A1451-1 Development Land Use and availability WEST & EAST.
9.3 Appendix 3 - Drawing 33A1451-2 Development Land Use and Availability NORTH.
9.4 Appendix 4 - Walking Together

10. Recommendations

That Cabinet:

- a) Commends the level of success and recent progress in bringing forward development sites and jobs at Markham Vale since October 2022.
b) Notes and agrees the scale and nature of work planned to be undertaken over the coming years to complete development of the project.

11. Reason for Recommendation

- 11.1 This report is an annual progress report prepared in order to keep Members informed of the progress of the Markham Vale project.

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

- 12.1 No.

Report Author: Peter Storey

Contact details: Peter.Storey@derbyshire.gov.uk

Implications

Financial

Budget 2020-21

- 1.1 The Capital budget for 2021-22, incorporating slippage from the previous year, resulted in an outturn expenditure of £0.970m.
- 1.2 Remaining Capital expenditure on the project is estimated at £2.333m. Works included in this cost estimate comprise remaining land disposal legal fees, provision of infrastructure as each plot is brought forward for development, works to meet the outstanding planning and contractual obligations, remaining landscaping works and all associated design fees. The costs of these remaining works can be fully funded from capital receipts from the sale of the remaining development plots currently, but all opportunities will continue to be identified to secure alternative grant funding where appropriate.
- 1.3 The Markham Vale project will see the creation of up to 200 acres of new development land sold and occupied to the private sector. The remaining area of over 600 acres largely comprises woodland, water features, grassland and other amenity land and on completion of the project, is intended to be managed and maintained through the Markham Vale Site Facilities which is fully funded through an index-linked charge levied on each occupier based on the acreage they own/occupy. The current charge amounts to £1,330 per acre and in this financial year generates a revenue income of approximately £201,000 towards the Site Facilities Maintenance costs of £266,000; the shortfall is currently funded by part of the surplus generated by rental income from the business units at the Environment Centre. As each plot is sold and developed then the revenue generated from the Site Facilities Charge will increase, such that when the site is fully developed the service will be cost neutral.
- 1.4 The budget and programme will be kept under review and regular reports made to Cabinet.

Legal

- 2.1 Advice on managing the Partnership Agreement between the Council and HBD and the individual development disposals continues to be provided by Geldards LLP.

Human Resources

3.1 None directly related to this report.

Information Technology

4.1 None directly related to this report.

Equalities Impact

5.1 Work with developers and new occupiers at Markham Vale is undertaken to support recruitment of new staff – advertising, encouraging and supporting recruitment from within the local area.

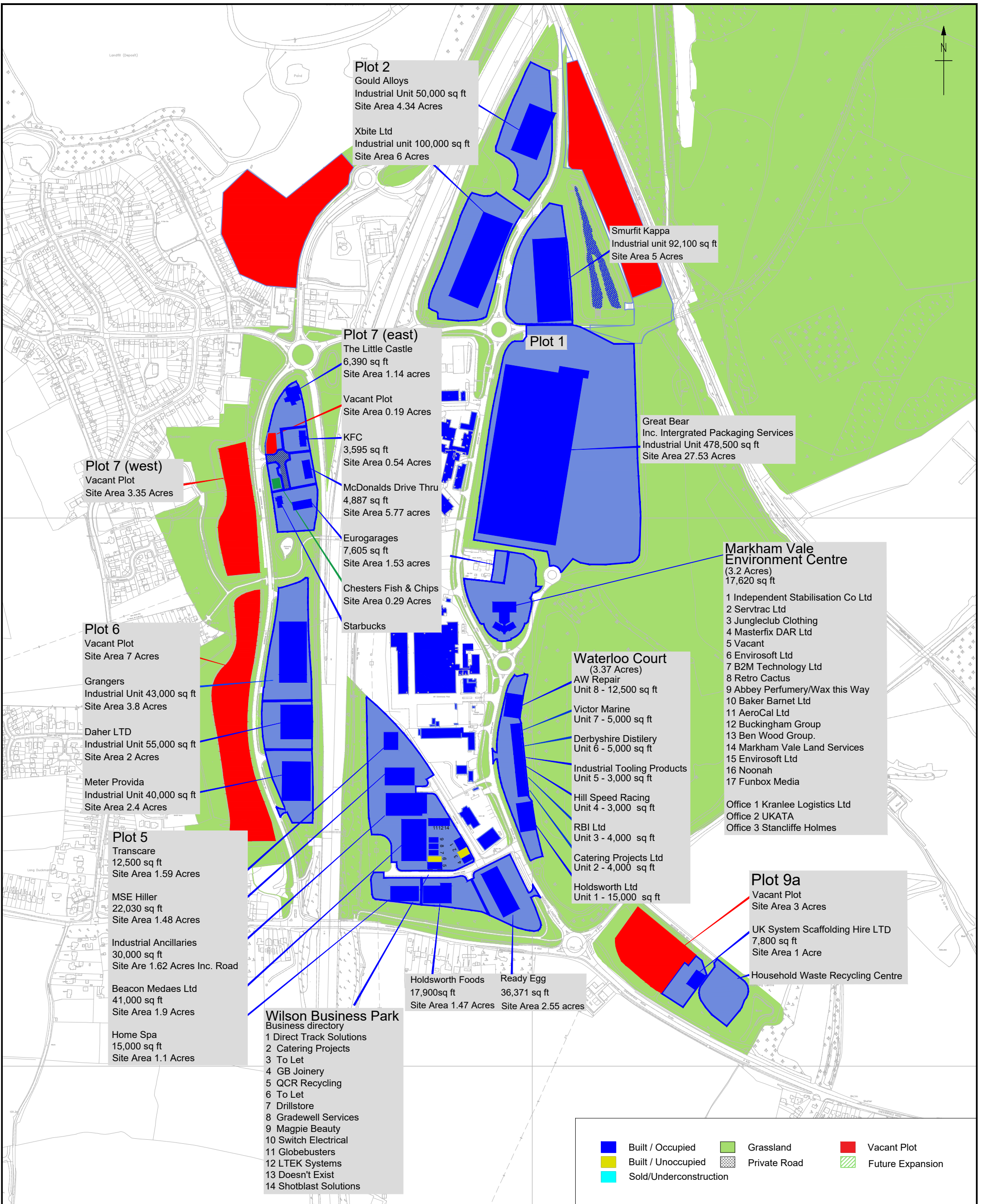
Corporate objectives and priorities for change

6.1 The continued redevelopment of Markham Vale directly supports the Council's objective to create a 'green and prosperous Derbyshire' as set out in the Council Plan 2021- 2025. Specifically, the creation of new employment opportunities at Markham forms part of the county's response to tackling the economic impacts of COVID-19 which is a stated priority action in the Council Plan.

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

7.1 None.

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Plot 2
 Gould Alloys
 Industrial Unit 50,000 sq ft
 Site Area 4.34 Acres

Xbite Ltd
 Industrial unit 100,000 sq ft
 Site Area 6 Acres

Smurfit Kappa
 Industrial unit 92,100 sq ft
 Site Area 5 Acres

Plot 7 (east)
 The Little Castle
 6,390 sq ft
 Site Area 1.14 acres

Vacant Plot
 Site Area 0.19 Acres

KFC
 3,595 sq ft
 Site Area 0.54 Acres

McDonalds Drive Thru
 4,887 sq ft
 Site Area 5.77 acres

Eurogarages
 7,605 sq ft
 Site Area 1.53 acres

Chesters Fish & Chips
 Site Area 0.29 Acres

Starbucks

Plot 1

Great Bear
 Inc. Intergrated Packaging Services
 Industrial Unit 478,500 sq ft
 Site Area 27.53 Acres

Plot 7 (west)
 Vacant Plot
 Site Area 3.35 Acres

Markham Vale Environment Centre
 (3.2 Acres)
 17,620 sq ft

- 1 Independent Stabilisation Co Ltd
- 2 Servtrac Ltd
- 3 Jungleclub Clothing
- 4 Masterfix DAR Ltd
- 5 Vacant
- 6 Envirosoft Ltd
- 7 B2M Technology Ltd
- 8 Retro Cactus
- 9 Abbey Perfumery/Wax this Way
- 10 Baker Barnet Ltd
- 11 AeroCal Ltd
- 12 Buckingham Group
- 13 Ben Wood Group.
- 14 Markham Vale Land Services
- 15 Envirosoft Ltd
- 16 Noonah
- 17 Funbox Media

Office 1 Kranlee Logistics Ltd
 Office 2 UKATA
 Office 3 Stancliffe Holmes

Plot 6
 Vacant Plot
 Site Area 7 Acres

Grangers
 Industrial Unit 43,000 sq ft
 Site Area 3.8 Acres

Daher LTD
 Industrial Unit 55,000 sq ft
 Site Area 2 Acres

Meter Provida
 Industrial Unit 40,000 sq ft
 Site Area 2.4 Acres

Waterloo Court
 (3.37 Acres)

AW Repair
 Unit 8 - 12,500 sq ft

Victor Marine
 Unit 7 - 5,000 sq ft

Derbyshire Distillery
 Unit 6 - 5,000 sq ft

Industrial Tooling Products
 Unit 5 - 3,000 sq ft

Hill Speed Racing
 Unit 4 - 3,000 sq ft

RBI Ltd
 Unit 3 - 4,000 sq ft

Catering Projects Ltd
 Unit 2 - 4,000 sq ft

Holdsworth Ltd
 Unit 1 - 15,000 sq ft

Plot 5
 Transcare
 12,500 sq ft
 Site Area 1.59 Acres

MSE Hiller
 22,030 sq ft
 Site Area 1.48 Acres

Industrial Ancillaries
 30,000 sq ft
 Site Area 1.62 Acres Inc. Road

Beacon Medaes Ltd
 41,000 sq ft
 Site Area 1.9 Acres

Home Spa
 15,000 sq ft
 Site Area 1.1 Acres

Wilson Business Park
 Business directory

- 1 Direct Track Solutions
- 2 Catering Projects
- 3 To Let
- 4 GB Joinery
- 5 QCR Recycling
- 6 To Let
- 7 Drillstore
- 8 Gradewell Services
- 9 Magpie Beauty
- 10 Switch Electrical
- 11 Globbusters
- 12 LTEK Systems
- 13 Doesn't Exist
- 14 Shotblast Solutions

Holdsworth Foods
 17,900sq ft
 Site Area 1.47 Acres



Ready Egg
 36,371 sq ft
 Site Area 2.55 acres

Plot 9a
 Vacant Plot
 Site Area 3 Acres

UK System Scaffolding Hire LTD
 7,800 sq ft
 Site Area 1 Acre

Household Waste Recycling Centre

■ Built / Occupied
 ■ Grassland
 ■ Vacant Plot
■ Built / Unoccupied
 Private Road
 Future Expansion
■ Sold/Underconstruction

Land Reclamation Section						© Crown copyright and database rights 2022. Ordnance Survey 100023251. You are not permitted to copy, sub-licence, distribute or sell any of this data to third parties in any form.		
Highways Division						DRAWN I Moss	CHECKED Date	APPROVED Date
PROJECT TITLE					Date 2nd February 2022			
DRAWING TITLE					DCE Project Reference No. 9033			
					Drawing Number 9033/1451-1			
Chris Henning Executive Director - Place					SCALE N.T.S			
MARKHAM VALE AN ENVIRONMENT FOR SUCCESS					Print Date 13 Oct, 2022 - 2:16pm			
Page 381					At A3 (420 x 297mm)			

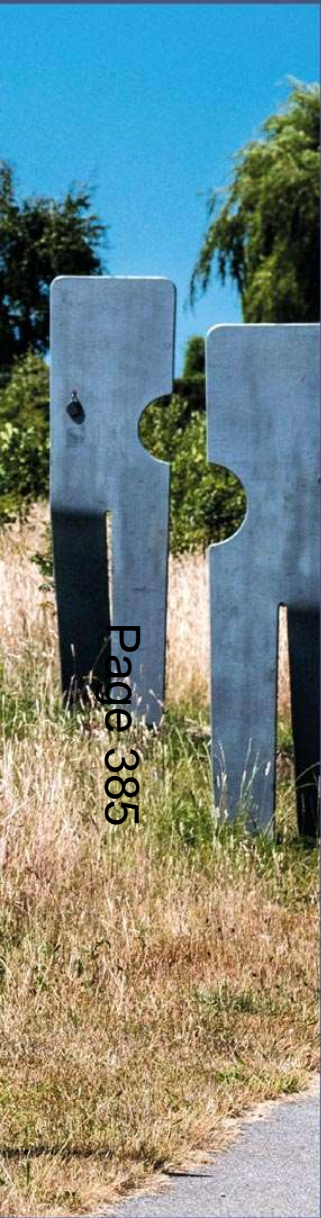
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<p>Chris Henning Executive Director - Place</p>	Land Reclamation Section Highways Division	<p>MARKHAMVALE AN ENVIRONMENT FOR SUCCESS</p>	PROJECT TITLE Development Land Use and Availability (2 of 2)	DRAWN I Moss Date 2nd February 2022	CHECKED Date	APPROVED Date
	AMENDMENT DETAILS BY CHKD APVD DATE NO.		DRAWING TITLE Development Land Use and Availability (2 of 2)	Project Reference No. 9033 Drawing Number 9033/1451-2 Print Date 13 Oct, 2022 - 2:18pm	SCALE N.T.S At A3 (420 x 297mm)	

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Markham Vale

The former Markham Colliery area has been reclaimed and is home to Derbyshire County Council's £94m Markham Vale regeneration scheme, which is working to create 4,100 jobs on site for local people and is underpinned by a philosophy of sustainability, accessibility and quality.

The Walking Together project has been a ten year journey which has been led by Derbyshire County Council, HBD and Markham Vale Heritage Group volunteers, coordinated by Beam and enabled by many funders, sponsors and supporters.

Heritage group volunteers have worked tirelessly to ensure that the brave miners of Markham and the wider mining heritage of the area are not forgotten. We thank them for their unwavering commitment to the project.

The trail was fundraised for and installed in phases over ten years and was completed in autumn 2022.

Plan Your Visit

A good starting point to walk the route is the Markham Vale Environment Centre, Markham Lane, Chesterfield, S44 5HY.

Plan your visit to the memorial at markhamstorymine.org

Walking Together

Further information
markhamstorymine.org

Markham Vale Mining Memorial Heritage Trail



Trail map inside





‘The Walking Together’ memorial trail commemorates the 106 miners who lost their lives in the three major disasters at Markham Colliery in 1937, 1938 and 1973 with a sculptural steel figure for each one.

Artist Stephen Broadbent developed the concept with guidance from the local community. The route symbolises a miner’s journey to the pit – and back home again. Each figure bears a tag with the name of the miner, his age, occupation and the year of the disaster.

A parallel project called ‘The Story Mine’ has unearthed stories of mining life and the men who died in each of the major disasters and is shared online at markhamstorymine.org

This resource was supported by National Lottery Heritage Fund and Derbyshire County Council.

The Three Major Disasters at Markham Colliery

1937

On Thursday 21st January 1937 at 2.45pm an explosion happened just when the men were changing over from the day shift to the afternoon shift. A flame which escaped from a faulty covering plate on the coal cutting machine caused a build-up of gas and ignited the coal dust.

Seven men were killed at the scene and two men died later in hospital. Four men were seriously injured. The accident happened in the Black Shale seam - the deepest part of the pit and the furthest away from the pit bottom about one and a half miles.

1938

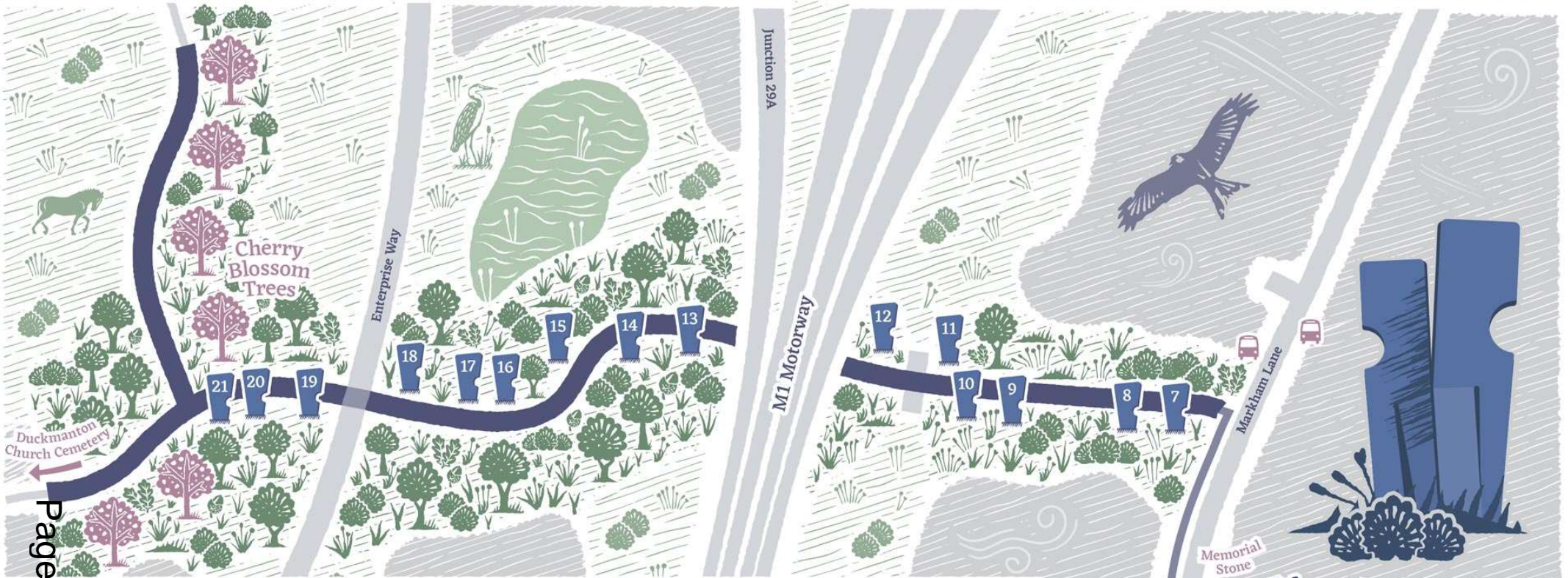
At 5.30am on Tuesday 10th May 1938, the night shift was coming to an end, some of the men had already started to make their way back to the pit bottom. This was the Black Shale seam, the deepest and the farthest away from the pit bottom. In the pit yard the men on the day shift were arriving ready to start work at 6am. Suddenly, underground, a tremendous draft got up followed by a terrific bang. Black

coal dust and smoke filled the pit and a wall of fire swept through the seam. There had been an explosion of gas at the coal face. Some tubs carrying coal ran out of control and smashed into an electric joint box causing sparks which ignited the coal dust. 79 men were killed and 40 men were injured. All 79 men were buried on Saturday 14th May in 13 cemeteries.

1973

On Monday 30th July 1973 a terrible disaster happened when the cage carrying the miners to go underground into the pit failed to stop. It was the start of the day shift and by 6.20am 105 miners had already been lowered into the pit. Then, the overlap rope cage carrying 15 men on the top deck and 14 men on the lower deck began its descent. Sparks were seen coming from the brake cylinder by the engine winder

who then slammed on the emergency stop button. Nothing happened and the cage crashed down to the bottom of the pit some 1320 feet below ground. The ascending cage crashed through the winding house roof. 13 men died at the scene and another 5 men died later in hospital. The other 11 men in the cage and one rescue worker were very seriously injured and were taken to hospital at Chesterfield.

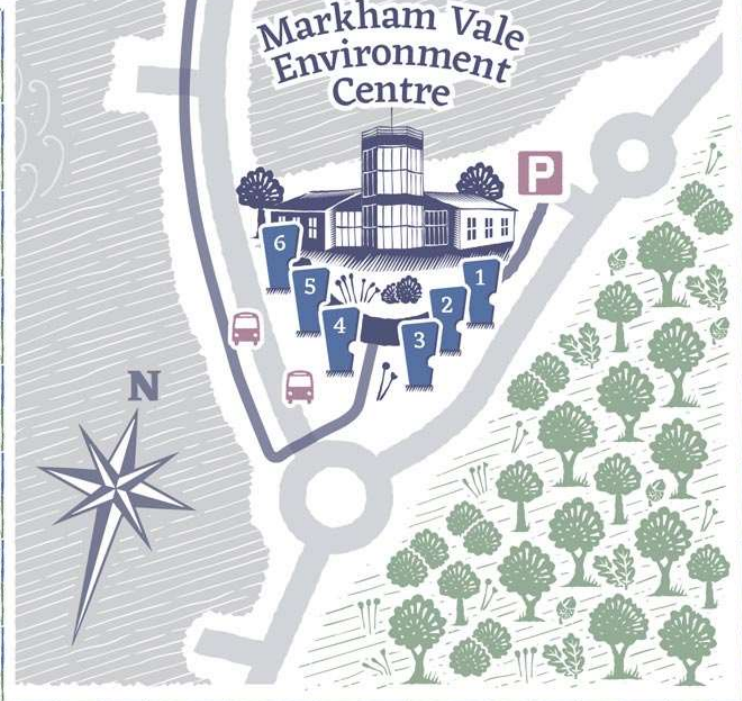


Walking Together

Markham Vale Mining Memorial Heritage Trail

- | | | | | |
|---------------------------------------|----------------------------------|------------------------------------|-----------------------------------|------------------------------------|
| Alberry Henry 4 | Commons John William W 12 | Hibbard Joseph 14 | Moreton Charles 19 | Turner Charles Richard 8 |
| Allen James 16 | Cooper Gordon Richard 4 | Hill Clarence 10 | Palmer Clarence C 7 | Tyler Albert 3 |
| Atkin Leonard 4 | Cowley George 6 | Hudson Henry 12 | Pether George Edward 21 | Wale Herbert 2 |
| Baggaley Edward 2 | Davidson George 16 | Jacklin Lawrence 16 | Pickering William 6 | Wallace Benjamin 11 |
| Bann David 13 | Eyre George 9 | Jackson George Henry 10 | Plewinski Lucjan Julian 8 | Watson William Wilkinson 18 |
| Bell Albert 6 | Frost Walter James 17 | Jones Enoch 2 | Reddish Fred 10 | Whelpdale Denton 4 |
| Birkin Joseph 11 | Furniss Alfred 1 | Jones Frank 7 | Richards Mark 6 | Whelpton William Edward 12 |
| Bluer Walter 21 | Furniss Joseph 1 | Jones Thomas 2 | Roddy Frederick 5 | White Alfred 7 |
| Bown Charles 9 | Garland Alfred 6 | Kaminski Jan 8 | Rodgers Albert Ernest 20 | Whitehead Redvers Baden 14 |
| Bradford John Henry 18 | Geary Joseph 1 | Keller Leonard 18 | Rodgers Wilfred 8 | Whitley George 7 |
| Bray John Arnold 21 | Gee-Pemberton Colin 17 | Kerry Samuel 16 | Roper Arthur 6 | Williams Matthew 15 |
| Bray Samuel Frederick 17 | Grainger Ambrose 18 | Kilroy Michael 10 | Rowland James Stanley 20 | Wood Robert Henry 20 |
| Briggs Clarence 11 | Grainger John William 18 | Kirk Rowe 6 | Salt Samuel Edward D 13 | Yates Thomas George 5 |
| Brocklehurst Joseph William 10 | Grainger Robert Emlen 18 | Lamb Alfred 15 | Sherwin William Henry 3 | Yates William 19 |
| Brooks Clifford 11 | Gregory Bernard 15 | Lavender Harry 21 | Silcock Clarence 13 | |
| Brough Herbert 17 | Gregson Robert 14 | Lievesley John William 5 | Simms Robert 20 | |
| Brown Arthur 3 | Hadley John William 13 | Lilley Joseph 13 | Sissons Charles Leonard 19 | |
| Brown John Thomas 3 | Hardy Joseph 9 | Linathan Felix Leonard A 14 | Slater Wilfred Edmund 18 | |
| Buckley George Cyril Foulds 11 | Hargreaves Herbert Jnr 19 | Lodge Stanley 18 | Smith Edmund 1 | |
| Cadywould Leonard 5 | Hargreaves Herbert Snr 19 | Marsden Ralph 4 | Smith Frank 15 | |
| Carter Arthur 15 | Hargreaves Leslie 19 | May Arthur 5 | Stone Frank 8 | |
| Caldwell William Henry 3 | Haywood Wilfred 4 | McConnon John 15 | Taylor Fred 13 | |
| Chapman Henry 7 | Henson Arthur 20 | Monk Fred 7 | Taylor Harry 16 | |

21 To find a specific miner, please use the reference numbers 1-21 to find their general location.



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of the Local Government Act 1972.

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