

# Public Document Pack



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PUBLIC

To: Members of Council

Tuesday, 14 March 2023

Dear Councillor,

You are hereby summoned to attend a meeting of **Council** to be held at **2.00 pm** on **Wednesday, 22 March 2023** in the Council Chamber, 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. Apologies for absence  
To receive apologies for absence (if any)
2. Declarations of interest  
To receive declarations of interest (if any)
3. Chairman's announcements
4. Minutes (Pages 1 - 28)

To confirm the minutes of the meeting of the Council held on 15 February 2023.

5. Report of the Leader of the Council and Members' questions  
To consider the report of the Council Leader and Members' questions on the report
6. Public questions (Pages 29 - 32)  
To consider public questions (if any)
7. Petitions  
To receive petitions (if any)
8. Devolution Deal - Consideration of Consultation Responses and Submission of the East Midlands Combined County Authority Proposal to Government (Pages 33 - 298)
9. Council Plan and Service Plan Refresh 2023-24 (Pages 299 - 628)
10. Annual Report of the Independent Remuneration Panel (Pages 629 - 644)
11. Derbyshire Pension Board - Appointment of Independent Chair (Pages 645 - 660)
12. Changes to Outside Body Appointments (Pages 661 - 664)
13. Changes to Political Balance and Committee Memberships (Pages 665 - 670)
14. Pay Policy Statement (Pages 671 - 690)
15. Minor Change to the Constitution: ICP Joint Committee and the Health and Wellbeing Board (Pages 691 - 722)
16. Minor Change to the Constitution: Trading Standards - Legislation (Pages 723 - 738)
17. Revisions to Council Constitution: Delegations relating to Special Severance Payments (Pages 739 - 746)
18. Revisions to Council Constitution: Local Choice functions (Pages 747 - 762)
19. Decisions taken as a matter of Urgency and Key Decisions and Special

Urgency (Pages 763 - 770)

20. Elected Member questions (Pages 771 - 772)

To consider questions submitted by Elected Members

21. Notice of Motion

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**MINUTES** of a meeting of **COUNCIL** held on Wednesday, 15 February 2023 in the Council Chamber, County Hall, Matlock.

## **PRESENT**

Councillor T Ainsworth (in the Chair)

Councillors R Ashton, K S Athwal, N Atkin, J Barron, B Bingham, J Bryan, S Bull, S Burfoot, A Clarke, D Collins, C Cupit, A Dale, C Dale, J Dixon, R Flatley, M Ford, E Fordham, D Muller, A Foster, M Foster, R George, A Gibson, K Gillott, N Gourlay, D Greenhalgh, C Hart, G Hickton, S Hobson, N Hoy, R Iliffe, J Innes, T Kemp, T King, G Kinsella, B Lewis, W Major, R Mihaly, P Moss, D Murphy, G Musson, P Niblock, J Patten, L Ramsey, R Redfern, C Renwick, P Rose, J Siddle, P Smith, S Spencer, A Sutton, S Swann, D Taylor, D Wilson, J Woolley and M Yates.

Apologies for absence were submitted for Councillor D Allen, L Grooby, A Hayes, J Nelson, R Parkinson, J Wharmby and B Woods.

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

### **1/23 APOLOGIES FOR ABSENCE**

Apologies for Absence were received from Councillors Allen, Grooby, Hayes, Nelson, Parkinson, Wharmby and Woods.

### **2/23 DECLARATIONS OF INTEREST**

None received.

### **3/23 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman reported on the previous weeks' National Apprenticeships week. Within the Council there were 325 employees, including schools, completing a wide range of apprenticeships at different academic levels, which equates to approximately 2% of the workforce.

The Chairman paid tribute to Helen Jones, who would be leaving her position as Executive Director for Adult Social Care and Health in early March. Unfortunately, Helen was unable to attend the meeting today,

however a number of members spoke to thank Helen for the hard work, commitment and her support for the authority.

The Chairman referred with sadness to the upcoming anniversary which would mark a year of the war in Ukraine and the moment of silence to be held on Friday 24 February. The devastation and loss that the conflict had caused could not be accurately measured and neither could the loss of over 35,000 people in Turkey and Syria recently following the earthquake not the impact of the floods in New Zealand.

A period of silent reflection was observed.

The Chairman congratulated Pat Murray who was unable to receive his Alderman award in November 2022. Councillor David Wilson, current Civic Chairman, presented the award and members congratulated Mr Murray.

#### **4/23 MINUTES**

On the motion of the Chairman, duly seconded, it was

#### **RESOLVED:**

That the minutes of the meeting of the Council held on 30 November 2022 and the special meeting held on 30 November 2022 be confirmed as correct records.

#### **5/23 REPORT OF THE LEADER OF THE COUNCIL AND MEMBERS' QUESTIONS**

The Leader of the Council paid a personal tribute to Helen Jones, Director of Adult Social Care and Health following the Chairman's announcement of her forthcoming departure from the authority.

The Leader then reported on the success of a recent visit from a Japanese delegation, Mayor Ota and Chairman Itagaki from Toyota to the region, visiting South Derbyshire, Derbyshire and Derby City for a number of days.

#### **6/23 PUBLIC QUESTIONS**

#### **Question from Karl Barrow to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

"The current debate over the large-scale deployment of solar arrays on productive farmland requires a willingness to prioritise every other

alternative site for solar PV first. That includes both Council owned buildings and land and also the increasing number of recently constructed commercial buildings in Derbyshire, including large logistics centres. Many of these have good connections to the National Grid. This council should encourage installation on commercial roofs by proactively identifying suitable premises and working with those businesses to raise their awareness of both the economic benefits to their business and the wider environmental benefits.

So, since this council was elected in 2017, how many solar panels has this council installed on its own estate and how many has it directly facilitated by working in partnership with Derbyshire businesses to identify opportunities for large scale installation of solar PV arrays on such buildings?”

Councillor Lewis responded as follows:

“The Council has an existing public target to generate 200,000 kW of electricity per annum including from solar panels on our own estate. A property directorate has recently identified proposals to generate up to 1 million kilowatt hours per annum and the 2023-24 capital programme contains costed plans to deliver the first 400,000 kW of this.

The Council has worked with businesses over a number of years providing general support and advice, building business plans to help manage costs and income and two schemes in particular have been delivered by Derbyshire County Council.

One of those was decarbonised which supported a range of low carbon energy measures in premises but specifically targeting that at 24 Small to Medium Size Enterprises who received funding totalling £274,871 of solar PVs with predicted carbon savings of 285.2 tonnes of CO<sub>2</sub> per year.

We also, you are probably already aware of this, but we have the current Green Entrepreneurs Fund that has so far supported seven businesses. We have relaxed the rules around that so that we can support businesses, particularly through the current cost of living crisis which is also impacting on significant numbers of SMEs out in Derbyshire for solar PV decarbonisation projects, supporting with £120,000 of that. Within that there is a pipeline for a further £125,000 worth of submissions that have been invited to full application. That was part of a £2m scheme that we announced some years ago. We have committed to a further £10m scheme as well to help support that across the county.

I can assure you that we are committed to working with our own estate and existing businesses and that there is no policy in place to promote solar farms on high quality agricultural land. I will come back to that point in a minute. To that end this Council published a Renewable Energy Strategy in November of last year and this set out the right type and scale of renewable energy to be delivered in the right locations understanding both the landscape and sensitivity, character and heritage, all those sorts of things.

As part of this report a GIS study was done, the potential for rooftop solar across the county which in future could play a pretty pivotal role in identifying where solar is more appropriate. That can then influence matters such as surety for investment, developing investment strategies and influencing sensible planning decisions in the future across the piece. Indeed, we used that recently to great effect when Her Majesty's Inspectorate came to look at a large-scale solar array planned on some fairly prime agricultural land as well as not so prime agricultural land but impacting on setting etc around Alfreton. I was able to present Her Majesty's Inspectorate with that document and we know what the outcome was there. That being said we want to encourage solar investment in Derbyshire. We want to encourage it in the right place and create the right opportunities for investment as well."

Mr Barrow asked the following supplementary question:

"The only thing I would raise is I understand as a result of the surveys that you carried out in 2015 there was an accepted plan then to build five solar arrays, including the one at Williamthorpe. Why have Williamthorpe and the other four planned solar arrays from 2015 not actually taken place?"

Councillor Lewis responded to the supplementary question as follows:

"At the moment we are undergoing a review of our corporate properties that the Council holds with a view to what we do with those in the long term. That is not to say it is impossible. We will be looking at those, but it is entirely possible that we can revisit those and a more sensible plan that is encapsulated in what I have just said which is around ensuring that we have a strategic outlook for these particular sites."

**Question from Anne Thoday to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

"The Climate Change Strategy Annual Review of Progress shows very little decline in projected emissions from the Council's core and grey



fleet over the next 10 years. The County's fleet of vehicles is around 550. At the current rate of replacement (5 in 2022) how long will it take to convert all of the council's vans to ZEVs?

There are no targets for the grey fleet and apparently no policy to reduce the mileage accrued by employees during their working day. At a meeting with Cllr Barry Lewis in July 2019 Derbyshire Climate Coalition recommended a number of climate actions including "Commission Energy Saving Trust to conduct a grey and green fleet review of the council before the end of the year". This is something many councils have been doing for years – saving money, improving safety and reducing emissions. Why have the Council still not done this?"

Councillor Lewis responded as follows:

"The projected emissions from the Council's core and grey fleet are based on the current charging infrastructure rather than the anticipated infrastructure so plans have to be afoot to approve the next phase of EV charge point installations. That is due to be presented to Cabinet actually next month.

Draft plans for a procurement framework are in place to procure four electric cars and electric vans. Switching larger vehicles to zero emission vehicles will take more time as the electric HGVs which are currently available and on the market are not suitable for our needs here in Derbyshire because of the mileages that they get driven and also the terrain as well of the county. Hydrogen vehicles are also not currently feasible as there is not the infrastructure to refuel these, although we are working on that in the background but it will be some time off.

In the meantime as part of the fleet replacement programme in order to replace the last few vehicles to ensure all vehicles are clean air zone compliant, that is Euro 6 compliant, will be replaced in Spring 2023 some of which, where suitable, will be electric vehicles. Following this there will be a gradual transition to electric vehicles and other zero emission technologies as these mature, subject to sufficient Grid capacity being available.

We commissioned what they call Cenex, the first low carbon and fuel cell Centre of Excellence, an independent not-for-profit research consultancy to conduct a grey and green fleet review which was completed in May 2020, relevant findings from which have already been taken forward by the Council. Annual mileage targets for grey fleet mileage are included in the departmental service plans and as such - and they will be coming to a future Council - as such will work with experts in industry across local government and academia as we have

always done when it comes to thinking about how we do this. I might add at this point as a consequence of Covid the changing way that Derbyshire now works is we have reduced significantly our grey fleet mileage as well.

Furthermore, to support a growth in EV charging infrastructure and therefore a growth in EV use and ownership across the Council's estate and also across the county, a consultant report was completed in June of last year into potential demand and to assess the preferred locations and types of charge points needed to meet this demand. It is always about thinking ahead how we can plan for that infrastructure that is required then everybody, ourselves and industry can tailor their electric vehicle usage to that.

A detailed procurement exercise is now being carried out to appoint appropriate charge points suppliers to install a significant number of Council estate residential and destination charge points across the county, that is being carried out now, but I also go back to my earlier point around the Green Entrepreneurs Fund as well what that can do working with industry and other people to ensure that we have particularly our destination charge point infrastructure out there as well. Our Scrutiny Committee here is also looking into this in detail I think at its next Scrutiny Committee.

Ms. Thoday asked the following supplementary question:

"I would still like to know whether the departmental targets for the grey fleet translates into a policy to encourage staff to reduce their mileage? Talking to DCC staff at the moment they find it difficult to access the department's EV vehicles. There isn't a clear booking system and it is difficult to book public transport for trains for longer journeys through the department. I would just like to know when there will be a clear policy in place for the staff?"

Councillor Lewis responded to the supplementary question as follows:

"The departmental service plans will be quite clear in the provision of electric vehicles and how that will come on-stream in the future as I have just talked about that in some detail anyway.

Interesting to hear what you say about booking vehicles internally and also booking train systems. We only have a limited number of electric vehicles at the moment. That will change in the future and more will be available. We are already very clear in our policies about ensuring that if you need to do those miles for visits or anything like that you are encouraged to book electric cars wherever possible.

When it comes to booking public transport that I have just been informed has been overhauled as a system so that should be a little bit easier to do as well but I don't think that has been helped terribly much recently by rail strikes and so on, perhaps built a little bit of uncertainty into that system as well."

**Question from Wendy Bullar to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

"19 of the 27 targets contained within the Climate Change Strategy Annual Review of Progress either have no target data, no baseline data, or are just reiterations of government targets. Some examples:

1. "*Reduce manufacturing and construction emissions by 70% ...*". We do not know the size of manufacturing and constructions emissions in Derbyshire. How can this target be rated as 'good progress'?

2. "24,000 skilled green jobs to be created in Derbyshire by 2030". How can we measure progress when we do not have any figures for Derbyshire?

3. "*All owner occupiers and renters to have access to education and training programmes to decarbonise their homes by 2025.*" There is no meaningful measure for this target, other than councils are *exploring* this. Despite this, progress is rated as 'good'.

Will DCC revisit the action plan and ensure the targets are SMART (specific, measurable, achievable, relevant, timely)?"

Councillor Lewis responded as follows:

"It is quite a technical question so this is unfortunately going to be broadly a technical answer. In developing the Climate Change Strategy the Council recognise the importance of having measurable targets that align with and contribute to the Council's overall targets for the organisation to be net zero by 2032 or sooner and for the county to be as an economy net zero by 2050.

The target is set out under the Council's estate and operations theme within our Climate Change Strategy or where the Council has direct control over the data needed to track progress as well as direct control over the delivery of the actions and projects needed to achieve those

targets.

However, 19 of the 27 targets in the Climate Change Strategy are related to county-wide emissions and reduction sustainability improvements and as such 19 targets are aligned with a national or sector targets and policy and are reliant on the availability of national, regional or industry data and widespread action by all of those sectors that are involved in that.

The Council recognises that targets should be SMART, as you described, but if the Council was to develop its own targets for these regional/national elements it would be difficult to develop a baseline for it and also look to track progress due to the reliance on external data and evidence.

We review our Climate Change Strategy annually which includes a review of the targets within it, which I am sure you have seen. Targets will be updated as national, regional and industry targets and data are refined and updated as targets are achieved.

The Council is also developing interim targets for those who have longer term target dates and where interim assessment and measurement is beneficial and possible, so that is the long answer and the short answer is this is all quite new stuff. We have had to work and utilise data from whatever sources we can in order to establish our own kind of baseline that we can work towards I suppose.

You mentioned the situation with regard to 24,000 skilled green jobs and that is an answer I will be giving later on as well to I think it is Councillor Kinsella's question, but what I can say there is again that is based upon national definitions of what a green job might be and as a proportion of a national allocation of what the government thought a certain number of jobs would be needed across the new green economy and therefore 24,000 is roughly what we thought our allocation was against those figures."

There was no supplementary question.

**Question from Laura Stevens to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

"At the Climate Scrutiny meeting on 10 October the Council tabled a paper on climate change performance reporting. Out of 32 actions, half (16) were rated as 'green' or 'on track' while a further 15 were rated as amber or some risk to timetable, with one was rated as 'red' or unlikely

to achieve timetable.

Given the lack of progress on so many climate targets this suggests that either the rating for these actions is wildly optimistic or that the actions themselves are not sufficient to meet the targets and further actions are needed. Please advise which of these it is?"

Councillor Lewis responded as follows:

"The performance ratings given to the 32 priority actions in the quarterly Climate Change Performance dashboard are based on progress made against the target date for completion and against the agreed success measures for each action. These ratings are allocated by the relevant senior officer leads for each action and they are reviewed and challenged where appropriate and agreed by the Council's Climate Change and Environmental Programme Board. Therefore, the ratings provided accurately reflect the position at the end of a particular quarter.

I would add to that that the Council is committed to playing its part in driving down emissions generated across the whole of Derbyshire as quickly as possible to net zero by 2050. That being said the Council has only direct control of 1-2% of Derbyshire emissions and influence over a further 40%. Therefore getting Derbyshire to net zero is not something we can do on our own it requires widespread action across all the county and across all sectors as well as UK wide action from Central Government. We do work quite closely with things like the minerals industry and so on. We are doing really quite remarkable work in this sphere as well and we are keen to work with that and any other sectors where we can help and provide support.

As such the many priority actions in our Climate Change Strategy are enabling actions that allow the Council to seek and deliver on opportunities to reduce Derbyshire's emissions through partnership working, place shaping, showcasing and involving and engaging residents and businesses. Delivering the priority actions alone won't mean that all targets are achieved but they set the foundation and direction for county-wide action of which the County Council will continue to play its pivotal role as well as in wider sustainability and local nature recovery projects and programmes, so we will do what we can to enable basically working with all the other sectors and the general public that is out there. This is also an evolving programme that we keep working on. It will get wider and you will see more actions coming through."

Ms. Stevens asked the following supplementary question:

"Diverse Derbyshire is showing a film on Friday, 24 March in the Imperial Rooms. You are all invited. It is called the Oil Machine, a fantastic film, and my question is will you come?"

There was no response.

**5) Question from Kathy Farr to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

"In the Annual Progress Report for the Climate Change Strategy, one of the targets is for "All existing owner occupier domestic properties [to be] EP rating C by 2035." The progress against this is marked red in respect work to engage with residents "to understand what support they need enable them to retrofit their own homes and to co-design and co-deliver programme of activities".

Given that many conversations have already taken place with residents, what is taking the Council so long to deliver any tangible action on this on the ground? Many community groups, including Transition Chesterfield and other members of Derbyshire Climate Coalition, have made practical suggestions of how we can work together with the Council and offered support. What is stopping the Council taking up this offer of support and when can we expect the first real action on the ground?"

Councillor Lewis responded as follows:

"On the basis that we have Derbyshire Climate Coalition members here and they will be aware of the question that was posed I am quite happy to answer it. I won't read it out. I am sure they will be aware of what it is but it is all around annual progress against the Climate Change Strategy about owner/occupier domestic properties EPC ratings by 2035 and other matters.

My answer to that is considerable work has already been undertaken in this area by the County Council in collaboration with Boroughs and Districts, external stakeholders and our partners in Nottinghamshire as well where there is some sector leading work being done on this through the Vision Derbyshire approach that we have been working locally and very very closely on and well with our local authority partners. That work is still continuing. Progress has been made. An extensive engagement programme has been delivered across the county, including online consultations, face-to-face and online meetings with groups and individuals.

Officers are currently drafting two documents. One is a draft consultation action plan which will be sent out to groups and individuals who have agreed to be contacted in March. The action plan contains actions suggested through the engagement process which can be delivered by the Councils and the community groups working in tandem and then the other one is an options paper which is exploring options for further delivery and an advice and support service as well.

Further to that there is also more work being carried out to support increased provision for retrofit training and skills opportunities (part of those 24,000 jobs there) and building confidence in the retrofit supply chain which is quite key to ensuring that we can deliver all this. We want to ensure that high quality assurance mechanisms are prompted as part of this wider approach as well.”

There was no supplementary question.

**Question from David Locke Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

“Have the Council considered the use of quiet lane legislation to increase the safety of cyclists on public roads? Cycling through leisure, shopping and commuting on public roads will only increase if cyclists feel safe and that requires speed limits and signage.

Active Travel rates seem to have stalled so we need to identify strategic limits between towns, business sites and places of interest, find the best cycling route using the expertise of Sustrans Cycle UK etc and then ensure they are safe as shoppers, families, commuters. That has got to be by speed restriction. It has got to be by signage and some off-road sections but speed limits are the main thing. We have to produce quiet usable routes and quiet lane legislation might help with this. We will upset some car drivers but it is an absolute choice that has to be made.”

Councillor Lewis responded as follows:

“We do have ambitious plans and we have had them over quite some time. We are putting those into practice for county-wide infrastructure development which will secure Derbyshire as a world class cycling destination for everyone.

Our Local Cycling and Walking Infrastructure Plan reflects the priorities of the Key Cycle Network. This was approved by Cabinet in January 2020 and provides a strategic network for the county with connections to key destinations, towns and villages, transport hubs, places of

employment and also housing areas with long distance trails and loops that support the visitor economy.

I am sure you will already be aware of Green Lane and the Key Cycle Networks that we have in the Northeast corner, Bolsover etc which is being led by the Derbyshire Countryside Partnership. My colleague Councillor Alex Dale sits on that. I did used to sit on that as well some years ago and that does good work.

The designation of a “quiet lane” can be carried out by Councils under the Quiet Lanes and Homes Zones (England) Regulation 2006. Designation as a quiet lane does not necessarily bring about any enforceable restriction in isolation. I think it is fair to be clear on that.

There was a scheme that was trialled in Derbyshire in the Youlgreave/Conksbury area around the time of this new legislation and care was taken in this rural environment not to over-urbanise the lanes with signage clutter. It was done working closely with the Peak District National Park Authority as well so we do have some form in this sphere.

I believe, I have been told today by one of my colleagues, David Taylor, there is a quiet lane in the Hazelwood area of Derbyshire as well. You are probably aware of Crow Lane in Chesterfield which has become a cycling route through their using Government money relatively recently to fund that work as well.

Any necessary changes to speed limits can be triggered independently and are governed by their own national guidance, the setting of local speed limits etc. If a situation suited the combination of a quiet lane and a new speed limit this can be done as well. Consideration of any speed limits though is done in association with Derbyshire Constabulary through an agreed speed management protocol and that protocol works based on meeting casualty and speed reduction targets and the competition of a capital investment for highways scheme means that a scheme to enhance the natural environment such as quiet lanes must also attract funding from elsewhere rather than those that run through those for road safety or for repair of our roads or any other asset replacement programmes and that is where much of our budget tends to lie. It may, however, be possible to promote schemes in the future through future planning opportunities or through Government initiatives that are dedicated towards climate change or indeed its aim to become net zero.

Whilst not being directly related to quiet lanes the Council are consulting on two 20 mph limits spanning across the town centres of Buxton and Long Eaton, which you will probably be aware of. These trials will



inform us whether the lower limits influence behavioural changes by encouraging more cycling and walking and a generally greener approach by all in these towns.

I must touch on as well we have committed ourselves as an administration to completing the White Peak Loop which would be another pretty critical piece of cycling infrastructure for the county which would no doubt be internationally well-known in no time at all but it is quite critical to connecting lots of other routes across the county and through the county as well. An awful lot of work going on in this phase. We are committed to making Derbyshire a better place for cycling and quiet enjoyment of our countryside.”

Mr Locke asked the following supplementary question:

"Will you pledge to make more signage on these cycle routes to make it safe for me and my family"

Councillor Lewis responded to the supplementary question as follows:

“I am sure if you can write to me and let me know which particular routes you are talking about then we can certainly look into those and see what we can do to make some small improvements that should improve safety”

## **7/23 PETITIONS**

None received.

## **8/23 PERFORMANCE MONITORING AND BUDGET MONITORING/FORECAST OUTTURN**

The Interim Director of Finance and ICT introduced a report, which had been circulated in advance of the meeting, that provided an update of Council Plan performance and the Revenue Budget/forecast outturn for 2022-23, as at 30 September 2022 (Quarter 2).

On the motion of Councillor S Spencer, duly seconded, it was

### **RESOLVED TO:**

- 1) Note the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2022-23 as at 30 September 2022 (Quarter 2); and
- 2) Note the position on General and Earmarked Reserves.

9/23

## **RESERVES POSITION AND RESERVES POLICY**

The Interim Director of Finance and ICT introduced a report, which had been circulated in advance of the meeting, that provided details of the current and forecast positions for both General and Earmarked Reserves and the updated Reserves Policy.

On the motion of Councillor S Spencer, duly seconded it was

### **RESOLVED TO:**

- 1) Note the current position on Earmarked Reserves;
- 2) Note the details of the amounts to be released from Earmarked Reserves balances;
- 3) Note the allocation of £11.913m Earmarked Reserves released to the Budget Management Earmarked Reserve; and
- 4) Note the updated Reserves Policy at Appendix Five to the report.

10/23

## **BUDGET CONSULTATION RESULTS**

The Interim Director of Finance and ICT introduced a report, which had been circulated in advance of the meeting, presenting the results of budget consultation exercises designed to assist Members in the formulation of budgetary proposals for 2023-24.

The following additional information not contained within the report was reported to the meeting.

- There is one consultation which is statutory and therefore has to be undertaken, this is with the business ratepayers and a response from the East Midlands Chamber has suggested several things.
- The first was to highlight concerns for businesses of the business rate calculations stating that the current method is no longer fit for purpose. They then went on to state concerns of business failures as inflation pressures continued.
- In terms of the proposed Council Tax increase, whilst understood, they considered that it would put additional pressure on households at a time when many are already struggling.

- Finally, they noted the importance of the capital programme projects as being essential to improving productivity across Derbyshire.

On the motion of Councillor S Spencer, duly seconded, it was:

## **RESOLVED**

To note the views of the consultation respondents regarding the Revenue Budget for 2023-24.

### **11/23 REVENUE BUDGET REPORT 2023-24**

The Interim Director of Finance and ICT introduced a report, which had been circulated in advance of the meeting. proposing the Revenue Budget and Council Tax for 2023-24.

The following additional information was reported at the meeting:

- The final Local Government Finance Settlement had been announced on the 6 February which was too late for the details to be included in the report presented to this meeting. It confirmed details announced in December as part of the provisional settlement. However, the Government had announced a surplus on centralised business rates and as a result additional one-off funding had been made available to Derbyshire of just under £1m. The funding would be utilised to manage any uncertainties the Council had in-year and must only be used for one-off expenditure.
- In terms of Council Tax, the Council had the option to go for an increase of up to 5% in 2023-24 and those details were set out and confirmed as part of the provisional settlement for local authorities. That is made up of 3% for general expenditure and 2% for the Adult Social Care precept.

On the motion of Councillor S Spencer, duly seconded and in accordance with the Local Authority (Standing Orders) (England) (Amendment) Regulations 2014 a recorded vote was taken as follows:

For the motion:

Councillors Ainsworth, Ashton, Athwal, Atkin, Barron, Bull, Cupit, A Dale, Flatley, Ford, A Foster, M Foster, Gibson, Gourlay, Hart, Hickton, Hobson, Hoy, Iliffe, Kemp, King, Lewis, Major, Muller, Moss, Musson, Murphy, Patten, Redfern, Renwick, Siddle, Smith, Spencer, Sutton, Swann, Taylor, Wilson and Woolley.

Against the motion:

Councillors Bingham, Burfoot, Fordham, Kinsella, Niblock and Rose.

Abstentions:

Councillors Bryan, Clarke, Collins, C Dale, Dixon, George, Gillott, Greenhalgh, Innes, Mihaly, Ramsey and Yates.

**RESOLVED** to:

- 1) Note the details of the Autumn Statement 2022 and Provisional Local Government Finance Settlement as outlined in sections 4.3 and 4.4 of the report;
- 2) Note the Government's expectations about Council Tax levels for 2023-24 in section 4.5 of the report;
- 3) Approve the precepts as outlined in section 4.5 and Appendix four of the report;
- 4) Approve that billing authorities are informed of Council Tax levels arising from the budget proposals as outlined in section 4.5 and Appendix four of the report;
- 5) Approve the contingency to cover non-standard inflation as outlined in section 4.7 of the report. The contingency to be allocated by the Interim Director of Finance and ICT, as Section 151 Officer, once non-standard inflation has been agreed;
- 6) Approve the service pressure items identified in section 4.8 and Appendix four of the report;
- 7) Approve the level and allocation of budget savings as outlined in section 4.9 and Appendix six of the report;
- 8) Note the comments of the Interim Director of Finance and ICT, as Section 151 Officer, about the robustness of the estimates and adequacy of the reserves as outlined in section 4.10 of the report;
- 9) Note the details of the Council's consultation activity as outlined in section 5 of the report;
- 10) Approve the Council Tax requirement of £387,010,563 which is calculated as follows:

	£
<b>Budget Pressures and Budget Reductions</b>	<b>641,217,881</b>
Plus Service Pressures – ongoing	15,894,018
Plus Adult Social Care Precept	4,650,142
Plus Service Pressures – one-off	23,707,000
Less Budget Reductions	-16,190,000
Increase in Risk Management Budget	8,916,266
<b>Net Budget Requirement</b>	<b>678,195,307</b>
Less Top-Up	-97,773,890
Less Business Rates	-19,383,020
Less Revenue Support Grant	-15,714,332
Less New Homes Bonus	-1,105,736
Less General Grant	-122,996,933
Less PFI Grant	-10,503,833
Less Use of Earmarked Reserves	-23,707,000
<b>Balance to be met from Council Tax</b>	<b>387,010,563</b>

- 11) Approve the use of the Revenue Contributions to Capital Expenditure Earmarked Reserve to provide one-off support to the 2023-24 Revenue Budget; and
- 12) Authorise the Interim Director of Finance and ICT, as Section 151 Officer, to allocate cash limits amongst Cabinet portfolios; Executive Directors will then report to Cabinet on the revised Service Plans for 2023-24.

**12/23 CAPITAL PROGRAMME APPROVALS, TREASURY MANAGEMENT AND CAPITAL STRATEGIES FOR 2023-24**

The Interim Director of Finance and ICT introduced a report, which had been circulated in advance of the meeting, that's ought approval for proposals relating to the Capital Starts Programme for 2023-24 and the Treasury Management, Investment and Capital Strategies.

On the motion of Councillor S Spencer, duly seconded, it was

**RESOLVED to**

- 1) Approve the new Capital Starts Programme for 2023-24 as set out in Appendix two of the report and approves the procurement and award of contracts which support the delivery of the Capital Programme. All contract awards will then be subject to approval by Executive Directors (via an Executive Director Report) under the relevant Departmental Scheme of Delegation.

- 2) Approve the detailed Planned Maintenance Programme for 2023-24 as set out in Appendix three of the report;
- 3) Adopt the Treasury Management Strategy for 2023-24 as set out in Appendix four of the report;
- 4) Adopt the Investment Strategy for 2023-24 as set out in Appendix five of the report; and
- 5) Adopt the Capital Strategy for 2023-24 as set out in Appendix six to the report.

**13/23**      **DERBYSHIRE AND DERBY MINERALS LOCAL PLAN - APPROVAL OF PRE-SUBMISSION DRAFT MINERALS LOCAL PLAN FOR PUBLICATION AND FORMAL PUBLIC CONSULTATION**

The Executive Director of Place introduced a report, which had been circulated in advance of the meeting, that sought approval of the Derbyshire and Derby Pre-submission draft Minerals Local Plan that was attached to the report at Appendix 2.

On the motion of Councillor C Renwick, duly seconded, it was

**RESOLVED:**

To approve the Derbyshire and Derby Pre-submission Draft Minerals Local Plan attached at Appendix 2 to the report to enable it to be :-

- a) Published together with the relevant background papers listed in the report as the proposed submission documents for the joint minerals local plan for Derbyshire and Derby for the period up to 2038, in accordance with regulation 19 of the Town and Country Planning (Local Planning)(England) Regulations 2012; and
- b) Used together with those papers for public consultation in accordance with regulations 19 and 35 with a period for making representations of eight weeks.

**14/23**      **COUNCIL SIZE SUBMISSION TO THE LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND (LGBCE) ELECTORAL BOUNDARY REVIEW 2024**

The Managing Director introduced a report, which had been circulated in advance of the meeting, that informed Full Council about the Derbyshire Electoral Division Boundary Review and, in line with the first stage of the process, determine the Council Size for the Authority, to be submitted to

the Local Government Boundary Commission for England (LGBCE).

On the motion of Councillor B Lewis, duly seconded, it was

**RESOLVED to:**

- 1) Approve the draft Council Size submission document attached at Appendix 7 to the report for consideration by the Local Government Boundary Commission for England, approving proposals for a continued Council Size of 64;
- 2) Make a formal request to the Local Government Boundary Commission for England for a single member division review, as part of subsequent phases of the Electoral Boundary Review process to increase parity and make accountability clearer;
- 3) Note the indicative timescale for undertaking the key Phases of the Electoral Boundary Review 2024, as set out in the report; and
- 4) Make a formal request to the Local Boundary Commission for England recommending that the start of the Phase 2 consultation period be delayed to take into account local District and Borough Council elections which are taking place at the same time.

**15/23**

**APPOINTMENT OF THE DIRECTOR OF FINANCE AND ICT  
(SECTION 151 OFFICER)**

The Executive Director of Corporate Services and Transformation introduced a report, which had been circulated in advance of the meeting, that asked the Council to note the appointment of Mark Kenyon to the role of Director of Finance and ICT and the officer having responsibility for the purposes of section 151 of the Local Government Act 1972 for the administration of the authority's financial affairs.

On the motion of Councillor S Spencer, duly seconded, it was

**RESOLVED:**

- 1) To note the appointment of Mark Kenyon to the role of Director of Finance and ICT and the officer having responsibility for the purposes of section 151 of the Local Government Act 1972 for the administration of the authority's financial affairs; and
- 2) To note that Paul Stone has been appointed on an interim basis as the Director of finance and ICT and the officer having responsibility for the purposes of section 151 of the Local

Government Act 1972 for the administration of the authority's financial affairs.

**16/23**     **ELECTED MEMBER QUESTIONS**

**1. Question from Councillor E Fordham to Councillor C Hart, Cabinet Member for Health and Communities**

“How many residents have been referred to the Keeping Warm in Winter scheme over recent years, how many of those applications have been approved, how many have been rejected and how many more referrals does the Council forecast to receive?”

Due to time constraints, Councillor Fordham requested a written response which was as follows:

"I would have liked to have been able to give you the information requested but I am afraid that we do not have a scheme at DCC called Keeping Warm in Winter, there is a Keep Warm, Keep Well booklet but that is only a booklet offering advice and not grants."

**2. Question from Councillor E Fordham to Councillor A Dale, Cabinet Member for Education**

“How many children have been in receipt of free school meals over the last 5 years?”

Due to time constraints, Councillor Fordham requested a written response which was as follows:

“Between 2017 and 2022 a range of 11,010 to 19,905 children have been in receipt of Free School Meals. These figures obviously do not include Universal Infant Free School Meals which are an entirely separate datapoint.”

**3. Question from Councillor E Fordham to Councillor K Athwal, Cabinet Highways, Assets and Transport**

“How people in Derbyshire have lost their lives to suicide and will it commit to working with other agencies to ensure that roads, railways, bridges, and other buildings are better designed with suicide prevention measures actively in place?”

Due to time constraints, Councillor Fordham requested a written response which was as follows:



"In Derbyshire, 87 deaths were recorded from suicide or unknown injuries for 2020, the latest year for which published figures are available. (Source: Primary Care Mortality Database). And yes, we are already working with a number of agencies including The Derbyshire Self-harm and Suicide Prevention Partnership Forum, which is driven by Derbyshire County Council Public Health, and leads a multi-agency strategic approach to suicide prevention. Much of the focus is about supporting those who may be at a higher risk for suicide.

#### **4. Question from Councillor E Fordham to Councillor C Hart, Cabinet Member for Health and Communities**

"Will the Council consider the creation of Drug Consumption Rooms across Derbyshire as a means of harm reduction, for the promotion of conversations between hard-to-reach drug users and health professionals, and to better protect the public from drug related detritus? And will it note that this approach works in countries such as Switzerland, Germany, the Netherlands, Australia, Canada and has been trialled in Scotland with evidence indicating success."

Councillor Hart responded as follows:

"I am afraid I have to say no to your request that we consider the creation of drug consumption rooms across Derbyshire. The reason is very straightforward. The Home Office have confirmed on numerous occasions there is no legal framework for drug consumption rooms and anyone setting one up and running one could be liable for prosecution so therefore we will not be considering it."

Councillor Fordham asked the following supplementary question:

"I understand the legal framework. I wonder if there is a way in which we could explore the support in order to achieve harm reduction?"

I recently went back to see school friends in Boston in Lincolnshire. There, if you go into the Parish Church in the toilets are legal disposal points in the toilets themselves. I have only seen this once in Derbyshire and that is in the closed public toilets in Staveley marketplace but it seems to me there are measures we can take that need not push the boundaries of drug consumption rooms but do provide for minimising harm reduction and for reaching drug users and health professionals and enabling a dialogue to take place.

I hear what you say in relation to drug consumption rooms and the legal framework but I wonder if there are measures we can take to better assist those who are in need of our help?"

Councillor Hart responded to the supplementary question as follows:

“There is an awful lot of work we do do in combating drugs and alcohol, as I am sure you know. If you want a lot more information rather than taking time up now I am quite willing to go through all the things we do.

As far as the drug consumption rooms actually it has been proved there is evidence it works better in a city rather than Derbyshire as a rural community. It is all to do with city locations have a high number of homeless, chaotic and transient drug users so it is more beneficial in that, but we do do an awful lot of work. We have just set up a new Drugs and Alcohol Strategy Partnership which has started working together. That is talking about senior officers, senior members and such like.

We have different things we do. I have to say there is the new National Joint Combating Drugs Unit now being set up again and that is also trying to break the drug supply chains; deliver world class treatment recovery and achieve a generation shift in the demand so we are heavily involved in that and this partnership is delivering on that, but we do do a lot of work with partners and we work with pharmacies. We have needle and syringe programmes; Naloxone provision using additional grant funding to identify local needs through an assessment. We are trying to work with the hard-to-reach groups. There is an awful lot of work going on so if you want any more information you can quite willingly call and see me or email me and I will give you a lot more information but there is a lot of good work going on.”

**5. Question from Councillor N Gourlay to Councillor K Athwal, Cabinet Highways, Assets and Transport**

“When will the Council re-open Bamford Clough, a byway within my division?”

Due to time constraints, Councillor Gourlay requested a written response which was as follows:

"The Council has undertaken works to investigate and put in place measures that may lead to Bamford Clough being reopened again in the next few months as a “one way” for a trial 12-month period to measure it’s usage."

**6. Question from Councillor R George to Councillor N Hoy, Cabinet Member for Adult Care**

"What is the current occupancy rate of the County Council’s care

homes?"

Councillor Hoy responded as follows:

"The current occupancy rate of Derbyshire County Council care homes as of week commencing 6 February was 62.8%."

Councillor George asked the following supplementary question:

"Bearing in mind the occupancy rate at this time of the winter when hospitals have been discharging patients at an ever higher rate I just wondered why the County Council's own care homes are not used in preference to the independent sector placements which are set out in the finance report as costing the Council so much money and being a major reason for the forecast £15.6m overspend?"

Councillor Hoy responded to the supplementary question as follows:

"We are working with NHS colleagues across Derbyshire and the health and care system to support hospital discharge and to avoid people being admitted into hospital. There is a reduction in demand because of people wanting to live at home and that is the reality, people want to live at home."

**7. Question from Councillor R George to Councillor K Athwal, Cabinet Highways, Assets and Transport**

"What is the timescale for repairing the drains on Whitehough Head Road in Chinley?"

Councillor Athwal responded as follows:

"The scheme is now fully designed and has been commissioned for construction services to deliver with a provisional construction start date early this year, early May this year."

**8. Question from Councillor G Kinsella to Councillor K Athwal, Cabinet Highways, Assets and Transport**

"What data do Highways collect on the percentage of repairs that are carried out 'right first time' and can you share with Members the performance for quarters 2 and 3 of 2022/23 against target? Please be clear, given Cllr Spencer's response at the last Full Council, I accept that not all repairs fall into this category. However, I expect the council to report on the percentage of repairs that fall into the category of being completed 'right first time'."

Due to time constraints, Councillor Kinsella requested a written response which was as follows:

“Where possible, the Highways Service approach is to do a permanent fix first time on road defects. Whilst we try to avoid re-work to maximise efficiency and reduce costs, there are sometimes good reasons why we cannot do this. This includes weather conditions, traffic volumes and dangerous locations, along with safety of both residents and staff.

Our current asset management system doesn't have the facility to accurately capture data on the number of defects which have had to be re-worked. It is set up to capture data based on individual road lengths which is consistent with national practice. However, I am assured that the proportion of defects requiring re-work is very low compared to the overall number of defects repaired.”

**9. Question from Councillor G Kinsella to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

“The Climate Change Strategy (2021-25), as we have heard earlier includes a target to create 24,000 skilled green jobs in Derbyshire by 2030. How can we measure progress against this? I take the point that Councillor Lewis made earlier about having to use national targets. Nevertheless one of the key issues is:

- We don't have a shared definition of what a 'green job' is so how do we know how or when we have delivered 24,000 green jobs when we don't know what a green job is?;
- We don't know how many green jobs there were in Derbyshire when this target was set and we don't know how many there are now; and
- We don't have any interim targets leading up to 2030 so we have no idea where we are now, where we started from and where we are going to be in 2030?”

Councillor Lewis responded as follows:

“I think I gave a bit of an indication of where I might be going with this a little bit earlier on in response to a public question. I know you are very into your targets and figures and numbers etc so I will do my best to answer your point.

The original target of 24,000 green skilled jobs by 2030 was captured in our Planning Strategy back in 2021 and is based on the Government's Green Jobs Taskforce national target to create 2 million green jobs by

2030. 24,000 was calculated as a local target in proportion to our population here.

In terms of defining a 'green job' there is no single definition available at the moment. Multiple national and international organisations such as the Office for National Statistics, the United Nations' system of environmental accounting and the International Labour Organisation all have different perspectives and suggestions with regard to this. However, the guidance on the Government's Green Jobs Taskforce report helpfully terms a green job as "employment and an activity that directly contributes to, or indirectly supports the achievement of the UK's net zero emissions target and other environmental goals such as nature restoration and mitigation against climate risks" but in the scope of the current Climate Change Strategy, Councillor Kinsella is correct in saying that DCC has not formally adopted this other form of definition of green jobs. That is to be addressed through our work on the proposed Skills and Employment Plan which will form part of our preparations for the Combined Authority. This work will also include a full baseline assessment of economic sectors within the county and will draw out how best to support decarbonisation of existing sectors and how to grow and attract new green industries. This in turn it is hoped will establish what skills and training interventions would best support that economy.

There is an important thing to note here though that the significant progress the Council has made already in delivering interventions to support a new lower carbon economy in Derbyshire, not just attracting new green businesses but greening up our existing job base, interventions such as our £2m Green Entrepreneur Grant Scheme, I have already talked about expansion for that which is directly funded by the County Council in providing demonstrated funding to local businesses not only to build and create green technology but create truly green jobs within business.

There are more points here. What I can do is package that up into a written answer for you. There are only a couple more points actually but it is along the same sort of themes. It is a situation we are trying to address and get better descriptors for the roles of green jobs within our economy. "

Councillor Kinsella asked the following supplementary question:

"Just to quote the senior manager from the Economic and Regeneration Team in terms of when I asked that question of her about what is a 'green job' she said "We don't have a complete understanding of what a 'green job' is, we are not quite there yet."

The reason why I choose this, I don't want to focus too much on this one particular issue but it just goes to show (and Councillor Lewis is right I am into targets and all that sort of thing), it is called Effective Performance Management, it does puzzle me as to how we can set targets on issues where we don't know the baseline, we don't know the definition and we don't know where we are at this point in time.

I suppose my follow-up question is how can people be expected to hold the Council to account when we have targets such as the one I have just explained which doesn't really make sense?"

Councillor Lewis responded to the supplementary question as follows:

"I don't know if the answer to this is how many angels can dance on the head of a pin. It is almost in that sort of scope the broadness of that particular question I was just asked there. I have given a fairly comprehensive answer about how we are trying to address this particular situation. I agree in some senses we do need to better define what 'green jobs' are, where they sit within the economy so that we can upskill those roles to make sure that we are meeting those future demands for things like retrofitting housing for greening out some of the better green spaces if you like in terms of restoration of eco systems, that sort of stuff. There are a lot of things that we need to roll into this and it will take time to get there."

As the time was approaching 5 o'clock, in accordance with Standing Order 4.1, an extension of the time limited for the meeting was proposed.

On the motion of Councillor B Lewis, duly seconded, it was

### **RESOLVED**

That under rule 4.1 of the Council Procedure Rules the meeting should continue until 5.30 pm to enable the remaining business on the agenda to be considered.

Councillor R George left the meeting at 4.50 pm.

### **17/23 NOTICE OF MOTION**

Councillor G Kinsella proposed a motion that was duly seconded, in the following terms:

"That Council asks Council officers to explore options to:

1. Ensure that food provided at all council catered events and meetings

is entirely plant-based, preferably using ingredients sourced from local food surplus organisations.

2. Ensure that the County Council's school meals services have plant-based menus available as part of their regular offer on at least one day per week.
3. Invite schools to sign up to Meat Free Mondays, along with the other 3,000 schools in the UK.
4. Work on outreach to schools and young people to actively influence and inform of food choices and their impact on the environment, health and animal welfare. Encourage and empower students to make informed decisions about the food available in their school.
5. Inspire, promote and support initiatives surrounding food growing, preparation and waste avoidance, especially as part of school and community projects.
6. Recognise the benefit of sourcing food locally from producers who follow sustainable principles.
7. Use County Council Civic events to promote and showcase plant-based food options, alongside displayed information about the climate benefits and relative cost of different protein/food sources.
8. Ensure at catered County Council events most of the food options are plant based.
9. Secure through a contract specification when re-tendering for suppliers that plant-based food and drink options are to be available at County Council food outlets/events.
10. Review the Climate Change Strategy (2021-25) action plan to include actions leading to an increase in plant based dietary options.
11. Report back to Improvement and Scrutiny – Climate Change, Biodiversity and Carbon Reduction within the next six months providing an update on progress.

Following debate, the motion was duly voted on and declared to be LOST.

The meeting finished at 5.27 pm





## **PUBLIC QUESTIONS TO COUNCIL – 22 MARCH 2023**

### **a) Question from Maureen Potts to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

“Last year, Killamarsh library was transferred into Killamarsh Active Leisure Centre and the original, purpose built library was subsequently demolished. Can Cllr Lewis please provide the following information on the new facility and indicate how the figures compare to the equivalent time period in the previous year:

- Number of library visits
- Items borrowed
- Computer reservations
- Active members
- Number of public computers
- Number of books on site for loan
- Indicative running cost of the building.”

### **b) Question from Wendy Bullar to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

[Revealed: 1,000 super-emitting methane leaks risk triggering climate tipping points | Greenhouse gas emissions | The Guardian](#)

“The Guardian article (07.03.2030) revealed that more than 1,000 “super-emitter” sites gushed the greenhouse gas **methane** (trapping 80 times more heat than carbon, causing 25% of global heating) into the atmosphere in 2022 ....., mostly (emanating) from oil and gas facilities. Researchers say that this acceleration may be the biggest threat to keeping below 1.5C global heating and seriously risks triggering catastrophic climate tipping points.

I understand that the Derbyshire Pension Fund has a duty to base decisions on financial grounds and also on ethical considerations. Given the highly dangerous impact of these methane releases, does the Authority believe it is acting ethically to continue its investment in fossil fuel corporations, whose actions threaten the very future our existence? Is it ethical to support an industry is destroying our environment and life itself?”

### **c) Question from Kris Stone to Councillor K Athwal, Cabinet Member for Highways, Assets and Transport**

"Considering the disquiet over traffic restrictions in places such as Oxford and Sheffield and that the Derbyshire County Council is part of the UK:100

Membership Pledge, what changes will Chesterfield and Derbyshire drivers face over the next two years?"

**d) Question from Laura Stevens to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

"The Pension Committee continues to invest in fossil fuel companies and we know from research and experience that engagement does not work. I am in the Derbyshire Pension Scheme, as is my husband, and I am increasingly concerned about Stranded Assets. This is really a much more serious issue than is realised. To quote Mark Carney, admired for his work as the Governor of the Bank of England, "*All financial institutions must justify their continued investment in fossil fuels. Assets in the sector could end up stranded and worthless*".

The London School of Economics advises people anxious about Stranded Assets to talk to their pension funds managers about reducing climate risk exposure. How will the Pension Committee avoid the danger of Stranded Assets?"

**e) Question from Sylvia Jones to Councillor S Spencer, Cabinet Member for Corporate Services and Budget**

"Develop Renew, the joint venture set up to exploit DCC assets has interesting connections through its partner - PSP - the London-based management consultancy DCC got into bed with in 2020. Companies House reveals that the PSP CEO and a handful of other directors control a clutch of companies offering services for complete commercial development of potentially lucrative sites like Cavendish Road car park and field. Notably finance, site acquisition, clearance, house construction, building supplies, real estate sales, letting agency, residential property management is potentially available.

Will any of these "hinterland companies" be allowed to tender for work associated with the proposed sell off and development of the Cavendish Road land - or other developments in Derbyshire? If so, what oversight measures are in place to ensure there is no possibility of a conflict of interest or any leak of confidential inside information?"

**f) Question from Markham May to Councillor S Spencer, Cabinet Member for Corporate Services and Budget**

"I was pleased to see in the response to a recent Freedom of Information request that the Council agreed with me that the Cavendish Road car park is of undoubted value to the local community, and the playing field has the potential to provide much needed amenity land such as allotments which are lacking in

quantity in Matlock. How does this acknowledgment affect the way in which these assets will be disposed of?’

**g) Question from Lisa Hopkinson to Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change**

“There is increasing evidence that big oil firms like Shell and BP, despite their claims, are continuing to invest in fossil fuel exploration and extraction rather than transitioning to renewables. Last year they made record profits, but invested much more in new oil and gas projects than renewables – which accounted for less than 5% of their profits.

A [report by Oil Change International](#) also exposed how Shell’s fossil fuel expansion plans are not aligned with the goals of the Paris Agreement on climate change. The Derbyshire Pension Fund has previously justified its continued investment in companies like Shell and BP on the basis that engagement is the best way to drive change.

Isn’t it time to admit that these companies are continuing to fuel climate change and move investments out of these polluting companies to more sustainable investments or fossil free investment indices, which have a track record of equalling/outperforming their fossil fuel equivalents?”

**h) Question from Gillian Higham to Councillor S Spencer, Cabinet Member for Corporate Services and Budget**

“Re: the decision to dispose of the Cavendish Road site in Matlock. Has the detrimental effect of the loss of parking been properly evaluated, and have you fully considered the loss of the social value of this site?”

**i) Question from David Ingham to Councillor Spencer, Cabinet Member for Corporate Services and Budget**

"I note from the Performance/Budget Monitoring Report (Quarter 2 up to September 2022) that employee sickness levels continue to rise.

That said I do acknowledge the direct steps the Council is trying to take to address the situation along with indirect measures such as the proposed reintroduction of a probationary process and amendment to existing Certificate of Good Conduct arrangements for those who have lived outside of the UK.

However, aside from the millions being spent on combined sick pay and associated overtime and agency cover the current situation regarding the overall health of Council employees and the impact of such really concerns me personally and professionally.

For context, sickness levels are close to 3 times higher than when I was one of the Council's Attendance Managers.

If the situation doesn't quickly improve, what measures can still be taken to turn this concerning situation around?



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**Wednesday, 22 March 2023**

**Report of the Managing Director**

**Devolution Deal - Consideration of Consultation Responses and  
Submission of the East Midlands Combined County Authority Proposal  
to Government**

**1. Purpose**

- 1.1 To seek approval of the Proposal to create the East Midlands Combined County Authority for the areas of Derbyshire County, Nottinghamshire County, Derby City and Nottingham City, together with relevant delegations to the Managing Director relating thereto.

**2. Information and Analysis**

Summary

- 2.1 Following approval from Full Council in November 2022, Derbyshire County Council, Nottinghamshire County Council, Derby City Council, and Nottingham City Council (the 'Constituent Councils') undertook statutory consultation on a Proposal to establish the East Midlands Combined County Authority ('EMCCA') across Derbyshire, Nottinghamshire, Derby, and Nottingham. This consultation ran from 14 November 2022 to 9 January 2023.
- 2.2 In order to progress the area's devolution deal, under the draft legislation (and subject to the passage of, and Royal Assent to, the Levelling-up and Regeneration Bill and relevant approvals), the four Constituent Councils must submit to the Government a final EMCCA Proposal ('the Proposal') that has regard to the results of the consultation and thereby the views of residents and other key

stakeholders. It is important to note that the obligation on the Constituent Councils under clause 43 of the Levelling-up and Regeneration Bill is to carry out a consultation “across the proposed area” and consider the results of that consultation. This is a requirement for each Constituent Council to consider the consultation responses provided across the whole area – not just those provided in their own area.

- 2.3 A summary of the key points raised in the consultation is set out at 2.24 to 2.29 inclusive, and a full consideration of the consultation responses is set out at Appendix 3.
- 2.4 The Proposal has now been amended to take account of the outcomes of that consultation. The final Proposal is attached at Appendix 2.
- 2.5 Council is asked to approve the Proposal for submission to the Secretary of State. It is not yet clear when the Levelling-up and Regeneration Bill will be enacted. The Bill must become law before the Constituent Councils are able to submit the Proposal, and accordingly Council is also asked to delegate to the Managing Director the authority to submit the Proposal at the appropriate time in consultation with the Chief Executives of the other Constituent Councils.
- 2.6 Should the Secretary of State accept the submitted Proposal, a further meeting of Council will, in due course, be asked to consent to the terms of the relevant Statutory Instrument that will formally establish the EMCCA. It will not be until this later point that Council will be asked to finally commit to the establishment of the EMCCA.

## Background

- 2.7 In February 2022, the Government published its White Paper on [Levelling Up](#), a significant set of proposals which look to address geographical disparities in funding, productivity and growth across England.
- 2.8 The resulting draft legislation – the [Levelling-up and Regeneration Bill](#) – would (subject to its passage through Parliament and Royal Assent) allow for the creation of new Combined County Authorities.
- 2.9 Securing a devolution deal has been a long-standing ambition for leaders in Derbyshire, Nottinghamshire, Derby, and Nottingham, in order to address the lasting impact caused through decades of under-funding (when compared to other areas). The deal also provides the chance to exploit strategic opportunities, such as the East Midlands

Freeport and Development Corporation, as well as tackle persistent and systemic deprivation which drive significant inequalities in some parts.

- 2.10 Derbyshire, Nottinghamshire, Derby, and Nottingham agreed to cooperate at pace on the negotiation of a new devolution deal that would cover the D2N2 Local Enterprise Partnership area and was proposed to be delivered through establishment of a Mayoral Combined County Authority.
- 2.11 A [devolution deal](#) was agreed between the four Constituent Councils, and the Government, on 30 August 2022.
- 2.12 The establishment of an Mayoral Combined County Authority would result in a significant uplift in the powers and funding available to the area. It would mean at least an additional £1.1 billion of investment in the area's economy over the next 30 years. It would create a directly elected mayor across the East Midlands area to champion its interests, deliver on local priorities and provide greater local accountability and decision-making power, working in partnership with the Mayoral Combined County Authority and its Constituent Councils, and more widely with other public service providers including District and Borough Councils.

### Outcome of Consultation

- 2.13 On 2 November 2022, Council approved the then draft Proposal and agreed to formally consult upon the draft Proposal with the residents and other stakeholders of Derbyshire and the wider D2N2 area.
- 2.14 The Constituent Councils subsequently undertook statutory consultation on the Proposal to establish the East Midlands Combined County Authority (EMCCA) across Derbyshire, Nottinghamshire, Derby and Nottingham. This consultation ran from 14 November 2022 to 9 January 2023. Ipsos UK were appointed to support the Constituent Councils in undertaking the consultation.
- 2.15 An online consultation portal was established by the Constituent Councils. It included a summary of the deal, what it would mean, the benefits and an explanation about how the proposed deal would build on the pre-existing strengths of the area. The website included a number of other pages, including a copy of the draft Proposal, associated background information and a detailed FAQ section. It also included an online response form for people to respond to the devolution deal draft Proposals. Other formal channels through which individuals and stakeholder organisations could give their views on the

draft Proposal were via hard copy response forms, written letters, and by email. Hard copies of the response forms were made available at various locations across the area and the Constituent Councils ran a communications campaign prior to and during the consultation period, details of which can be found in Appendix 6.

- 2.16 In addition, a programme of engagement activity and events was undertaken in order to promote public awareness of the proposals, encourage participation in the survey, and ensure key stakeholder groups and communities of interest and identity were engaged in the consultation process. Appendix 5 (the Engagement Report) sets out the engagement activity that took place and resultant recommendation. This recommendation has been addressed in Appendix 3 (Summary of the feedback and the Constituent Councils response), and in the Equalities Impact Assessment.
- 2.17 Overall, there were 4,869 participants in the consultation which was open to residents, businesses, community and voluntary groups, and other organisations in the region. The majority (4,751) participated online via the official response form. Full details on the results of the consultation are included within the Consultation Report at Appendix 4 and a Summary of the feedback together with the Constituent Councils' Response at Appendix 3.
- 2.18 Responses to the consultation came from residents from all areas in Derbyshire, Nottinghamshire, Derby, and Nottingham. The consultation survey was self-selecting, therefore no area was specifically targeted, however there is a good split of responses from all areas of the four Constituent Councils and no one area is over represented. The overall number of responses achieved was greater than expected (targeted at around 4,000) and higher than other devolution consultations, for example, West Yorkshire received 4,114 responses and York & North Yorkshire received over 2,200.
- 2.19 The overall response to the consultation shows that there was a majority in favour of the proposals relating to:
- Homes (agree: 2,239; disagree 1,913)
  - Skills (agree: 2,504; disagree 1,534)
  - Transport (agree: 2,561; disagree 1,711)
  - Reducing carbon/Net Zero (agree: 2,484; disagree 1,580); and
  - Public Health (agree: 2,490; disagree 1,580).
- 2.20 There were fewer respondents in favour of the proposals relating to Governance (agree: 2,032; disagree: 2,206). The majority of comments



indicated that the main concern with the proposed governance arrangements was in relation to the proposal to have an elected Mayor (which is required to secure a level three devolution deal).

2.21 Full details of the demographics of respondents is available at Appendix 6. In summary:

- 59% of respondents were Male and 40% Female, with less than 1% reporting their sex as Other.
- Those aged 55 to 74 had a higher response rate to the consultation when compared to the resident population. Those aged 34 and below had a lower response rate when compared to the resident population.
- In terms of the ethnic group of respondents, the White: English, Welsh, Scottish, Northern Irish or British group had a higher response rate (+7.5% points) than the BAME group (-7.5% points), when both groups were compared to the resident population.
- 49.7% of respondents listed their religion as None. 45.5% listed their religion as Christian, and 0.7% of respondents listing their religion as Muslim.

2.22 Analysis undertaken as part of the Equality Impact Assessment attached at Appendix 6 to the report provides a summary of findings from the protected characteristic groups. In addition to the consideration of Protected Characteristics and/or Groups within the EIA, as required by the Equality Act 2010, the Council has also considered the impact of the Proposals on other groups and individuals, in certain cases in line with other statutory duties. These are outlined in the EIA section of this report, along with the actual or potential positive and/or negative outcomes and impacts on those groups and/or individuals.

### Feedback on the consultation process

2.23 Paragraph 1.8 of the Ipsos UK East Midlands Combined Authority Devolution Deal Consultation Report ('Ipsos Consultation Report') sets out that 199 participants raised issues about aspects of the consultation process. The Constituent Councils are content that the consultation was undertaken lawfully, and in line with the Gunning principles articulated in R v London Borough of Brent ex parte Gunning [1985] 84 LGR 168.

## 2.24 Dealing with each of the points raised in turn:

- a. Respondents raised issues about the consultation questionnaire being too lengthy and complex – The Constituent Councils’ response to this issue is that the Proposal, which was the subject of the consultation, is complex and multi-faceted. The law on consultation envisages giving sufficient information for intelligent consideration, and an opportunity for comment on the range of issues. If the level of detail contained in the consultation had not been provided, then there was a danger that people would not have had sufficient information for them to give intelligent consideration to the range of issues;
- b. Respondents expressed their views that some of the questions on the consultation were closed and/or contained leading questions – The Constituent Councils’ response to this issue is that the approach of using a consultation questionnaire with fixed questions was to ensure that clear answers could be obtained on support or otherwise for the proposals; however, there was a free text option at the end of the questionnaire where any comments could be provided. Accordingly, those responding were not limited to commenting on the specific questions asked;
- c. Respondents raised issues about the consultation being biased in favour of the Proposal and that there was a lack of a counter argument – The Constituent Councils’ response to this is that the Bill requires production of a Proposal which must then be consulted on. Accordingly, it was not appropriate to produce multiple options for commentary. Case law provides that it is lawful for a consulting body to support the subject matter of the consultation and that counter arguments need not be provided if to do so is inappropriate provided that proper consideration of any counter arguments advanced takes place;
- d. Respondents expressed the view that there was a lack of publicity of the consultation – the Constituent Council’s response to this is that the four Constituent Councils ensured that the consultation was well publicised as detailed in this report. A summary of the communications and publicity that took place throughout the consultation period is attached at Appendix 7;
- e. Finally, respondents expressed their views that the outcome of the consultation was a ‘done deal’ – the Constituent Council’s response is that the consultation was conducted in line with the Gunning principles, specifically at the formative stage of the process, and all responses have been conscientiously considered by the Councils as

is also required. No decision has yet been made in respect of submitting a Proposal to Government and accordingly there has been no pre-determination of the decision as to whether or not a Proposal should be submitted to Government under the Bill.

### Consultation consideration

2.25 Overall, consultation findings outlined in the Ipsos Consultation Report at Appendix 4 are largely positive, indicating broad support for the Proposal. In taking forward any proposals, due regard to all responses across the proposed EMCCA Area is required. Details of supportive responses for each of the identified areas forming part of the consultation are firstly set out below:

- a. **Governance** - Whilst there were fewer in favour of the proposed governance arrangements for the EMCCA, those who were supportive of proposals outlined a number of reasons why this was the case. Respondents largely focused on the need for a mayor who they felt would provide a much needed voice and raise the profile of the East Midlands region. Stakeholders also pointed to the mayor's role in stimulating productivity and therefore economic growth.
- b. **Homes** - With a majority in favour of homes proposals, those who were supportive of proposals outlined a wide range of reasons, predominantly focusing on the provision of better housing, the improvement of the housing stock and the provision of more affordable housing, which was recognised as being much needed in the region. A number of non-stakeholders expressed general support for the principle of constructing additional homes in the EMCCA area, however outlining that such support was conditional on the basis of additional and supportive infrastructure being delivered and the greenbelt being protected.
- c. **Skills** – With a proportionally greater number of people in favour of skills proposals, across both stakeholders and non-stakeholders, those who were supportive outlined their belief that proposals would ultimately stimulate productivity, benefit the regional economy and lead to job creation. Respondents also made supportive comments in respect of adult education and the Adult Education Budget, with others recognising the opportunities which would be provided for people to refresh and/or learn new skills. There was also support for proposals relating to green growth.
- d. **Transport** – With a larger number of respondents in favour of transport proposals, those who were supportive predominantly felt

that plans would deliver a joined up an integrated network across the EMCCA area. Proposals in respect of smart ticketing and the Key Route Network were also supported, as was the additional funding allocated for transport.

- e. **Reducing carbon/Net Zero** – With a greater number of respondents favouring reducing carbon/net zero proposals, support from both stakeholders and non-stakeholders primarily centred around stated objectives set out in the Proposal, whilst others referred to energy/power renewables being supported by a renewable energy agenda.
- f. **Public health** – With a majority of people in favour of public health proposals, those in support made general supportive comments, with others expressing views that proposals would deliver a joined up and integrated healthcare system.

2.26 Secondly, in having due regard to the consultation findings, consideration of the key issues and views raised by respondents has also taken place. Appendix 3 sets out the Constituent Councils detailed consideration of the consultation responses. This consideration has sought to identify the key issues and views raised, outline a detailed response where appropriate and make a recommendation on whether any resulting change to the Proposal should take place.

2.27 The following are key issues that were raised during the consultation – these changes have been considered but have not resulted in changes to the Proposal.

- a. **The need for a Mayor** – A Mayor is a requirement of the Government to access a level 3 devolution deal. A level 3 deal is the highest level of devolution deal available and provides access to the highest levels of funding from Government, and to the widest range of powers and functions. When the balance of consultation responses are considered, broad support is given for the other benefits of the deal, and accordingly, whilst there is concern about an elected Mayor, the consultation responses indicate a desire for the benefits which are linked to the requirement for an elected Mayor. In addition, the Constituent Councils consider that the opportunities which a level 3 deal will offer are what are needed in the proposed EMCCA area to achieve our objectives as set out in the Proposal document;
- b. **Diversity of the area** – There were views raised that the diversity of the proposed EMCCA area is such that the proposed EMCCA will not be able to represent all areas, and that particularly, rural areas may

- lose out. The proposed governance arrangements will ensure that the interests of all areas of the proposed EMCCA are adequately represented. The role of all members of the proposed EMCCA would be to make decisions in the best interests of the whole of the EMCCA area;
- c. **Potential for increased/additional layer of bureaucracy** – The Proposal sets out that the proposed EMCCA, though a new organisation, will bring governance that currently sits at national government level down into the proposed EMCCA area, much closer to local businesses and communities;
  - d. **Potential for increased cost/concern about underfunding** – The Constituent Councils expect the proposed EMCCA to be funded from the committed central Government funding associated with the EMCCA (if approved), which amounts to £38m a year. The Proposal sets out the Constituent Councils' intention to create a fully developed long term transformational funding programme for the proposed EMCCA, covering all budgets for devolved functions. As well as the committed Government funding, the proposed EMCCA would have the flexibility to lever in additional private and public sector funding. Accordingly, although the Mayor does have precepting powers, and the Constituent Councils are required to fund the proposed EMCCA if required, this is not anticipated to be likely to be necessary for at least the period of the committed Government spending;
  - e. **Greater focus on social mobility** – The Proposal recognises the socio-economic challenges to be addressed and one of the stated outcomes of the EMCCA is to reduce inequality and promote social mobility to allow people to achieve their potential. Beyond the deal, the EMCCA will work collaboratively with Government and partners to improve key outcomes (for example through a mayoral social mobility strategy).
  - f. **Geography** – Respondents expressed their views that the proposed EMCCA does not encompass the right geography. Although Leicester City, Leicestershire County and Rutland County Councils are not currently part of the proposed EMCCA, there is scope for them to join in the future if that is supported by all relevant bodies. The areas of Derby, Derbyshire, Nottingham and Nottinghamshire are a functional economic area, where 92% of workers live in the area and 87% of residents work in the area;
  - g. **Democratically unaccountable given lack of involvement as Constituent Councils of District and Borough Councils, and**

**Parish Councils** – Respondents expressed views that decision making would be removed, or made more remote from, Parish and District and Borough Councils. All existing District Borough and Parish Councils will be retained, and no powers and functions are being removed from them. The proposed EMCCA could concurrently exercise some powers with other Councils, but in the case of the majority of District and Borough Council powers that would be affected (mainly relating to planning and housing), consent would be required from the District and Borough Councils before the EMCCA could exercise those powers. The Proposal also sets out a number of mechanisms by which the District and Borough Councils will contribute to the governance of the proposed EMCCA, including having four members of the EMCCA appointed by District and Borough Councils. The Proposal does not impact on the role of Parish Councils;

- h. **Political influence in proposed EMCCA** –Views were expressed that as the Mayor will be elected, and other elected members will be members of the proposed EMCCA, there will be too high a level of political influence on the EMCCA. It is right that elected politicians will have a key role in the decision making of the proposed EMCCA. However, there will also be members of the EMCCA, and others involved in the wider governance, who will not be elected and will represent different interests (for example, business). The proposed EMCCA would take on some functions from central Government, or exercise other functions concurrently with other Councils.
- i. **Membership of/involvement in the proposed EMCCA** – A number of organisations expressed the view that they should be members of the EMCCA, or otherwise be involved in the governance and decision making of the EMCCA. The Proposal sets out the memberships of the proposed EMCCA which the Constituent Councils are committed to, leaving four additional memberships which may be appointed to. If the Proposal is approved to be submitted, the Constituent Councils intend to start considering the possible governance models for the EMCCA and will consider at that time the identity of the interests which might fill the remaining available EMCCA memberships, and also what advisory boards may be created and who should be appointed to those. This detail is not required to be settled prior to submission of the Proposal;
- j. **Freeport** – A number of responses provided were directly related to the functions and operation of the Freeport. Clarification has been provided that East Midlands Freeport is a separate entity to the proposed EMCCA and not subject to this consultation;

- k. **Concerns around planning functions** – A number of respondents expressed their views around the potential exercise by the Mayor of planning functions, in particular, in respect of the impact on greenbelt policies. The Mayor will have some planning functions, but these do all require the consent of the local planning authority for the area in question before they can be exercised. National planning policies on greenbelt and other matters will also continue to apply;
- l. **Suggestions as to the proposed EMCCA’s policy focus** – A number of consultation responses made suggestions that the proposed EMCCA should go further in its policy proposals than the Proposal suggests might be the case. All of these points will be considered by the Constituent Councils, and if approved, the EMCCA, when setting out the priorities of the EMCCA, and in setting its policy objectives.

2.28 Whilst the Proposal has not been amended to reflect these issues, understanding and recognising the views of all respondents is important and the responses will be used to inform future thinking.

2.29 Following detailed consideration of all views and issues, the Proposal as shown at Appendix 2 has been amended to take account of the consultation. A brief summary of the resulting changes made to the Proposal are set out below, alongside references to the full response and changes as outlined in Appendix 3:

- a. **Members allowances** – Clarification has been provided on the allowances which will be available to Members, and the controls which they will be subject to (Further detail in Appendix 3 Section 2.9);
- b. **Police and Crime Commissioner** – Clarification has been provided that the EMCCA will work closely with the two PCCs (Further detail in Appendix 3 Section 2.10);
- c. **Innovation and R&D** – Greater emphasis on the importance of innovation and research and development (R&D) and collaboration on future strategies (Further detail in Appendix 3 Section 1.13);
- d. **Business Voice** – Greater emphasis to the critical nature of the business voice in the development of the EMCCA (Further detail in Appendix 3 Section 1.15);

- e. **Adult Education Budget** – Clarification has been made to the effect that the education functions which the proposed EMCCA will take on are adult education functions (Further detail in Appendix 3 Section 4.1);
- f. **Local Transport Plan (LTP)** – Changes to references for date of new Government guidance on production of LTPs as the guidance has been delayed, and to emphasise the funding associated with creation of a LTP for the EMCCA (Further detail in Appendix 3 Section 5.1);
- g. **Bus franchising** – Greater emphasis added to the Proposal to bus franchising to recognise the importance of this issue to consultees (Further detail in Appendix 3 Section 5.3);
- h. **Key route network (KRN)** – Change to emphasise the role of Mayor in co-ordinating and managing the KRN (Further detail in Appendix 3 Section 5.4);
- i. **HS2** – Changes made to reflect the changes to HS2 phase 2b planning and to reflect the fact of the new emerging HS2 Growth Strategy (Further detail in Appendix 3 Section 5.6);
- j. **Public health** – Changes to strengthen the wording demonstrating public health benefits of the draft Proposal in each of the theme areas (Further detail in Appendix 3 Section 7.2);

2.30 The following key changes have been made to the Proposal document as a result of recent developments, such as changes in Government policy or technical amendments:

- a. **Links to NHS** – Changes to emphasise the intentions of the Constituent Councils that the proposed EMCCA will work closely with the NHS;
- b. **Changes to transitional provisions** – Changes to reflect the timing of the implementation of the Levelling Up and Regeneration Bill, and the impact on any proposed transitional arrangements;
- c. **Technical changes to the powers table** – Technical changes to the detail in the powers table in respect of some powers.

2.31 Council is now asked to approve the Proposal for submission to the Secretary of State. It is not yet clear when the Levelling-up and Regeneration Bill will be enacted. The Bill must become law before the



Constituent Councils are able to submit the Proposal, and accordingly Council is also asked to delegate to the Managing Director the authority to submit the Proposal at the appropriate time in consultation with the Chief Executives of the other Constituent Councils.

- 2.32 Should the Secretary of State accept the submitted Proposal, a further meeting of Council will, in due course, be asked to consent to the terms of the relevant Statutory Instrument that will formally establish the EMCCA. It will not be until this later point that Council will be asked to finally commit to the establishment of the EMCCA.

### **3. Consultation**

- 3.1 Details of consultation undertaken on the East Midlands Combined County Authority draft Proposal are outlined in detail within the main body of the report.

### **4. Alternative Options Considered**

- 4.1 To agree not to submit a Proposal to the Secretary of State to establish a Mayoral Combined County Authority. This is not recommended as the process would end, the Combined County Authority could not be established and no powers or funding would be devolved. In order to allow for the maximum amount of devolved powers and funding (a “Level 3” deal), the Government’s policy requires that a Mayoral Combined County Authority must be established in the area.
- 4.2 To agree to submit the original draft Proposal to the Secretary of State without amendment. This option is not recommended as the Proposal submitted to the Secretary of State will not take account of the views expressed in the consultation and recent developments. The Levelling-up and Regeneration Bill requires that authorities must have regard to the results of the consultation in preparing the proposal for submission to the Secretary of State.
- 4.3 To agree to submit an alternative version of the Proposal to the Secretary of State. For the reasons set out in the report it is considered that the final Proposal contains the necessary amendments to take account of the consultation and recent developments and additional amendments are not considered appropriate

### **5. Implications**

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

## **6. Background Papers**

- 6.1 Devolution Deal – Draft Proposal for an East Midlands Combined County Authority – Report to Council 2 November 2022
- 6.2 East Midlands Devolution Deal – 30 August 2022
- 6.3 Levelling Up and Regeneration Bill
- 6.4 Levelling Up White Paper
- 6.5 Report to Cabinet - Levelling Up White Paper and County Deals 7 April 2021

## **7. Appendices**

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Proposal
- 7.3 Appendix 3 – Summary of Consultation Findings
- 7.4 Appendix 4 – Summary of Engagement Activity
- 7.5 Appendix 5 – Ipsos Consultation Report
- 7.6 Appendix 6 – Equality Impact Assessment
- 7.7 Appendix 7 – Summary of Devolution Consultation Communications and Publicity Activity

## **8. Recommendations**

That Council agrees to:

- a. Approve the final Proposal attached at Appendix 2 to this report, having due regard to the consultation responses and the public sector equality duty, to create the East Midlands Combined County Authority (EMCCA) for the areas of Derbyshire County, Derby City, Nottinghamshire County and Nottingham City;
- b. Note how the Proposal has been amended to take account of the results of the Consultation, other engagement activity, and recent developments

as set out in this report and in more detail within Appendix 3 (the Summary of the Consultation and the Constituent Councils' Response), Appendix 4 (the Consultation Report), and Appendix 4 (the Engagement Report);

- c. Delegate authority to the Managing Director to submit the Proposal to the Secretary of State in consultation with the Chief Executives of the other Constituent Councils once the Levelling-up and Regeneration Bill has received Royal Assent and the relevant provisions come into force;
- d. Delegate authority to the Managing Director to approve any typographical or technical amendments to the final Proposal which the Chief Executives of the other three Councils also agree on, on behalf of Derbyshire County Council, prior to submission; and
- e. Note that a further report will be brought back to Council in due course to consent to the relevant Statutory Instrument that will formally establish the EMCCA.

## **9. Reasons for Recommendations**

- 9.1 In order to further progress the creation of a Mayoral Combined County Authority covering Nottingham, Derbyshire, Derby, and Nottinghamshire in accordance with the Levelling-Up and Regeneration Bill.
- 9.2 To ensure that the Proposal has regard to the results of the Consultation.
- 9.3 To enable expeditious submission of the Proposal to the Government when the Levelling-up and Regeneration Bill becomes law.
- 9.4 To enable any necessary amendments to be made to the Proposal and avoid any delay in submitting the Proposal.
- 9.5 To ensure awareness of the subsequent stages of the process.

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**Implications****Financial**

1.1 The legislative framework linked to the Levelling Up and Regeneration Bill is still to be enacted with associated powers and funding. Subject to all four Constituent Councils agreeing to submit the proposal there will be an ongoing need for enabling activities from the Constituent Councils to continue pending Government approval and receipt of capacity and other funding. The Government will provide capacity funding of £0.5m in 2023-24 once the establishing legislation is made and a further £1m in 2024-25 to meet the costs of enabling activities. In addition, the investment funding of £38m can be utilised to meet the costs of enabling activities, if the capacity funding is insufficient to meet such costs.

1.2 The deal includes:

- £38m per year allocation of investment funding over 30 years (50% capital, 50% revenue), to be invested by EMCCA to drive growth and take forward its priorities over the longer term
- £17m for the building of new homes on brownfield land in 2024/25, subject to sufficient eligible projects for funding being identified
- £18m capital funding in this Spending Review period to support the delivery of housing priorities and drive Net Zero ambitions in the East Midlands area. This investment is subject to agreement of the relevant business cases.

1.3 The table below summarises the key funding available through the deal subject to the Levelling Up and Regeneration Bill being passed.

	<b>2023/24 £m</b>	<b>2024/25 £m</b>
<b>Mayoral Capacity Funding</b>	0.5	1.0
<b>East Midlands Investment Fund</b> * £38.0m per annum for 30 years		38.0 (50% capital/50% revenue)
<b>New homes on brownfield land</b>		16.8
<b>Capacity funding for pipeline of housing sites</b> *Across 2023-24 and 2024-25	0.918	
<b>Delivery of housing priorities</b> *Across 2023-24 and 2024-25	9.0	
<b>Provisional area-wide local transport plan funding</b>	0.5	0.5
<b>Net Zero</b> *Across 2023-24 and 2024-25 subject to a business case	9.0	

## Legal

2.1 The Levelling Up and Regeneration Bill seeks to establish a new type of combined county authority. This is distinct from a combined authority that can be created under the Local Democracy, Economic Development and Construction Act 2009. Whilst the Constituent Councils agreed a devolution deal with Government, the creation of a new combined county authority is subject to public consultation, the passage and coming into force of the combined county authority provisions in the Bill, and the consent of the Constituent Councils affected to submit a formal Proposal to Government and approval of secondary legislation.

### Consultation

2.2 It was not necessary for the Council to wait for the Bill to receive Royal Assent prior to commencing consultation; clause 43(5) of the Bill makes it clear that consultation requirements may be satisfied by things done before that clause comes into force<sup>1</sup>. However, the Constituent Councils are unable to submit the final Proposal to Government until the Bill receives Royal Assent and the relevant provisions come into force.

2.3 The Gunning principles set out the common law principles to be observed when undertaking consultation. The case of (R v London Borough of Brent ex parte Gunning) established these principles, and set out that a consultation is only lawful when these four principles are met:

- a) Consultation takes place while the proposals are still at a formative stage - a final decision has not yet been made, or predetermined, by the decision makers.
- b) There is sufficient information to give 'intelligent consideration' - the information provided must relate to the consultation and must be available, accessible, and easily interpretable for consultees to provide an informed response.
- c) There is adequate time for consideration and response - there must be sufficient opportunity for consultees to participate in the consultation. In the absence of a prescribed statutory period, there is no set timeframe for consultation, though it is considered that an eight-week consultation period was sufficient in this case. The adequacy of the length of time given for consultees to respond can vary depending on the subject.
- d) 'Conscientious consideration' must be given to the consultation responses before a decision is made. Decision-makers should be

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<sup>1</sup> Cl.43(5) states "The requirements in subsection (4) may be satisfied by things done before 15 the coming into force of this section". See paragraph 8.4 below for the requirements of subsection (4).

able to provide evidence that they took consultation responses into account.

2.4 The consultation was carried out lawfully and in compliance with the Gunning principles for the reasons set out in the body of the report.

2.5 Clause 43(4) of the Bill provides that:

“Before submitting a proposal under this section to the Secretary of State, the authority or authorities preparing the proposal must

(a) carry out a public consultation across the proposed area on the proposal, and

(b) have regard to the results of the consultation in preparing the proposal for submission to the Secretary of State.”

2.6 If the Constituent Councils agree to the submission of the final Proposal to Government, the Secretary of State will consider whether further consultation is necessary or whether to proceed to make Regulations formally establishing the EMCCA. The formal consent to the making of the Regulations will be required from the Constituent Councils.

### **Consultation “across the proposed area”**

2.7 It is important to note that that the obligation on the Constituent Councils under clause 43 of the Levelling Up and Regeneration Bill is to carry out a consultation “across the proposed area” and consider the results of that consultation. This is a requirement for each Constituent Council to consider the consultation responses provided across the whole area – not just those provided in their own area.

2.8 Information as to the consultation responses provided for Derbyshire County Council based respondents has been provided, but this is for background information only as the legal requirement in the Levelling-up and Regeneration Bill is to consider the results of the consultation carried out "across the proposed area" of the Combined County Authority. This requires consideration of the responses across the whole of the proposed EMCCA area and not just individual Council areas.

### **Weight to be given to responses**

2.9 The law relating to consultation requires proper consideration of the consultation responses. Whilst there may be some occasions where it is appropriate to give certain categories of response more weight than others, generally speaking, if a point is made in a consultation response, it should be reasonably considered whatever the origin of the point. The

question for the decision maker should be whether the point causes them to change their view.

- 2.10 In this case, different weight should not be given to responses made by stakeholders (as defined by IPSOS), and non-stakeholders (as defined by IPSOS). The question for the Council remains whether the point made causes it to change its view, and it is entirely lawful for the decision maker to take a view different than even an expert body on a question in a consultation.

### **Equality Impact Assessment**

- 2.11 In coming to a decision, the Council is required to have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010. The PSED requires public authorities to have "due regard" to:
- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (section 149(1a)).
  - The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (section 149(1b)). This involves having due regard to the need to:
    - o remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic (section 149(3)(a));
    - o or 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 (section 149(3)(b)); and
    - o or 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 (section 149(3)(c)).

- 2.12 An Equality Impact Assessment has been prepared and is appended to this report. The Council must have due regard to this report to ensure that it is satisfied that any adverse impact and the proposed mitigation allows it to meet the legal obligations set out above.

### **Human Resources**

- 3.1 Should Full Council agree to formally submit the final Proposal to Government, and subject to the approval of the Proposal by the Secretary of State, each of the affected Councils will identify any potential future workforce implications and ensure that these are dealt with in accordance with agreed HR policies and procedures. In addition,

the appropriate workforce communications will be considered and enacted as needed.

## **Information Technology**

- 4.1 There are no direct Information Technology implications resulting from the Council Size Submission.

## **Equalities Impact**

- 5.1 An initial draft equality impact assessment (EIA) was completed in respect of the Proposal prior to the Consultation. In addition to the consideration of Protected Characteristics and/or Groups within the EIA, as required by the Equality Act 2010, the Council has also considered the impact of the Proposals on other groups and individuals, in certain cases in line with other statutory duties. These are set out below, along with the actual or potential positive and/or negative outcomes and impacts on those groups and/or individuals.
- 5.2 The Council must also have due regard to the principles of the Armed Forces Covenant Duty in respect of armed forces personnel. Given the commitment of the constituent councils to the Armed Forces Covenant and the recent introduction of the Armed Forces Public Duties, it is anticipated the proposed EMCCA should consider how it can both engage this community and ensure that within its functions it takes account of the duties, especially those relating to employment and housing. There are no actual or potential negative outcomes or impacts envisaged for Armed Forces/ex-Armed Forces personnel if detailed projects and programmes properly consider the Armed Forces duties and make provision for them.
- 5.3 An updated EIA is attached as Appendix 6. The EIA recognises that the Proposal has the potential to provide significant benefits to all communities, but specifically for people from the protected characteristic groups and deprived communities. However, this will be dependent on: the implementation of the Proposal and the systems and processes that the Constituent Councils put in place; and how the EMCCA will look to address inequality as an integral part of everything it does and every decision it makes.
- 5.4 As the new EMCCA will become subject to the Public Sector Equality Duty under the Equality Act 2010 this will require the authority to set equality objectives, publish annual equalities information and have due regard for equality matters when carrying out its functions, making decisions and delivering projects and programmes.



- 5.5 The EIA action plan sets out that the EMCCA should give early thought to how it can begin to meet these and other duties, especially as it further develops its priorities, becomes established and finalises its workstreams and Board composition.

### **Corporate objectives and priorities for change**

- 6.1 “Delivering devolution and the levelling up agenda across Derbyshire as one of nine early County Deal pathfinder areas, helping to boost economic performance and improve opportunities and outcomes for people and places” is a key initiative included in the Council Plan Refresh 2022-23. Securing a Deal is vital in ensuring that much needed and long-awaited investment is available in Derbyshire to secure better outcome for local people and communities

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

#### Environmental Sustainability

- 7.1 The decision to submit the Proposal about the establishment of an EMCCA will not in itself directly affect carbon emissions in a material way. If subsequently established, it is anticipated that the EMCCA will develop its own plans and strategies to reduce carbon emissions which will be subject to its own approval processes and approaching the issues from a wider strategic and geographic position may beneficially impact the development of more consistent and measurable carbon reduction measures.

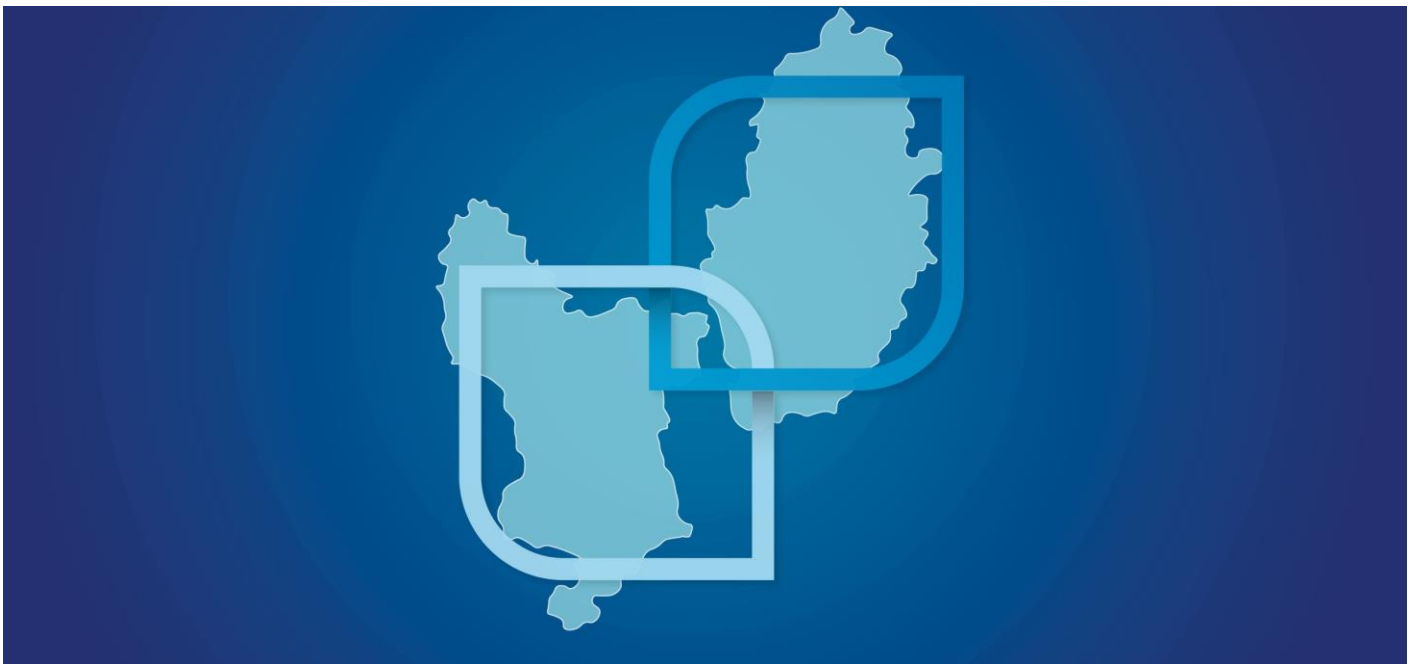
#### Risk Management

- 7.2 The passage of the Levelling-up and Regeneration Bill through Parliament is not subject to the control of the Constituent Councils. Significant delay to the enacting of the Bill may affect timescales or even make a Mayoral election in May 2024 impossible. Holding a Mayoral election at another time would mean increased costs for the Constituent Councils and would delay the benefits that devolution to the area would bring.
- 7.3 It is possible that the Levelling-up and Regeneration Bill may not receive Royal Assent, or that the provisions upon which the Proposal relies are amended. The Proposal cannot be progressed unless the Bill passes with substantially similar provisions. The four Constituent Councils will remain in close dialogue with Government to understand any potential impacts and to ensure that the Councils are in the best position to respond to them as the Bill progresses.

7.1 In addition, another potential risk merits highlighting in respect of the proposed East Midlands Development Corporation, and the proposed Freeport. All of these entities, as well as the EMCCA, are focussed at least to an extent on improving inward investment into the East Midlands, and on regeneration. This means that they have the potential to have overlapping areas of competence and interest. At the moment it is unclear how the relationship between them all will operate but Government are clear that there will need to be streamlined and integrated governance arrangements in place, and accordingly the Constituent Councils (and in time the Mayor and EMCCA) will engage with the organisations involved in each of the Development Corporation and Freeport to ensure that agreement can be reached which will best benefit the areas in question using the most appropriate powers and organisation to do so.

# East Midlands Combined County Authority Proposal

March 2023



This document has been prepared by **Derbyshire County Council**, **Nottinghamshire County Council**, **Derby City Council**, and **Nottingham City Council**, working collaboratively with District and Borough Councils in Derbyshire and Nottinghamshire.



## East Midlands Combined County Authority Proposal

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### Defined Terms:

CCA	Combined County Authority
Constituent Councils	Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council
EMCCA	East Midlands Combined County Authority
the Deal	East Midlands Devolution Deal signed on 30 August 2022
Functional Economic Area	FEA - areas that share a number of similar economic factors with boundaries that ideally reflect the drivers of the local economy
GLA	Greater London Authority
GVA	Gross Value Added - this is the measure of the value of goods and services produced in an area, industry or sector of an economy.
LEPs	Local Enterprise Partnerships
MCA	Mayoral Combined Authority
The Area / CCA Area	The Area covered by the proposed East Midlands Combined County Authority
Local Enterprise Partnerships	LEPs - partnerships between local authorities and businesses to help determine local economic priorities and undertake activities to drive economic growth and create local jobs.

## Executive Summary

This document sets out our Proposal recommending a Combined County Authority (“CCA”) model of local government. It has been prepared by the four upper tier councils of Derbyshire, Nottinghamshire, Derby, and Nottingham, working collaboratively with Derbyshire and Nottinghamshire district and borough councils.

### Context

The CCA Area benefits from having two cities, large towns and rural areas, and being home to key giants of industry, such as Toyota UK, Rolls Royce, Alstom and Boots, with expertise in aerospace, rail, life sciences, energy and strong transport links. The Area contains three world class universities, which provide centres of research excellence, and is home to major tourist attractions such as the Peak District National Park, the National Forest, and Sherwood Forest. There are ambitions to maximise strategic opportunities presented through the East Midlands Freeport and the East Midlands Development Corporation, and to capitalise on the recent announcement that Nottinghamshire will host what is hoped to be the world’s first commercial prototype fusion energy plant.

However, alongside this, the CCA Area also experiences persistent and systemic deprivation, with 226,600 people living within the most deprived 10% of areas across England<sup>i</sup>. In some parts of England, people on average live around 15 years longer in good health than people living in Nottingham, which has one of the lowest Healthy Life Expectancies across England<sup>ii</sup>. Educational attainment varies considerably, with the CCA Area containing some of the worst performing areas across England at all levels of education and 13 out of 17 local authority areas within the Area identified as ‘social mobility cold spots’.<sup>iii</sup>

### The Deal

Securing a devolution deal has been a long-standing ambition for the Area, in order to address the lasting impact caused through decades of under-funding. The publication of the Government’s Levelling Up and Regeneration White Paper (the “White Paper”) and the announcement that Derbyshire, Nottinghamshire, Derby and Nottingham would form the first wave of county deal pathfinders, has been the catalyst for accelerated joint working across the CCA Area, providing a once in a lifetime opportunity to translate our ambitions into reality.

#### **More Funding, More Control, A Brighter Future.**

**Our vision is for the 2.2 million people who live and work here to enjoy better health, greater prosperity, and an increased sense of wellbeing through the opportunities available to them within an inclusive and competitive CCA Area at the heart of the country.**

Our four priority areas to help us deliver this vision are:

- 1. Our homes - we will work with local authorities, landowners, developers and the full range of housing providers to create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.**

Our devolution deal will help us deliver this through:

- £16.8 million of devolved capital funding in 2024/25 to support the building of new homes on brownfield land
- £9 million housing capital funding to support the delivery of housing priorities
- New, broad powers to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration

**2. Our skills - we will work collaboratively with employers, skills and training providers, local authorities and other stakeholders to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will also help the creation of a strong and sustainable local economy.**

Our devolution deal will help us deliver this through:

- Holding the Adult Education Budget (AEB) from academic year 2025/26
- Owning the ability to set allocations and outcomes to skills providers
- Supporting and shaping the Local Skills Improvement Plan (LSIP) for the Area

**3. Our transport - we will work with transport providers inside and outside the CCA Area to develop our collective infrastructure and create the best possible transport system for our citizens, reflecting the strengths already within Constituent Councils to set our aspirations.**

Our devolution deal will help us deliver this through:

- A devolved integrated local transport budget for the CCA Area including for transport infrastructure investment
- Bringing together the coordination and integration of bus and tram services (with powers for bus franchising).
- An additional £500,000 of revenue funding in both 2023/24 and 2024/25 to support the preparation of a new single Local Transport Plan for the Area.
- The ability to accelerate the delivery of smart, integrated ticketing across all local modes of transport in the Area
- The opportunity to coordinate and manage Key Route Network (a collection of the most important local authority roads within the Area) across the Area
- Mass transit opportunities, including integrating and potentially expanding the NET tram system, in support of the emerging new East Midlands HS2 Growth Strategy

**4. Our net zero ambition - we will work across the Area to lead the way in moving from fossil to fusion and play our part in achieving our national ambition to achieve net zero by 2050. Our ambition is that the CCA Area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaptation.**

Our devolution deal will help us deliver this through:

- An investment in the CCA Area of £9 million via a Net Zero capital funding pot
- The opportunity to increase the Area's electricity network capacity
- The opportunity to explore the establishment of heat network zoning in England to decarbonise heating and hot water within the zone
- The potential for increased investment from the UK Infrastructure Bank

The four priority areas set out the purposes to be achieved by the establishment of the Combined County Authority. In addition, the CCA will ensure that improving and protecting

the public's health is a key consideration in the exercise of its functions, including in relation to environmental, planning, regeneration and transport matters.

This Proposal outlines in more detail how we will achieve our purposes, and sets out the powers and funding which we will use.

The four upper tier Councils, together with Government, the Area's fifteen district and borough councils, and other key stakeholders such as the LEP, have been working together to achieve a devolution deal which will seek to establish the first ever Mayoral Combined County Authority - this gives access to the greatest levels of both powers and funding through devolution.

### Our Principles

Our deal is founded on the four principles for levelling up as set out in the White Paper:

1. Principle one: **Effective leadership** with a directly elected Mayor across the Area.
2. Principle two: **Sensible geography** - the CCA Area covered by this devolution deal has one of the most functional, self-contained economic geographies in the country - 92% of workers live in the Area and 87% of residents work in the Area.
3. Principle three: **Flexibility** - the Deal recognises the unique needs and ambitions of the Area in its governance and programme.
4. Principle four: **Appropriate accountability** - the Constituent Councils have committed to developing a Constitution and Assurance Framework that will confirm, clarify and formalise the intention of institutions and local leaders to continue to be transparent and accountable, work closely with local businesses, seek the best value for taxpayers' money and maintain strong ethical standards.

Additionally, the Constituent Councils have developed and agreed a further four principles:

5. Principle five: **Inclusivity** - the Constituent Councils have committed to creating as inclusive a model of governance as possible, in pursuit of agreed outcomes. Devolution of power and responsibilities will be to the Constituent Councils, however, the importance of the continued role of the eight Derbyshire and seven Nottinghamshire district and borough councils will be respected.
6. Principle six: **Subsidiarity** - the CCA will perform a role that adds value to existing governance arrangements - primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The CCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the East Midlands, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.
7. Principle seven: **Commissioning** - The CCA will develop strategy across the geography, dealing with issues as diverse as economic growth and nature recovery. Programmes of interventions will be developed against these strategies.
8. Principle eight: **Choice** - The preferred governance model for the CCA will identify a mechanism for including district and borough councils in the geography. This model will respect the existing sovereignty of these lower tier local authorities. Individual councils



will also be able to continue to exercise choice about participation at sub-CCA tiers of partnership working.

The principles have been reflected in the governance arrangements outlined in this proposal, ensuring that effective and convenient local government is delivered for the Area, in a way which is reflective of the identities and interests of local communities.

The new CCA model will be subject to the Combined County Authority provisions in the Levelling Up and Regeneration Bill, which is currently progressing through Parliament, receiving Royal Assent.

### How the Deal will help our Area

The devolution deal provides **unprecedented opportunities** to improve the economic, health, social and environmental well-being of the people who live and work in the area including:

- The **largest investment fund** in the country - **£38 million per annum** over the next 30 years - with a total guaranteed funding stream of **£1.14 billion** to help level up the Area
- The ability for **local voices to play a greater role** in setting and delivering the Area's priorities
- Local control over a range of budgets like the Adult Education Budget, so that we can **target our spend** to the needs of people and businesses in our communities
- Local powers to **tackle challenges specific to our Area** and harness its true economic potential, for the benefit of everyone who lives and works here
- A new Mayor for the Area to give us a **bigger voice, more influence, and a higher profile** to make a strong case to the Government for more investment in the Area.
- Working more effectively on a larger scale across council boundaries, further strengthening **partnership working across and between our counties and cities**.

## 1 Introduction

On 30 August 2022, the four upper tier councils of Derbyshire, Nottinghamshire, Derby, and Nottingham signed a £1.14 billion devolution deal with the Government. The signing of the deal, will, subject to relevant approvals, and primary and secondary legislation passing through Parliament, establish the first ever Combined County Authority (CCA) in the country. This marks a significant step forward for the region, addressing years of historical low investment in the area whilst providing a platform for accelerated growth.

With a population of 2.2 million residents<sup>iv</sup> and a GVA of over £50.5 billion<sup>v</sup>, the CCA Area has enormous potential. Home to more than 75,000 businesses<sup>vi</sup> providing over 978,000 jobs<sup>vii</sup>, the Area has a number of key sectors with significant potential for growth, including advanced manufacturing, engineering, clean energy, logistics, creative and digital, health and pharmaceuticals, health and education, wholesale and retail trade.

However, the Area also faces challenges which impact on productivity levels and the ability to grow. Productivity lags behind the UK average, requiring a 14.6%<sup>viii</sup> increase to close the gap, and public spending per person has historically been below the UK average. There are areas within the CCA Area with high levels of poverty and poor social mobility. Healthy life expectancy across the area is relatively short resulting in individuals living with avoidable ill-health and disability well before statutory retirement age.

Combined Authorities in other areas, such as South Yorkshire, Greater Manchester and the West Midlands, have seen significant benefits of greater progress and stronger economic performance as a result of their devolution deals, leaving the East Midlands behind. Now we have the opportunity to access greater local powers and funding to both tackle identified challenges and to harness the huge economic opportunity present in the Area.

A devolution deal for the Area is now critical, not only in strengthening local leadership to act more flexibly and innovatively to respond to local need, but also in taking concerted action to improve outcomes relating to transport, skills and regeneration, and the health which underpins it.

The devolution framework places a strong emphasis on the importance of high profile, directly elected local leadership, strong local governance, and joint working across sensible and coherent economic geographies. The most comprehensive and ambitious package is a Level 3 deal, for areas with a single institution over a sensible geography, with the strongest and most accountable leadership.

Combined County Authorities are a new model of devolution outlined in the Levelling Up and Regeneration Bill, which is currently progressing through Parliament. Establishing a CCA is a formal, legal step, allowing upper tier councils across the region to work more closely together in a more structured way. A CCA for the region - a Combined County Authority with a directly elected mayor, would be a new statutory authority created to lead collaboration between councils and would act as the recipient of powers and funding from Government.

The creation of the CCA will not result in the merger or take-over of councils in the Area nor will it require individual councils to give up their powers, except in the specific area of transportation, where some powers will be transferred from the upper tier authorities to the CCA. Cooperation in transport matters between the CCA and the councils will also continue into the longer term with certain powers to be held concurrently moving forward

to enable the parties to work together effectively in the years ahead. The CCA will work as one democratically accountable body on key priorities such as economic development, regeneration and transport, enhancing the investment capability of the CCA Area and individual authorities to support growth including in areas such as housing. The CCA will seek to:

- Reduce duplication and provide more efficient services
- Create a stronger basis for bidding for Government funding
- Make best use of public spending
- Speed up decision-making

Whilst the devolution of power and responsibilities will be to the two upper tier and two unitary authorities, the deal respects the importance of the continued role of the eight Derbyshire and seven Nottinghamshire district and borough councils whose powers and functions remain intact and who will also have specified consenting rights in respect of the exercise of some powers by the CCA and/or Mayor. Some powers and functions of local authorities will be exercised concurrently by the CCA/Mayor with the upper tier authorities.

We are very much at the start of our devolution journey and, whilst our initial focus will be on our four priorities of Net Zero, Housing and Land, Skills and Education and Transport, we are ambitious for the future - already identifying areas within the Deal and on other issues and priorities which we know are important for our Area, where we wish to extend its future scope.

Over the coming months we will be looking to work more closely with Government and partners on a range of priority areas such as domestic violence, social mobility and tourism. As we move forward over time, we will also look to secure additional powers and funding to support the delivery of associated programmes of activity.

Further detail on our plans is set out in this, our Proposal document.

## 2 Background and context

The CCA covers a large and diverse Area; encompassing the outstanding natural assets of Sherwood Forest and the Peak District, the UK's original National Park, the growing, vibrant cities of Derby and Nottingham and thriving, historic market towns such as Buxton, Chesterfield, Mansfield, Newark-on-Trent and Worksop, key centres for employment and services for both local residents and the environmentally rich rural hinterlands.

The two counties and two cities are geographically close and work closely together on many collaborative large-scale initiatives involving all sectors. The CCA supports the growing recognition that our extensive range of strengths and opportunities as a functional local area complement each other - ultimately we are stronger together.

### Population

The proposed CCA Area will cover a population of more than 2.2 million people<sup>ix</sup>. This is similar to:

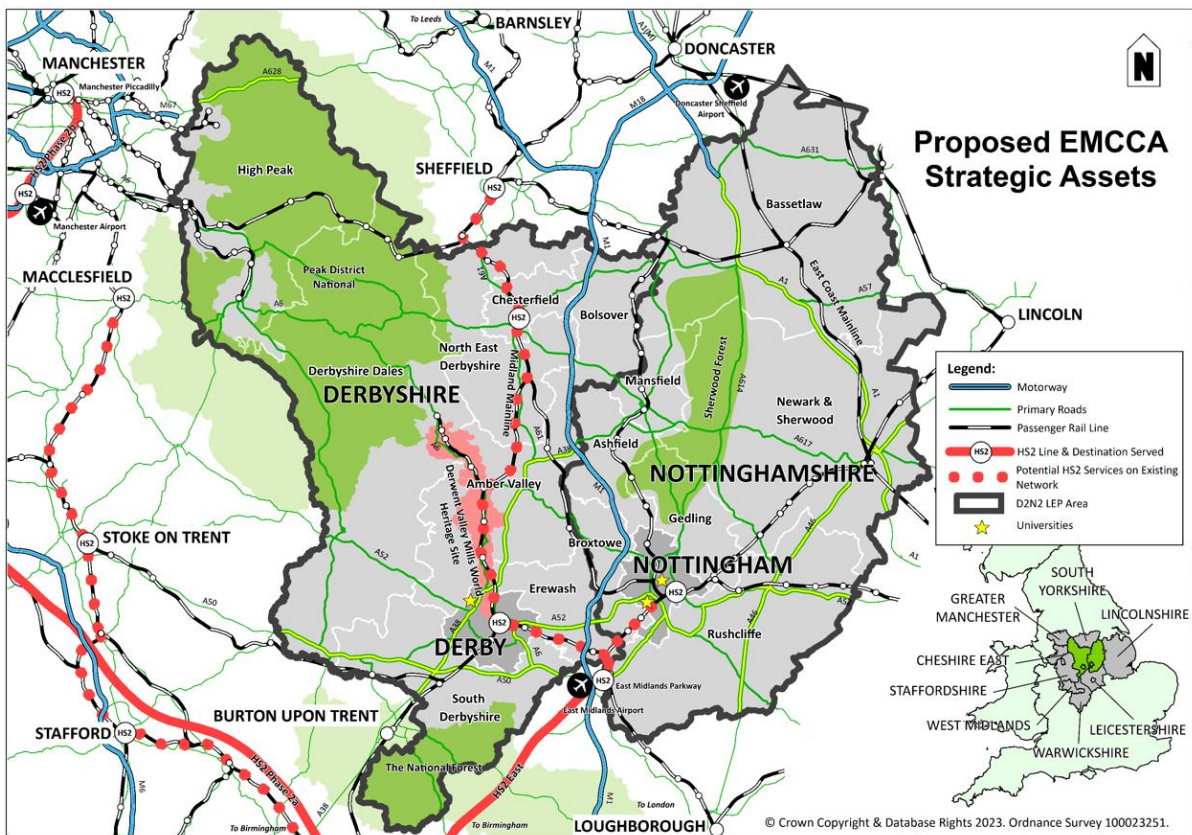
- Greater Manchester combined authority, population 2.9 million
- West Midlands combined authority, population 2.9 million
- Sheffield City Region combined authority, population 1.4 million
- West Yorkshire combined authority, population 2.3 million.

This will make the proposed CCA comparable in size to neighbouring combined authority areas. This Deal will play a key role in driving new economic, social and cultural opportunities to ensure the Area is better able to compete with other sub-regional economies.

### Economy

The proposed CCA Area's economy is the 7th largest in England. It contributes £50.5bn in GVA to the UK economy<sup>x</sup>. As the largest economy in the East Midlands, the proposed CCA area has the advantage of being located at the heart of the country, surrounded by major conurbations such as Greater Manchester and South Yorkshire to the north and Birmingham and Leicester to the south. In total, more than 11.1 million people live within easy reach of the proposed CCA area<sup>xi</sup>.

The functional economic area (areas that share a number of similar economic factors with boundaries that ideally reflect the drivers of the local economy) has been strengthened through the D2N2 Local Enterprise Partnership, in place since 2011.



## Transport & Infrastructure

Our Area benefits from a huge amount of strategic assets summarised as follows:

- The M1 corridor and 690km of major roads<sup>xii</sup>
- High levels of strategic rail connectivity, including stations on the East Coast Mainline and Midland Main Line. The Integrated Rail Plan includes proposals to strengthen this through electrification of the Midland Main Line and the revised HS2 eastern route
- The emerging East Midlands 'Freeport' is the UK's only inland Freeport with different customs rules designed to attract national and international investment. The freeport straddles three of the East Midlands counties including Leicestershire, Nottinghamshire and Derbyshire. The sites are strategically located with strong existing road and rail freight infrastructure connecting them to most other parts of the country more efficiently and quickly. There is significant room for growth across the sites which are strategically connected to regenerate key areas of deprivation.
- Three enterprise zones at Markham Vale, Infinity Park Derby and Nottingham Boots site.
- Nottingham Express Transit tram system

## Business & Manufacturing

The proposed CCA Area has an employment base of 978,000 people<sup>xiii</sup> with 75,600 businesses, including 350 large employers<sup>xiv</sup>. The Area benefits from an exceptionally strong advanced manufacturing base and a well-developed innovation ecosystem. The manufacturing sector generated £8.9bn GVA in 2020 ranking 1<sup>st</sup> in England<sup>xv</sup>.

The Area is a world leader in transport equipment manufacturing based on strong innovation and manufacturing expertise clustered around Derby, and home to globally significant aerospace, automotive and rail manufacturers such as Toyota, Rolls Royce, Alstom, and their significant local supply chains.

Nuclear technology is also significant in Derby given the presence of Rolls Royce's small modular reactor and nuclear submarine business units, plus the new Nuclear Advanced Manufacturing Centre and Nuclear Skills Academy facilities on Infinity Park. The announcement that Bassetlaw will host the world's first nuclear fusion plant gives us a unique opportunity to build an even stronger global reputation in nuclear technologies.

The third largest life sciences cluster in the UK is anchored by Boots, MediCity and BioCity in Nottingham. The digital tech cluster focused around Nottingham's Creative Quarter has grown by 35% between 2015 and 2020<sup>xvi</sup>. The proposed National Rehabilitation Centre at Stanford Hall should open by the end of 2024. The intention is to develop a national network for rehabilitation research, data, information and analytics. The centre will bring together research, innovation, education and training alongside clinical practice to transform outcomes for people who have suffered potentially life changing injury, trauma or illness and improve their quality of life.

Our strong science and innovation ecosystem is underpinned by the Area's three major universities, (Nottingham, Nottingham Trent and Derby), six science parks and fifteen

innovation centres/ incubators). Research strengths supporting our green recovery include Bio and Environmental Sciences, Renewable Energy and Sustainability.

Outside our two major cities, the businesses and activities located in the Area's districts and boroughs generate almost two-thirds of our GVA<sup>xvii</sup>. The network of towns and rural economies house key manufacturing sites, major employers and thriving small businesses. These networks of towns, villages and wider rural areas are home to much of the area's workforce too.

Some of the nation's largest food manufacturers are based in the Area and use some of the raw materials produced by a progressive and diverse agricultural and horticultural sector. Nottingham University's Sutton Bonington campus hosts world-leading facilities for biosciences and veterinary medicine. The state-of-the-art Smartparc facility in Derby promotes sustainable food production and will host a Food Manufacturing Technology Centre of Excellence.

In rural High Peak, well connected to Buxton, the Health and Safety Executive run a laboratory researching new methods in industrial safety, while the emerging digital and creative cluster around Glossop exemplifies the diversity of rural districts.

Factories who have pioneered modern methods of construction and modular housing, that have since been adopted by the wider market, can be found in Ilkeston, Worksop and South Derbyshire.

By stimulating greater levels of business diversification through building upon the distinctive sectoral strengths of the Area, we can encourage greater levels of international trade and investment.

### Commuting

The proposed CCA Area is a highly functional economic geography, with a LEP ranking of 5 out of 38 for economic self-containment<sup>xviii</sup>. 92% of workers live in the Area and 87% of employed residents work in the Area. A number of local authorities have very high proportions of their residents working in the Area, including Ashfield, Mansfield, Gedling and Amber Valley, which all have more than 93% doing so. Whilst there is a large pool of available labour locally to provide businesses with employees, the Area will need to continue to deliver on great opportunities for work, housing and leisure in order to remain attractive to those who live and work here.

### Housing

Across England, demand for housing has outpaced housing supply. This leads to increasingly unaffordable and, in some areas, unsuitable dwellings. The CCA Area, like much of the nation, has seen a shortage in housing supply. An estimated 9,200 homes a year are required to meet local need<sup>xix</sup>. Over the last 5 years, an average of 9,070 homes a year have been completed<sup>xx</sup>. Based on these trends, we are likely to see a shortfall of over 1,000 homes over the next 10 years, which adds to the existing lack of supply. This is a challenge, but also an opportunity for the EMCCA to drive growth through sustainable delivery of affordable and decent housing across the six Housing Market Areas (HMAs).

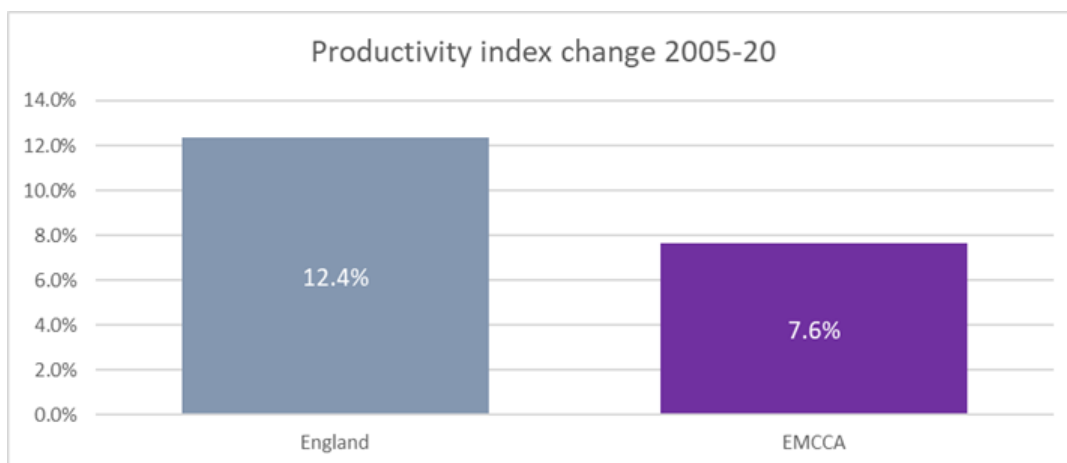
## Parity of investment

For many years the wider East Midlands region<sup>1</sup> has not received the same levels of investment as have been experienced elsewhere in the country. The latest data for 2021-22 on public spending per person shows that the wider East Midlands region received the lowest amount of any region and, at £10,528, was 8.8% lower than the England average and 8.9% lower than the neighbouring West Midlands<sup>xxi</sup>. The shortfall in identifiable public sector expenditure in the CCA Area for the top three functions - Economic Affairs, Health, and Social Protection - is estimated at £1.1 billion in 2021-22 alone<sup>xxii</sup>.

When just focused on public capital spending (which is spending on physical infrastructure like roads, bridges, hospital buildings and equipment), the gap between the wider East Midlands region and England is even greater, at 24.5%. This has a huge impact on improving economic outcomes, which is fundamental to improving living standards, reducing inequalities and improving life expectancy.

## Addressing productivity, skills and employment

Improvements in productivity can help lift wages and provide high quality jobs across all parts of the country. Across the proposed CCA Area there has been a long-standing gap in productivity when compared with national statistics for England. Additionally, over the last 15 years the productivity growth in the CCA Area has fallen behind that nationally by almost five percentage points<sup>xxiii</sup>. The EMCCA can support development of skills of the local population to boost greater levels of local resident participation in the workforce, enhancing both productivity, social mobility and life chances overall.



Source: Gross Value Added (Balanced) per Head of Population at Current Basic Prices, Combined Authority, 2020, ONS © Crown Copyright

Prior to COVID-19, the proposed CCA Area's economy had performed well in terms of improving levels of economic growth, skills and higher value employment opportunities. Despite these improvements over the last decade there remains a significant gap between

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<sup>1</sup> The East Midlands is one of nine official sub-national divisions of England and is used for statistical and some administrative purposes. This region includes the areas Derbyshire, Leicestershire, Lincolnshire (except North and North East Lincolnshire), Northamptonshire, Nottinghamshire and Rutland.

the overall performance of the CCA Area and that of England and there remains some fundamental challenges to be addressed:

- A loss of £4.5 billion in GVA during the first year of COVID-19<sup>xxiv</sup>
- Carbon emissions per capita are 11.9% higher than the UK average due to a high concentration of energy-intensive industries and industrial legacy<sup>xxv</sup>
- An estimated 23% of jobs in the Area will be affected by the transition to a net-zero carbon economy requiring the upskilling of 104,000 workers<sup>xxvi</sup>
- Poor East-West and North-South connectivity by road and rail, with many areas suffering from transport isolation
- The Area has a low skill low wage economy with the average weekly pay of both residents and workplaces in the proposed Area being nearly 9% lower than the England average<sup>xxvii</sup>
- Seven of the proposed Area's local authorities rank in the bottom 25% (quartile) of all authorities across England on gross weekly workplace pay<sup>xxviii</sup>
- Lower than average labour market participation with the Area's (75.0%) employment rate falling below the England (75.7%) average. Nine local authorities in the Area have an employment level lower than the England average<sup>xxix</sup>

In terms of levelling up measures there are significant differences between different District/Borough localities in the Area:

- Productivity, with three of the Area's local authorities having amongst the highest levels nationally in 2020 (South Derbyshire, Rushcliffe and Bolsover), but seven falling in the lowest performing, including Derbyshire Dales that ranked fourth bottom nationally<sup>xxx</sup>.
- Workplace pay, with Derby in the highest ranking 25.0% of local authorities nationally where weekly pay is around 5% higher than the England average, but seven of the Area's authorities amongst the lowest ranking 25.0% nationally including six District/Borough areas (Gedling, Mansfield, Chesterfield, Newark and Sherwood, Derbyshire Dales and Broxtowe) where weekly pay is 15% or more below the England average<sup>xxxi</sup>.
- Employment rate, with three District/Borough areas in the best performing nationally, but six in the worst 25.0%, including Mansfield, ranked in the bottom 15<sup>xxxii</sup>.

### [Reducing wider inequalities](#)

A regional devolution deal for the Area can support us to overcome this historical imbalance of spending at the local level and ensure that our Area gets the necessary boost in funding to address longstanding inequalities and support levelling up our communities.

The CCA Area experiences persistent and systemic deprivation, with 219,600 people living within the most deprived 10% of areas across England<sup>xxxiii</sup> and significant differences in outcomes depending on where you live:

- In some other parts of England people on average live around 15 years longer in good health than people living in Nottingham, which has one of the lowest Healthy Life Expectancies across England<sup>xxxiv</sup>



- Educational attainment varies considerably, with the Area containing some of the worst performing areas across England at all levels of education
- At the early years foundation stage, three of the four upper tier authorities fall below the England average on the expected level on early learning goals for 5-year-olds <sup>xxxv</sup>. Additionally, 7 of the Area's 17 local authorities (Chesterfield, Erewash, Derbyshire Dales, Derby, Mansfield, Nottingham and Bolsover) are in the poorest performing 25% of areas nationally, with the latter in the bottom 10 of all local authorities across the country.
- The Area contains some of the poorest performing localities across England in terms of pupils attaining Maths and English at GCSE, with four local authorities in the bottom 20 of all authorities nationally. These are Mansfield (63.5%), Bolsover (62.3%), Ashfield (61.6%) and Nottingham (60.5%) all of which are well below the national average of 73.0%.<sup>xxxvi</sup>
- Fewer adults are qualified to NVQ level 3+ than England (56.5%: 61.4% respectively)<sup>xxxvii</sup>
- 13 out of 17 local authority district and unitary areas within the Area are identified as 'social mobility cold spots'<sup>xxxviii</sup>
- Whilst the overall proportion of local authority housing deemed to be of a non-decent standard in the CCA Area was at 3.4% in 2020-21, below the England figure of 5.2%, High Peak (17.4%) and North East Derbyshire (12.6%) had high levels. Nottingham (5.2%) also showed a figure above the EMCCA average<sup>xxxix</sup>.
- In terms of homelessness, both Derby (2.4%) and Nottingham (2.0%) have higher proportions of households that were homeless or threatened with homelessness over the last year than nationally (1.2%)<sup>xl</sup>. Relatively high levels in the CCA Area were also evident in Chesterfield (1.3%), High Peak (1.0%) and Mansfield (0.8%).

Within the proposed CCA Area there is significant variation by local authority across the range of levelling up indicators. Measures showing the greatest disparity are:

- Adult attainment at NVQ level 3+, with two of the Area's local authorities amongst the best performing in England (Derbyshire Dales (69.8%) and Rushcliffe 67.4%), whilst seven are ranked in the worst performing 25.0%, including Mansfield which in 2021 was the lowest of all local authorities across England at just 37.8%, over 20 percentage points below the England average (61.4%)<sup>xli</sup>.
- Adult obesity - whilst Derbyshire Dales and Rushcliffe were in the best performing local authorities nationally, there were seven district and unitary areas locally that were amongst those having the highest adult obesity across England, including North East Derbyshire that is ranked sixth bottom<sup>xlii</sup>.

### 3 Our ambitions

#### More Funding, More Control, A Brighter Future.

We are proud of what we have achieved within our individual areas against the backdrop of historic under-funding, but are also aware of the challenges ahead of us. Our vision is for the 2.2 million people who live and work here to enjoy better health, greater prosperity, and an increased sense of wellbeing through the opportunities available to them within an inclusive and competitive CCA Area at the heart of the country.

Working collaboratively within a single CCA will enable us to draw on our collective strengths of innovation and our drive for sustainability, to address our shared challenges of an increasingly competitive world and a changing climate. Doing so together means that we can use our joint resources more efficiently to deliver greater and more meaningful impact for our citizens. This is a particular priority for some of our more rural areas, to address historic challenges so that they can realise their potential and ‘level up’ with the rest of the Area’s geography.

## Priorities

We have identified four key priority areas for long-term, targeted and strategic investment through the CCA. We have chosen these as we believe that a collective focus on improvements within them will transform our Area and the way our citizens experience living and working here.

To deliver this change, we will create a fully developed long term transformational funding programme covering all budgets for devolved functions (the “East Midlands Investment Fund”). This will include a new fund, provided by the Government, of £38 million a year fixed for 30 years which will be accountable to the EMCCA.

We will also work up further details with our business leaders and local authorities including investment priorities, operational characteristics and the opportunities for capturing third party contributions in due course<sup>xliii</sup>.

Our four priority areas are:

- 1. Our homes - we will work with local authorities, landowners, developers and the full range of housing providers to create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.**

The relevant authorities in the CCA Area have set out in their Local Plans and Housing Strategy documents their local housing priorities around brownfield remediation, housing quality and decarbonisation, and systems improvement to support local supported and specialised housing needs.

To respond to this, we will harness:

- £16.8 million of devolved capital funding provided to the EMCCA in 2024/25 to support the building of new homes on brownfield land.
- A £9 million housing capital funding pot to be spent by Constituent Councils by April 2023 to support the delivery of housing priorities
- New, broad powers for the EMCCA to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration. Investing to deliver housing for the Area.
- Land assembly and compulsory purchase powers provided to the EMCCA for housing purposes, subject to the agreement of the Constituent Councils and, where applicable, the district/borough council(s) where the relevant land is located.
- The Mayor’s power to designate Mayoral Development Areas and to create Mayoral Development Corporations, which will support delivery on strategic

sites across the CCA Area through drawing on existing work, subject to the agreement of local partners.

- Our work with Homes England to identify key opportunities for developing a housing delivery pipeline across the CCA Area.
- £918,000 of capacity funding to the Constituent Councils/East Midlands CCA across 2023/24 and 2024/25 respectively, to support development of a pipeline of housing sites.
- The CCA will consider how planning and delivery could benefit people who are homeless and at risk of homelessness

**2. Our skills - we will work collaboratively with employers, skill and training providers, local authorities and other stakeholders to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will also help the creation of a strong and sustainable local economy.**

The number of adults in the CCA Area qualified to Level 3+ is below the national average<sup>xliv</sup>. Graduate retention is also a challenge, with 37% of graduates from the Area's three universities remaining in the East Midlands 3 years following graduation<sup>xlv</sup>. There are significant place-based variations in skills and productivity across the area's districts and boroughs.

The Area's workforce is more concentrated in lower skilled occupations than the national average. Over the next 10-15 years, slower growth in the working age population and significant technology-driven changes are likely to require increased adaptability and re-skilling by people who are already working as well as maximising the potential of young people entering the labour market. Despite unemployment being low, there are still communities and places where unemployment and economic inactivity remains high, with a growing number identified as having significant barriers to work.

To respond to this, we will harness:

- The Adult Education Budget (AEB), provided to the EMCCA from academic year 2025/26.
- The EMCCA's responsibility for making allocations to skills providers and for setting the outcomes to be achieved.
- The Local Skills Improvement Plan (LSIP) - will support and provide input into the LSIP for the area.
- Membership of the joint Department for Work and Pensions and Department for Education Mayoral Combined Authority Advisory Group.
- Regular engagement with the regional Employer and Partnership team in Jobcentre Plus, and strategic labour market partnership teams.

**3. Transport - we will work with transport providers inside and outside the CCA Area to develop our collective infrastructure and create the best possible transport system for our citizens, reflecting the strengths already within Constituent Councils to set our aspirations.**

The Area approaches this devolution deal from a different position to many devolution deal areas, where local public transport services were already managed across the

devolution area prior to the creation of their devolved authorities. This means there will be a one-year transition period, following the election of the mayor, before some public transport functions are transferred and beyond that in the case of the Nottingham Express Transit tram system. In our Area, we experience poor East-West and North-South connectivity by road and rail, with many areas suffering from transport isolation.

To respond to this, we will harness:

- The Mayor's responsibility for a devolved and consolidated integrated local transport budget for the CCA Area.
- The Mayor's and the EMCCA's responsibility for setting and delivering a transport strategy for the Area, including for public transport services\_(with powers for bus franchising).
- Our responsibility for an Area-wide Local Transport Plan, supported by an additional £500,000 of revenue funding in both 2023/24 and 2024/25 to accelerate this work.
- The accelerated delivery of smart, integrated ticketing across all local modes of transport in the Area.
- The CCA will set up and coordinate and manage a Key Route Network (a collection of the most important local authority roads within the Area) on behalf of the Mayor, allowing the Mayor and the CCA to take on highway powers for the Key Route Network.
- A single strategic asset management plan, and where practical, work towards streamlining contractual and delivery arrangements across the Area.
- Mass transit opportunities, including integrating and potentially expanding the NET tram system, in support of the emerging new East Midlands HS2 Growth Strategy
- A new rail partnership with Great British Railways.
- Preparation of a refreshed Local Cycling and Walking Infrastructure Plan to support active travel.
- Clean fuel infrastructure that will accelerate the establishment of a Net Zero transport network.
- Best practice in the area. We will look to build on the highest performing public transport networks and transport infrastructure in the area.

**4. Our net zero ambition - we will work across the Area to lead the way in moving from fossil to fusion and play our part in achieving our national ambition to achieve net zero by 2050. Our ambition is that the CCA Area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaption.**

To respond to this, we will harness:

- An investment in the CCA Area of up to £9 million via a Net Zero capital funding pot to be spent by Constituent Councils by April 2023 that will enable the Area to drive their Net Zero ambitions.
- The CCA's efforts to increase the Area's electricity network capacity to meet future electricity demand.
- The CCA's exploration with Government of the potential benefits of and design options for a place-based approach to delivering retrofit measures\_giving

consideration to where it will have the greatest impact on health and wellbeing.

- The CCA's exploring of the potential benefits of establishing heat network zoning in England to decarbonise heating and hot water within the zone by assuming the role of heat network Zoning Coordinator for its locality.
- The potential for EMCCA to catalyse increased investment from the UK Infrastructure Bank.
- Local Authority efforts to ensure that workers, businesses and local areas, including the CCA, are supported through the Net Zero transition with green skills interventions via a greater role, where possible, in delivering the Adult Education Budget and UK Shared Prosperity Fund.
- Funding for the commissioning of an EMCCA local area energy plan (LAEP) to enable long term planning on a regional basis.
- A role for the EMCCA in evolving waste management in the Area and exploiting opportunities to re-use waste heat.
- Producing an CCA Area Flood Alleviation Strategy, working with Environment Agency, Internal Drainage Boards and other key partners.
- Work by our County Councils Preparation of the Local Nature Recovery Strategies (LNRSs).

## Objectives

We want to help our citizens achieve more and better and we believe that the funding and powers we will receive as part of creating the EMCCA can help us to deliver this vision. We will use the new funding and powers to deliver sustainable growth, new high-value jobs and a resilient economy that allows people to live fuller lives. We know that to thrive we must compete and co-operate, not just with other areas of England and the UK, but with established economies in Europe and America and with rising economies in the east, and increasingly the global south.

### **Our shared objectives:**

- Boosting productivity, pay, jobs and living standards
- Spreading opportunities and improving public services
- Restoring a sense of community, local pride and belonging
- Empowering local leaders and communities

## Outcomes

Through delivering on these objectives, we will achieve the following outcomes for our citizens and our Area:

- Grow our economy faster, through targeted long-term investment, so that it is resilient enough to withstand future challenges.
- Reduce inequality and promote social mobility to allow people to achieve their potential.
- Improve healthy life expectancy and reduce inequalities, especially in communities and groups who are most disadvantaged
- Match skills to economic need to increase productivity and wellbeing.

- Support businesses to create more and higher paid sustainable jobs so that our citizens are able to access the jobs they want within the Area in which they live
- Create a net-zero economy with a resilient energy supply.
- Support enhanced green spaces to welcome nature back into our communities.
- Create modern and robust infrastructure that releases the private sector to deliver new homes and businesses.
- Build new and coherent transport links to facilitate better and more sustainable access to our economic hubs such as our cities, market towns and major employers.
- Use our devolution powers to bring decision-making closer to those who live and work here, increasing the visibility of these decisions.

## Principles

In order to achieve this we will follow these principles:

1. Principle one: **Effective leadership** with a directly elected mayor across the Area.
2. Principle two: **Sensible geography** - the CCA Area covered by this devolution deal has one of the most functional, self-contained economic geographies in the country - 92% of workers live in the Area and 87% of residents work in the Area.
3. Principle three: **Flexibility** - the Deal recognises the unique needs and ambitions of the Area in its governance and programme.
4. Principle four: **Appropriate accountability** - the Constituent Councils have committed to developing a Constitution and Assurance Framework that will confirm, clarify and formalise the intention of institutions and local leaders to continue to be transparent and accountable, work closely with local businesses, seek the best value for taxpayers' money and maintain strong ethical standards.

With a further four local principles:

5. Principle five: **Inclusivity** - The Constituent Councils have committed to creating as inclusive a model of governance as possible, in pursuit of agreed outcomes. Devolution of power and responsibilities will be to the Constituent Councils, however, the importance of the continued role of the eight Derbyshire and seven Nottinghamshire district and borough councils will be respected.
6. Principle six: **Subsidiarity** - The CCA will perform a role that adds value to existing governance arrangements - primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The CCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the CCA Area, much closer to businesses and communities. Place *making* functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.
7. Principle seven: **Commissioning** - The CCA will develop strategy across the geography, dealing with issues as diverse as economic growth and nature recovery. Programmes of interventions will be developed against these strategies.

8. Principle eight: **Choice** - The preferred governance model for the CCA will identify a mechanism for including district and borough councils in the geography. This model will respect the existing sovereignty of these lower tier local authorities. Individual councils will also be able to continue to exercise choice about participation at sub-CCA tiers of partnership working.

### Building on Local Strengths

We will move forwards towards the benefits that an EMCCA can bring in the knowledge that we have great strengths to build upon within our cities and counties.

Using principles 2, 3 and 6, the new CCA will recognise and cultivate our existing economic assets. This will mean achieving our shared vision and joint outcomes via targeted investment and support that acknowledges our geographic differences and similarities. This method recognises the unique contribution that each area already brings to the whole, and avoids a false, one-size-fits-all approach.

New high-quality and sustainable jobs created in Derby may be in a different industry, and therefore require different support, than those in Nottingham. But the need for new high-quality roles that pay a good wage is alike. Similarly, the infrastructure needs of Rushcliffe differ from those of the Derbyshire Dales - but the need for the right connectivity in the right place remains the same across the whole Area.

Derbyshire, Nottinghamshire, Derby, and Nottingham are places of contrasts with distinct but inter-related geographies. The Area combines a healthy diversity of growth, demographics, geographies and industry across a substantial population. A positive mix of demographics across a region plays a huge role in ensuring an area offers sustainability and resilience for the local population - increasing its flexibility to cope with changing or challenging circumstances. There are many unknown variables which will define the future and areas heavily reliant on certain sectors, industries or populations are more vulnerable to local, national and global challenges.

We will seek to enhance joint working with UK Research and Innovation, so we can collaborate on strategies that will drive forward research and innovation in our Area, building on our local strengths.

Our Area is economically and geographically diverse. But we know that together we are stronger. We will work to meet the needs of 1) our urban and suburban areas; 2) our market towns, and 3) our rural areas, but we will do this in the knowledge that our economy is more than the sum of its parts, and new investment that benefits one element can and must benefit all.

### Governance

We have made rapid progress since coming together in February 2022. City, county, district and borough councils have worked collaboratively to deliver a devolution deal, pooling resources and talent. Wider partners across the region have also shown strong support for a devolution deal including the LEP, the Chamber of Commerce and local universities. We will build on that progress and the relationships and networks now in place to deliver at pace.

A key advantage of the CCA model is its capacity for joint governance arrangements for key growth levers such as transport, skills, economic development, and regeneration, which allow for strategic prioritisation across its area and integrated policy development.

In addition, a directly elected mayor provides greater local accountability and decision-making power, working in partnership with the CCA and its Constituent Councils, and more widely with other public service providers including district and borough councils. Our Governance will include:

- A new directly elected Mayor who will bring new powers and funding from central Government to the local level.
- In addition, the EMCCA will feature eight members, consisting of a Lead Member for each Constituent Council and one further member appointed by each of the four upper-tier Constituent Councils
- The EMCCA will also appoint non-constituent and associate members, including representation from the districts and borough councils.

Within the Area there are ambitions to maximise strategic opportunities presented by the East Midlands Freeport and the East Midlands Development Corporation. The CCA will also have the opportunity to drive achievement of some of the same strategic opportunities focussed on transport, regeneration and inward investment. The Constituent Councils, and later the CCA, will therefore engage with all relevant stakeholders involved in each of these initiatives) to ensure that all of the strategic opportunities available are delivered for the benefit of the region, and the Area, in the best, most streamlined and integrated way.

## **4 Delivering our ambitions**

To bring our vision to life, and deliver on the objectives of the EMCCA, a pipeline of key priorities across several themes will be scheduled for initiation once the CCA has been officially established. These priorities will demonstrate to residents, businesses, and organisations across the region the tangible and evidence-based benefits of a CCA. All priorities will be underpinned by the principles of the EMCCA and actioned through the powers and functions agreed within the devolution deal with Government. The proposed projects/initiatives outlined below are an illustration of the opportunities and the potential within the region, drawing on local strengths, partnerships, expertise, and diversity, and could form the pipeline for the CCA.

The CCA will deliver our shared vision and joint outcomes via targeted investment and support that acknowledges our geographic differences and similarities; each area offers a unique contribution, but this will be balanced with a consistent approach to project prioritisation, funding and delivery.

The needs of the Area, and, therefore, the projects to address these needs are not all area wide: Some priorities may be focussed on our urban and suburban areas and/or our market towns, and/or our rural areas, recognising that new investment that benefits one element can and must benefit all. The priorities are grouped into some broad headings, but they may deliver dual objectives across multiple themes:



## Land and Housing

The principles underpinning our Housing & Planning theme are **improvement and sustainability**. A priority is identifying the economic corridors and clusters of housing, in addition to mixed-use properties, including those for culture, tourism and sport, to accelerate development within the region, and make it a better place to live, work and visit.

The EMCCA will promote genuine place making and ‘great places to live’, working in partnership with local authorities and other partners, to ensure that new housing is effectively served by infrastructure (digital and transport) and key public services such as healthcare and education. The EMCCA will establish a relationship with Homes England and the private and social housing sector to identify areas to build more affordable homes and also build new aspirational communities, for example, riverside housing. These developments will respect Future Homes Standards, subject to the Government timetable, which will contribute to reducing carbon emissions. The new CCA’s funding streams for housing development will be critical to enable developments of this nature to proceed.

There is also an opportunity to enhance the Area’s economy by developing new commercial space to maximise opportunities for both businesses and residents. Examples of this could include the Area’s local authorities, working in partnership with the new CCA, seeking to secure Enterprise Zone status for Phase 2 of Infinity Park, the innovation and technology park that is part of the wider Nottingham and Derby Enterprise Zone. Similarly, there are opportunities for the new CCA to work with local authorities to explore commercial space in and around the Northern Power Station sites, and in mid Nottinghamshire such as at the Lindhurst, Lowmoor Road, and Penniment Farm developments.

Working alongside key partners including Homes England, Historic England, the Environment Agency and the private sector, EMCCA will seek to progress development and improve access to key development sites such as Derby’s Cultural Heart of the City and Northern Gateway, the Buxton Gateway, and in Nottinghamshire, Toton and Chetwynd, Top Wighay and South Side in Nottingham City.

## Net Zero

The EMCCA intends to work towards Net Zero and cleaner air by focussing initially on:

- identifying new low carbon homes for residents
- retrofitting existing houses, to improve the energy efficiency and meet decarbonisation targets
- promoting the use of renewable energy, including infrastructures for both Electric Vehicle charging points and for H2 fuel cell charging

There is also the opportunity to promote and enhance green spaces, such as areas for wildlife and green verges and identify and protect nature recovery areas. This will improve the environment for both residents and visitors and create a pride in place.

The Area is also looking at innovative plans to create a sustainable chemical manufacturing laboratory to enable new sustainable chemistries and processes to translate from research labs to commercial production. This will underpin the rapid and necessary

decarbonisation of the chemical-using industries sector that is critical to the Area and could be used as an exemplar across the wider region and country in due course.

There are also opportunities to identify the options available to farmers and land managers to deliver rural decarbonisation including environmental resource management, low carbon energy options, low emission farm vehicles, digital and robotic technology. CCA will seek to increase the understanding of the links between energy and the agri-food sector, while also examining mechanisms for change by highlighting agri-food supply chain opportunities and new business models.

### Skills & Adult Education

The CCA area is home to three universities, as well as eight further education colleges, a range of private training providers and community-focused providers in the third and local authority sectors. Examples of strong partnership working include for example a Sustainable Chemicals Manufacturing Laboratory with the University of Nottingham and the Opportunity Area in Derby.

The Area has a strong research and development base, particularly in life sciences, engineering and manufacturing employment sectors; the new powers and devolved funding will provide the opportunity to develop an increasingly integrated skills system over time and influence investment in all levels of skills to ensure local needs are met, address economic challenges and increasing productivity.

Projects could include developing the Area's existing knowledge and expertise in green technology and promoting the growth of a future low carbon economy by investing in targeted skills and training. The new prototype fusion plant planned for West Burton could act as a catalyst to transform our skills offer and support the move to green, clean energy jobs. Other projects could see the development of innovation and training centres, like the Nuclear Skills Academy, to build on higher level engineering and manufacturing skills required by the region.

We also know that some of the residents of the area suffer from economic exclusion due to barriers to work such as skills not matching the needs of employers. We will work to improve adult skills, including basic skills, to enhance employability and enable re-skilling that will respond to significant technology-driven change and maximise employability.

### Transport

Our priority is to develop integrated and sustainable transport, linking transport to housing, jobs, education and training, improving regional connectivity and more active travel options. In recognition that the CCA's network of towns, villages and wider rural areas are home to much of the Area's workforce, there is an opportunity to set up and coordinate a network of integrated public transport services, smart integrated ticketing and a consistent concessionary fares scheme. This will support employers and employees to advertise and access jobs, education and training opportunities within the region, supporting both businesses and citizens, but also encouraging visitors to travel within the area.

Transport also works alongside the Net Zero theme by identifying green transport initiatives and opportunities to develop a CCA approach to low carbon transport and resilient infrastructure.

## Public Sector Reform

### Public Health

The EMCCA will ensure that improving and protecting the public's health is a central consideration in everything it does, including in environmental considerations, planning, regeneration and transport activity. Using powers under the NHS Act 2006, the EMCCA will complement and support actions already being taken by Constituent Councils to improve people's health and well-being across the Area.

Health and well-being will be considered throughout the EMCCA's activities as well as enabling work on local issues, where health plays a key role, specifically:

- Providing the EMCCA, under the NHS Act 2006, with the opportunity to deliver public health initiatives throughout the Area;
- Enabling the EMCCA to support the Constituent Councils with tackling local issues such as homelessness and rough sleeping through integrating the consideration of public health into use of other powers by the EMCCA such as housing powers.

### Beyond the Deal

Whilst our Deal will initially focus on the acceleration of activity to achieve our identified priorities, the ambition we have for our Area, and the people and communities we serve, is significantly greater.

As the first Mayoral Combined County Authority to be established in the UK we will be using the current deal as a platform to broaden and deepen its scope in the future, ensuring that we continue to address identified and emerging challenges, maximising available opportunities that come our way, maintaining and building momentum.

We will therefore be working with government and our partners across the Area over coming months and years to strengthen ties and collaboration, deliver against the twelve levelling up missions, improving outcomes for our people and our places whilst acting as a trailblazer for other CCAs that follow in our path.

In particular, we will seek to work collaboratively with Government at the earliest opportunity to:

- Explore opportunities to deliver transformative regeneration and new high-quality housing
- Tackle local housing challenges including homelessness and rough sleeping
- Tackle domestic abuse through an improved and systemwide holistic approach
- Take further action to improve population health and wellbeing across the Area
- Develop strong links between the CCA and PCCs to help join up public service delivery and strategies in relation to community safety

- Develop an ambitious, long term mayoral social mobility strategy, supporting young people through their journey to adulthood
- Strengthen the local visitor economy, creating an attractive and vibrant cultural and creative sector
- Strengthen transport connectivity, building on the potential offered by HS2 and the consolidation of the existing core local transport funding into a multi-year integrated settlement
- Strengthen the role of Local Resilience Forums, testing new roles and responsibilities where appropriate
- Explore the potential for the further relocation of Civil Service roles to the East Midlands as part of the Levelling Up agenda
- Identify additional opportunities to support wider public service reform across the Area.

This Deal is the start of our devolution journey and we will look to secure additional powers and funding as the CCA evolves to help us achieve our aims and the Government's Levelling Up agenda.

## 5 Governance

As referenced previously, the Constituent Councils have set out eight principles for the governance framework for the CCA. The first four principles apply the devolution framework set out in the Levelling Up White Paper.

The Constituent Councils have created a governance structure for the CCA which is true to the principles outlined above, and which will secure effective and convenient local government for the Area.

### Name and Area

The CCA will be formally known as the East Midlands Combined County Authority. It covers the geographical areas of the Derbyshire County, Nottinghamshire County, Derby City and Nottingham City Councils, which together form the Constituent Councils of the CCA.

### Membership of the CCA

The CCA will have up to 17 Members in total, comprising:

- The directly elected Mayor;
- 8 Constituent Members (Members appointed by the Constituent Councils, with each Constituent Council appointing 2 Members);
- 4 Non-Constituent Members nominated by the District and Borough Councils within the Area (with 2 Non-Constituent Members to be nominated by Derbyshire District and Borough Councils, and 2 Non-Constituent Members to be nominated by Nottinghamshire District and Borough Councils);
- Up to four further Non-Constituent or Associate Members. These four further Memberships will not be nominated/appointed to initially. It will be for the CCA to

determine whether the four additional Memberships will be used, and if so, what interests those Memberships should seek to represent on the MCCA.

### The Mayor

The CCA will have a directly elected Mayor who will be elected by the voters within the Area. The Mayor will be a Member of the CCA, as well as having a number of powers and functions which may be exercised exclusively by the Mayor (see below).

### District and Borough Councils

There are 15 District and Borough Councils within the Area of the CCA. The Districts and Boroughs will be empowered to nominate 4 individuals to represent their interests on the CCA.

The Constituent Councils have worked closely with the District and Borough Councils to agree a system of nominations which all of the Councils are comfortable with. It has been agreed that nomination will be effected through the use of joint committees (joint committees are a formal local authority committee formed by several Councils to work together on specific issues.)

Two joint committees will be utilised. One which the Derbyshire District and Borough Councils will be voting members of and which will nominate two Non-Constituent Members, and one which the Nottinghamshire District and Borough Councils will be voting members of and which will nominate two Non-Constituent Members. These joint committees will also be used as the mechanism for the District and Borough Councils to nominate additional individuals as substitutes and representatives on the Overview and Scrutiny Committee, and Audit Committee, who may come from different Councils than the nominated Non-Constituent Members.

It is hoped that existing joint committees will be able to be utilised for these purposes, but if that is not possible, new joint committees will be established to fulfil this role.

The inclusion of a mechanism by which the District and Borough Councils can have a key role on the CCA ensures that the identities and interests of all of our local communities are fully represented on the CCA.

### Business Interests

The voice of business will be a critical component in the future CCA, given that a key area of focus will be economy, industry and business, The CCA is considering appointing an Associate Member who can represent the views of business on the CC moving forward.

The D2N2 LEP function is to be integrated into the CCA, albeit the precise mechanism by which this will be achieved is not yet agreed.

One such mechanism as suggested by Government integration guidance is integration via establishment of a business focussed Advisory Board. Whilst the Advisory Board would not be a formal committee of the CCA, it would be part of the formal governance arrangements and would exist to provide advice to the CCA on all issues of business and economy relevant

to the CCA. The CCA could then appoint the Chair of that Advisory Group to the CCA as an Associate Member representing the views of business on the CCA.

### Other Memberships

The remaining up to 3 further Members will not be nominated/appointed to initially. It will be for the CCA to determine whether the three additional Memberships will be used, and if so, what interests those Memberships should seek to represent on the CCA. Possible options for the areas of interest to be represented through the up to 3 further Memberships include education and skills, transport, environment/net zero and housing and planning.

### Mayoral Functions

Some of the functions of the CCA will only be able to be exercised by the elected Mayor, and this will be prescribed in the Establishment Order.

The main Mayoral functions are as follows:

- Duty to set a Mayoral budget, which will relate to the cost of exercising the Mayoral function;
- Power to impose a business rate supplement on non-domestic ratepayers in the Area to fund Mayoral functions as part of the Mayoral budget;
- Power to issue a precept on council tax (a precept is an amount added to council tax) to fund Mayoral functions as part of the Mayoral budget;
- Power to provide relief from non-domestic rates in areas covered by a Mayoral Development Corporation;
- Power to create a Mayoral Development Area, and to form a Mayoral Development Corporation to take responsibility for planning functions in the part/s of the Area covered by the Mayoral Development Area (the exercise of these functions is subject to the consent of all of the local planning authorities affected);
- Housing and land acquisition powers to support housing and regeneration (the exercise of these functions is subject to the consent of all of the local planning authorities affected); and,
- Functional power of competence (this means that the Mayor will have the power to do anything reasonably related to the exercise of their functions).

Due to the complexity of the current transport arrangements in the Area, transfer of transport functions will be dealt with differently, with a phased transfer of functions. On day 1, it is expected that the CCA will be established as the transport authority for the Area, and will hold franchising powers, the power to approve the single, joint Local Transport Plan and the power to define the Key Route Network on behalf of the Mayor. Within a year of the establishment of the CCA, other public transport powers and functions, including those relating to the coordination of the bus networks, direction of integrated ticketing and investment in infrastructure will transfer to the CCA/Mayor. More detail is given in the table of powers at Appendix A.

The Levelling Up and Regeneration Bill provides that an elected Mayor may exercise functions of Police and Crime Commissioners, and/or functions of Fire and Rescue Authorities. It is not currently intended that the elected Mayor for the East Midlands CCA

will exercise the functions of either of the Area's Police and Crime Commissioners, or either of the Area's Combined Fire Authorities. It is intended however that there will be close working between the East Midlands CCA and the Area's Police and Crime Commissioners generally; and particularly, productive and joint working on public safety; and the East Midlands CCA will work with the Area's Police and Crime Commissioners to agree a protocol for working together.

### Mayoral decision making

The elected Mayor will be required to appoint one of the Members of the CCA as their Deputy Mayor. The Deputy Mayor must act in the place of the Mayor if for any reason the Mayor is unable to act, or the Office of the Mayor is vacant.

The Mayor is able to arrange for the exercise of any of their Mayoral functions by:

- The Deputy Mayor;
- Another Member or Officer of the CCA;
- A committee of the CCA, consisting of members appointed by the Mayor (which need not be Members of the CCA).

The CCA Establishment Order will provide that the Mayor is able to appoint a political advisor.

### CCA Functions

The remainder of the functions of the CCA will be exercisable by the CCA. On day 1 these will include:

- The duty to set a budget for the CCA (as opposed to the Mayoral budget);
- Exercise of the power to borrow;
- Duty to prepare an economic assessment of the Area;
- Compulsory purchase, land acquisition and disposal and development of land powers (the exercise of compulsory purchase functions is subject to the consent of all of the local planning authorities affected);
- Housing supply and regeneration functions;
- Duty to review air quality plans and propose and undertake steps to support the delivery of those plans by Districts/Boroughs/Unitary Councils in the Area; and,
- Incidental powers in relation to its functions (the power to do anything which is incidental to the exercise of its functions).

In addition, the CCA will have functions relating to transport. As mentioned above, due to the complexity of the current transport arrangements in the Area, transfer of transport functions will be dealt with differently, with a phased transfer of functions. More detail is given in the table of powers at Appendix 1.

### CCA decision making

The Members of the CCA will be the main decision-making group of the CCA. The CCA will have the power to establish sub-committees to exercise CCA functions.

## CCA voting

The CCA will prescribe voting requirements in its Constitution, but the following principles will be applied:

- All of the Constituent Council Members and the Mayor have a single vote.
- None of the Non-Constituent or Associate Members automatically have a vote, but the CCA is committed to the right to vote being available on some topics at least to District and Borough Council Non-Constituent Members.
- The majority of decisions taken by the CCA will be subject to a requirement for a simple majority in favour, with the additional requirement that the Mayor must vote in favour.
- Certain decisions will additionally require the Lead Member of the relevant Constituent Council to vote in favour, specifically this includes any decision to compulsorily purchase land by the CCA, and any decision of the CCA which would lead to a financial liability falling directly on the Constituent Council. Further instances in which there will be a requirement for the Lead Member of each Constituent Council to vote in favour will be set out in the CCA Constitution.
- By a 2/3 majority, the CCA can amend the Mayor's budget, and amend the Mayor's transport strategy.

## Advisory Boards

The CCA, and the Mayor, may choose to establish advisory boards. Advisory boards are formally constituted boards which form part of the operation of the CCA, but which have no decision-making power.

As set out above, the CCA is considering establishing a Business and Economy Advisory Board. In addition, the CCA is also considering establishing a similar Education and Skills Advisory Board.

The CCA will consider whether additional Advisory Boards focussed on other issues are required.

The role of any advisory boards established will be to advise the CCA, and possibly also the Mayor, on the exercise of functions in their areas of expertise.

## Members Allowances

The statutory instrument which creates the EMCCA will set out the position on members allowances. DLUHC have indicated that the SI will provide that allowances will be payable as follows:

- The Mayor, Deputy Mayor and members of committees/sub-committees who are not elected members of a Constituent Council may be paid an allowance, the amount to be recommended by an independent remuneration panel;
- Members of Overview and Scrutiny Committees and/or Audit Committee (whether or not also elected members of a Constituent Council) may also be paid an allowance, the amount to be recommended by an independent remuneration panel; and,



- Otherwise members may only be paid allowances for travel and subsistence, paid in accordance with the EMCCA's published policy.

### Overview and Scrutiny Committee

The CCA will be required to have at least one Overview and Scrutiny Committee.

The role of the Overview and Scrutiny Committee is to monitor the decision making of the CCA and the Mayor to ensure that the decision making is appropriately focussed on community needs, and that high quality delivery is taking place for the benefit of the Area.

In accordance with the Levelling Up and Regeneration Bill and given the role of the Committee its membership must involve different individuals than those who are Members of the CCA. However, the CCA would intend to ensure that the District and Borough Councils would be represented on the Overview and Scrutiny Committee, and will consider how and whether to represent any additional Non-Constituent and Associate Members on the Committee.

Practically this means that at least one member of the Overview and Scrutiny Committee will be nominated from each Constituent Council of the CCA. At least 4 members will be nominated by the District and Borough Councils. Any members of the Committee not drawn from the Constituent Councils will not automatically have voting rights on the Committee.

There will be a requirement for political balance on the Committee which will reflect the political balance of the CCA Area (which in this context means to reflect the voting in respect of the Constituent Councils but taken across the whole Area).

### Audit Committee

The CCA will be required to have an Audit Committee. The role of the Audit Committee is to support and monitor the authority in the areas of governance, risk management, external audit, internal audit, financial reporting, and other related areas to ensure that the financial and governance decision making position of the CCA and the Mayor is sound.

There is a requirement for the Chair of the Audit Committee to be an independent person, who is not otherwise associated with the Mayor or involved in the CCA. Again, the Levelling Up and Regeneration Bill requires that members of the Audit Committee must not be the same individuals as those representatives who are members of the CCA.

The CCA will ensure that the Audit Committee has the right people to ensure effective oversight of the adequacy of the CCA's overall assurance arrangements, and scrutiny of financial decision making by the Mayor and the CCA.

### Funding of the CCA

The Establishment Order will indicate that the CCA will be funded by the four Constituent Councils. Funding has been secured as part of the deal from central Government to cover the financial years 2023/4 and 2024/5. In addition, as set out above, the Mayor has powers to issue a precept and impose a levy, and the CCA has powers to borrow. In practice it is

expected that the running costs of the CCA will be met by either continued central Government support or with funding from the Constituent Councils.

The significant programme costs associated with major projects and schemes across the CCA footprint will be funded from other sources, the CCA has powers to borrow whilst the bulk of the funding needed for the CCA/Mayor will be provided by Government for the next thirty years. Government has committed to investment of £38 million per year for the next 30 years into the region through the Mayor/CCA.

The general powers the CCA has around finance and funding are expected to be substantially the same as local authorities enjoy generally.

## **6 Organising to deliver**

In order to deliver the ambitions set out above, we will seek to organise the resources of the CCA in the best possible way. Work is currently underway to define the ‘Operating Model’ for the CCA which will describe how it will work, the functions, people, processes, systems and organisational structure. The following principles will guide our development of the CCA’s operating model. They provide an overarching picture of the CCA’s key features.

### **1 - Efficient use of public resources through working in partnership**

The CCA will be a strategic body overseeing the effective delivery of growth priorities, working collaboratively with Constituent Councils, non-Constituent Members and other stakeholders. The CCA will require a high level of partnership working ensuring any partnership arrangements are efficient and proportional and avoiding unnecessary duplication.

The operating model design will be built upon a foundation of partnership working.

### **2 - Effective delivery of devolved functions**

The CCA will assume the functional powers outlined in the table at Appendix A. To discharge its functions effectively and legally, there will need to be sufficient capacity and resources. The precise capacity and the extent to which these functions are delivered by the CCA or through other public sector stakeholders will depend on the nature of the functions and will be developed as part of the operating model.

### **3 - Evolution of the operating model**

The CCA’s operating model will be flexible and scalable to allow for additional powers to be devolved from Government as the CCA matures, ensuring the authority is fit for the future and can evolve capabilities as required over time. This is based on the experience of existing combined authorities which have secured further devolved powers over time.

### **4 - Local Enterprise Partnership Integration**

As set out in the Devolution Deal, the functions of the LEP will be integrated into the CCA. These functions include business growth, innovation, skills strategy and regeneration. In addition there is also a commitment to include an independent business voice, as is currently

represented through the LEP Board. The formal relationship with the CCA is set out in section 5 on Governance, but there will be a range of informal relationships between businesses, higher and further education institutions and voluntary and community sector representatives.

## 5 - Capabilities and organisation

The CCA will require a range of core capabilities to discharge its functions effectively. This will include 3 groups of officers:

- The statutory officers which are legally required to operate a local authority: Head of Paid Service (usually called a Chief Executive Officer); Section 151 Officer (Finance Director) and Monitoring Officer (Legal Director)
- Officers directly responsible for delivering the core functions (transport, regeneration etc)
- Officers responsible for supporting services, such as: commissioning and contracting, research and intelligence, strategy and policy development, finance, human resources, democratic governance and legal services, technology and data, and communications.

As part of the operating model, decisions will need to be taken about:

- who is directly employed by the CCA, by partner organisations (including Constituent Councils) or contracted from third parties
- The organisation structure which best delivers the CCA's objectives.

## 6 - The shadow CCA

A shadow CCA will be established to prepare for the establishment of the CCA itself. This will not be a legally constituted body, but instead individuals from existing bodies (largely Constituent Councils) will be selected by the Constituent Councils to work collectively.

During this time, it will be important that specific individuals are accountable for delivery and have sufficient capacity and support to do so successfully, working with the political Leadership of the four Constituent Councils, as well as working alongside the four Chief Executives of the Constituent Councils. The transition from the shadow authority to the formal CCA will be as seamless as possible, ensuring shadow authority arrangements reflect as closely as possible the future structure of the fully established CCA.

A detailed design of the future operating model will be developed subsequently. Section 9 sets out how we will manage the transition to this model of CCA.

## 7 Consultation

### Approach

To gain feedback on the CCA proposals, an eight-week consultation was undertaken between 14 November 2022 and 9 January 2023. Ipsos UK were appointed to support the Constituent Councils in undertaking the consultation.

The consultation methods included:

- An online survey with alternative options provided on request to meet the needs of participants (translations, paper copies and easy read);
- Stakeholder engagement with businesses, the voluntary sector and other stakeholders identified; and
- Two online events to engage residents and stakeholders of the CCA.

Active steps were taken to encourage participation and to ensure that the consultation was accessible to all. An equality impact assessment was completed to inform engagement undertaken by Constituent Councils.

A detailed plan of communications was also created with support from each Constituent Council to identify the best methods to use to promote the consultation in their local areas, this included a list of frequently asked questions (FAQs).

A Data Protection Impact Assessment was undertaken to assist the Constituent Councils in ensuring that data shared and collected through the consultation process was held, processed, and stored correctly, and for no longer than is necessary.

Findings from the consultation were analysed and published to support consideration of the Proposal by each Constituent Council.

### **Consultation Findings**

Overall, there were 4,869 participants in the consultation which was open to residents, businesses, community and voluntary groups, and other organisations in the CCA Area, as well as the general public. The majority (4,751) participated online via the official response form.

Responses to the consultation came from residents from all areas in Derbyshire, Nottinghamshire, Derby, and Nottingham. The consultation survey was self-selecting, therefore no area was specifically targeted, however there is a good split of responses from all areas of the four Constituent Councils and no one area is over represented.

The overall response to the consultation shows that there was a majority in favour of the proposals relating to:

- Homes (agree: 2,239; disagree 1,913)
- Skills (agree: 2,504; disagree 1,534)
- Transport (agree: 2,561; disagree 1,711); and
- Reducing carbon/Net Zero (agree: 2,484; disagree 1,580)
- Public Health (agree: 2,490; disagree 1,580)

There were fewer respondents in favour of the proposals relating to Governance (agree: 2,032; disagree: 2,206). The majority of comments indicated that the main concern was in relation to the proposal to have an elected Mayor.

Full details of the demographics of respondents was published in an Equality Impact Assessment. In summary:

- 59% of respondents were Male and 40% Female with less than 1% reporting their sex as Other.

- Those aged 55 to 74 had a higher response rate to the consultation when compared to the resident population. Those aged 34 and below had a lower response rate when compared to the resident population.
- In terms of the ethnic group of respondents, the White: English, Welsh, Scottish, Northern Irish or British group had a higher response rate (+7.5% points) than the BAME group (-7.5% points) when both groups were compared to the resident population.
- 49.7% of respondents listed their religion as None. 45.5% listed their religion as Christian, and 0.7% of respondents listing their religion as Muslim.

A summary of the key points raised in the consultation was reported to Constituent Councils in March 2023 to enable full consideration of the consultation responses. This Proposal has now been amended to take account of the outcomes of that consultation.

## 8 The Deal

[East Midlands devolution deal \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

## 9 Next steps (Transition)

The transition to a formal CCA in May 2024 can be understood in three stages:

- **Stage 1: Establishing transition arrangements - by summer 2023**
- **Stage 2: Working as a shadow organisation - summer 2023 to May 2024**
- **Stage 3: Formal establishment of the CCA - May 2024 onwards**

It is important to note that transition to the CCA is dependent on a number of factors: this proposal being accepted as a result of public consultation; this proposal then being accepted by Government; the passing of the Levelling Up and Regeneration Bill into law and the approval by Parliament of the necessary secondary legislation implementing the deal. Importantly we would not propose to move into ‘shadow’ mode until at least the Bill had come into law - hence the approximate timescale.

Below is an overview of the key activities in each of the above stages.

### **Stage 1: Establishing transition arrangements - by summer 2023**

In this stage, the main focus is around collaborative working across Constituent Councils to determine the key roles required for the shadow authority and how it will plan for the establishment of CCA functions. This will involve:

- Ensuring collaborative leadership from Leaders of Constituent Councils to enable decisions to be made
- Consolidating a programme team to operate as the ‘engine’ of the shadow CCA - drawing on staff from Constituent Councils, other stakeholders, and professional advisors
- Defining a resource plan so that individual authorities can take decisions about their financial and time commitments

- Putting in place ‘task & finish’ groups to begin developing plans for priority areas such as transport and housing
- Ensuring an effective stakeholder management plan to engage stakeholders in the development of strategies and plans
- Putting in place individuals and teams to ensure that interim functions can be delivered or plans developed. This will include an Accountable Body function to ensure that funds are properly received and used and a means by which decisions about funding can be agreed.

In this and subsequent stages, the relationship between the future CCA and existing local authorities (and other stakeholders) needs to be defined and properly governed.

### **Stage 2: Working as a shadow organisation - summer 2023 to May 2024**

In this stage, the focus will be on working as a shadow organisation and making preparations for the formal CCA. It is important to note that this shadow organisation will not be a new legal entity and therefore any activities (such as employing people or financial accountability) will be done by the existing local authorities. Functions at this stage will involve:

- Delivering work commissioned by the shadow authority leadership to carry out activities that can be done in this stage, such as allocating funding, and preparing functional plans ready for the formal CCA to pick up once it is established
- Designing and confirming important aspects of the formal CCA, such as the future management structure, required resources to operate the functions and enabling competencies and the required governance arrangements
- Planning the integration of the functions of the LEP into the CCA, ensuring it is ready for delivering functional responsibilities once the formal CCA is established
- It will be important that specific individuals are accountable for delivery and have sufficient capacity and support to do so successfully.

### **Stage 3: Formal establishment of the CCA - May 2024 onwards**

In this stage, all the prior preparation from the previous two stages of transition will come together for the establishment of the formal CCA, ensuring that the organisation is set up to begin delivering its functional responsibilities underpinned by all required resources, enabling competencies and governance arrangements. This will involve:

- Incorporating the elected mayor and their functions into the CCA
- Appointing permanent managerial roles to manage the CCA’s operations, including statutory officers
- Delivering on functional plans to begin delivering CCA responsibilities and achieving outcomes for the region
- Scaling up the enabling competencies in order to allow the organisation to operate as required
- Implementing the governance model for the CCA, including establishing the various committees
- Continuing to enable the CCA to operationally evolve as is required

## 10 Legislation

Set out in Appendix A is a table of the powers which the Constituent Councils are proposing are available to the CCA and/or the Mayor. The powers are those which the Constituent Councils believe are needed to enable the CCA/Mayor to deliver the purposes outlined in this proposal. In considering our proposal, the Government, and in particular, specialist legislative counsel, will review the table below and some of the detail set out may be required to change as a consequence of the passage of the Levelling-up and Regeneration Bill, the drafting of establishment orders, and other consequential amendments to existing powers for combined authorities. The scope of powers to be available, and the broad terms of the exercise of those powers are unlikely to change; and, in any event, the powers will not go beyond the scope set out in the governance section of this proposal, and the Devolution Deal

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<sup>i</sup> Census 2021, Office for National Statistics (ONS) and English Indices of Deprivation, 2019, The Department for Levelling Up, Housing and Communities, © Crown Copyright

<sup>ii</sup> Health State Life Expectancy All Ages UK, 2018-2020, ONS, © Crown Copyright

<sup>iii</sup> State of the Nation, 2017, Social Mobility in Great Britain, Social Mobility Commission

<sup>iv</sup> Mid-year Population Estimates, 2021, ONS (Nomis) © Crown Copyright

<sup>v</sup> Regional Gross Value Added (Balanced) per head and Income Components, 2020, ONS, © Crown Copyright

<sup>vi</sup> UK Business Counts, 2022, ONS (Nomis), © Crown Copyright

<sup>vii</sup> Business Register and Employment Survey (employment measure), 2021, ONS (Nomis) © Crown Copyright

<sup>viii</sup> Regional Gross Value Added (Balanced) per head and Income Components, 2020, ONS © Crown Copyright

<sup>ix</sup> Mid-year Population Estimates, 2021, ONS (Nomis) © Crown Copyright

<sup>x</sup> Regional Gross Value Added (Balanced) per head and Income Components, 2020, Office for National Statistics (ONS) © Crown Copyright

<sup>xi</sup> Mid-year Population Estimates, 2021, ONS © Crown Copyright Figure is the number of people within 30km of the CCA area boundary

<sup>xii</sup> Figure calculated using Ordnance Survey, 50k Meridian Vector, 2022. Figure is the length of the strategic road network and major road network minus the M1

<sup>xiii</sup> Business Register and Employment Survey, 2021, ONS (Nomis) © Crown Copyright

<sup>xiv</sup> UK Business Counts, 2022, ONS (Nomis), © Crown Copyright

<sup>xv</sup> Regional Gross Value Added (Balanced) per head and Income Components, 2020, ONS © Crown Copyright

<sup>xvi</sup> Creative and Digital Industries in Nottingham, Karagounis K., Rossiter W., February 2022. Accessible [here](#).

<sup>xvii</sup> Regional Gross Value Added (Balanced) by Industry: Local Authorities by International Territorial Level (ITL) 1 region: East Midlands, 2020, ONS © Crown Copyright

<sup>xviii</sup> LEP Network analysis of the Census 2011, ONS © Crown Copyright

<sup>xix</sup> Housing need sourced from the Planning Authorities or their current Local Plans

<sup>xx</sup> Net additional dwellings by local authority district, Department for Levelling Up, Housing and Communities, © Crown Copyright

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- <sup>xxi</sup> HM Treasury, Country and Regional Analysis, 2021, © Crown Copyright
- <sup>xxii</sup> D2N2 LEP analysis of HM Treasury, Country and Regional Analysis, 2021, Crown Copyright. Based on the difference between the East Midlands and national (excluding London) expenditure per head
- <sup>xxiii</sup> Gross Value Added (Balanced) per Head of Population at Current Basic Prices, Combined Authority, 2020, ONS © Crown Copyright
- <sup>xxiv</sup> Regional Gross Value Added (Balanced) per head and Income Components, 2020, ONS © Crown Copyright
- UK local authority and regional greenhouse gas emissions national statistics, 2020, Department for Business, Energy and Industrial Strategy © Crown Copyright
- <sup>xxvi</sup> Tracking Local Employment in the Green Economy: The Place-based Climate Action Network Just Transition Jobs Tracker, PCAN
- <sup>xxvii</sup> Annual Survey of Hours and Earnings 2022, ONS (Nomis) © Crown Copyright
- <sup>xxviii</sup> Annual Survey of Hours and Earnings 2022, ONS (Nomis) © Crown Copyright
- <sup>xxix</sup> Annual Population Survey, Oct 2021-Sept 2022, ONS (Nomis) © Crown Copyright
- <sup>xxx</sup> Subregional productivity, Current Price (smoothed) GVA per hour worked, 2020, ONS © Crown Copyright
- <sup>xxxi</sup> Annual Survey of Hours and Earnings 2022, ONS (Nomis) © Crown Copyright
- <sup>xxxii</sup> Annual Population Survey, Oct 2021-Sept 2022, ONS (Nomis) © Crown Copyright
- <sup>xxxiii</sup> English Indices of Deprivation, 2019, The Department for Levelling Up, Housing and Communities, © Crown Copyright
- <sup>xxxiv</sup> Health State Life Expectancy All Ages UK, 2018-2020, ONS, © Crown Copyright
- <sup>xxxv</sup> Early Years Foundation Stage Profile results, 2021-22, Department for Education © Crown Copyright
- <sup>xxxvi</sup> Level 2 and 3 attainment by young people, 2020-21, Department for Education © Crown Copyright
- <sup>xxxvii</sup> Annual Population Survey, January to December 2021, ONS (Nomis) © Crown Copyright
- <sup>xxxviii</sup> State of the Nation, 2017, Social Mobility in Great Britain, Social Mobility Commission
- <sup>xxxix</sup> LGInform, number of non-decent homes owned by the local Authority, 2020-21, and Local Authority Stock by District, live table 116, 2021, Department for Levelling Up, Housing and Communities, © Crown Copyright
- <sup>xl</sup> Statutory homelessness: Detailed local authority-level tables, April 2021 to March 2022, Department for Levelling Up, Housing and Communities, © Crown Copyright.
- <sup>xli</sup> Annual Population Survey, January to December 2021, ONS (Nomis) © Crown Copyright
- <sup>xlii</sup> Office for Health Improvement and Disparities, 2020-21, Percentage of adults (18+) classified as overweight or obese, © Crown Copyright
- <sup>xliv</sup> Annual Population Survey, January to December 2021, ONS (Nomis) © Crown Copyright
- <sup>xlv</sup> Department for Education, Graduate outcomes provider level data, 2019-20 tax year, © Crown copyright





## 11. Appendix A: Table of Powers/Functions

Set out below is a table of the powers which the Constituent Councils are proposing are available to the CCA and/or the Mayor. The powers are those which the Constituent Councils believe are needed to enable the CCA/Mayor to deliver the purposes outlined in this proposal. In considering our proposal the Government, and in particular, specialist legislative counsel, will review the table below and some of the detail set out may be required to change as a consequence of the passage of the Levelling-up and Regeneration Bill, the drafting of establishment orders, and other consequential amendments to existing powers for combined authorities. The scope of powers to be available, and the broad terms of the exercise of those powers are unlikely to change; and in any event, the powers will not go beyond the scope set out in the governance section of this proposal, and the Devolution Deal.

**Finance, Investment, Innovation and Trade**

Legislative Provisions	From	Concurrent exercise?	Mayor or MCCA	Consent	Voting
Business Rate Supplements Act 2009  Whole act, except s3(5)	GLA  (though all LA's also hold these powers)	No - exclusive exercise of the GLA power	Mayor	No	Mayoral power, no voting  MCCA able to amend the Mayor's budget if 2/3 majority agree
Local Government Act 2003  Sections 1 - 6	Specific provision in the Act giving powers to CA.  All LAs also hold them	No	MCCA	No	To approve the MCCA budget, a simple majority which includes the Mayor and the lead member from each Constituent Council
Combined Authorities (Finance) Order 2017	Specific powers for CAs	No	Mayor for precept and mayoral fund  MCCA for budget setting for MCCA	No	Mayoral powers, no voting  MCCA able to amend the Mayor's budget if 2/3 majority agree  To approve the MCCA budget, a simple majority which includes the

					Mayor and the lead member from each Constituent Council
VAT Act 1994 Section 33(3)	Specific provision in the Act giving powers to CA.	No	MCCA	No	Simple majority which includes the Mayor
Localism Act 2011	London Mayor powers	Not locally	Mayor	No, though DC/BC consent required to prescribe a Mayoral Development Area	Mayoral power, no votes
Local Democracy, Economic Development and Construction Act 2009 Section 69	Upper tier Councils	Yes	MCCA	No, but requirement in provision to consult and seek the participation of the district/boroughs.	Simple majority which includes the Mayor

### Skills and Education

Legislative Provisions	From	Concurrent exercise?	Mayor or MCCA	Consent	Voting
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Apprenticeships, Skills, Children and Learning Act 2009  Sections 86, 87, 88, 90 and 100(1)	Secretary of State functions	Section 86, 87 and 88 are transferred  Sections 90 and 100(1) are exercised concurrently with Secretary of State	MCCA	None specified	Simple majority which includes the Mayor
Education Act 1996  Sections 13A, 15ZA, 15ZB, 15ZC	Upper tier councils	Yes	MCCA	None specified	Simple majority which includes the Mayor
Education and Skills Act 2008  Sections 10, 12, 68, 70, 71, 85	Upper tier councils	Yes	MCCA	None specified	Simple majority which includes the Mayor
Further and Higher Education Act 1992  Section 51A	Upper tier councils	Yes	MCCA	None specified	Simple majority which includes the Mayor

### Housing and Planning

Legislative Provisions	From	Concurrent exercise?	Mayor or MCCA	Consent	Voting
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Localism Act 2011  Sections 197, 199, 200, 202, 204, 214, 215, 216, 217, 219, 220, 221, and paras 1, 2, 3, 4, 6 and 8 of Schedule 21	London Mayor equivalent powers	With London Mayor only	Mayor	Approval of lead member of all Constituent Councils, and any exercise of planning functions to be approved by local planning authority for the area effected	Mayoral power, so no voting
Town and Country Planning Act 1990  Sections  226, 227, 229, 230(1), 232, 233, 235, 236, 238, 239, 241	LPA powers	Yes	MCCA	Consent of LPA affected	Simple majority which includes the Mayor
Housing and Regeneration Act 2008  Sections 5, 6, 7, 8, 9, 10, 11, 12, and paras 19 and 20 of schedule 3; and paras 1, 2, 3, 4, 6, 10 and 20 of schedule 4	Homes England powers	Yes	MCCA	Approval of lead member of all Constituent Councils and relevant local planning authority for exercise of compulsory purchase powers	Simple majority which includes the Mayor

Housing Act 1985 Sections 6, 8(1), 11, 12, 17 and 18	City Council and District/ Borough powers	Yes	MCCA	Consent of lead member of each Constituent Council, and of affected Districts and Boroughs required	Simple majority which includes the Mayor
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### Transport

Legislative Provisions	From	Concurrent exercise?	Mayor or MCCA	Consent required before MCCA or Mayoral exercise	Voting	When?
Part II the Transport Act 2000  Local transport plans and bus strategies (sections 108 to 113B (sections 110 to 111 repealed))  Bus services: advanced quality partnership schemes (sections 113C to 113O)	A local transport authority or local transport authorities or a district council or a Passenger Transport Executive (as applicable)	All transfer from establishment except for following which will be as follows: <ul style="list-style-type: none"> <li>• <u>134C - 134G</u> concurrent and continuing</li> <li>• <u>135 - 138</u> concurrent and continuing</li> <li>• <u>138A - 138S</u> concurrent</li> </ul>	MCCA  Except for Sections 108, 109 and 112 which will be Mayor	For section 108 ,109 and 112 until the end of the transition period only with the consent of the Constituent Councils.  S123A - 123X Only exercisable with the consent from the affected constituent council  <u>163 - 190</u> - Only exercisable by the Mayor with consent of the	2/3 Majority as per the Proposal	From Establishment and on an ongoing basis.

<p>Bus services: quality partnership schemes (sections 114 to 123)</p> <p>Bus services: franchising schemes (sections 123A to 123X)</p> <p>Bus services: quality contracts schemes in Wales (sections 124 to 134B (sections 126A 126B 126C 126D 126E 127A 127B131C 131F repealed))</p> <p>Bus services: advanced ticketing schemes (sections 134C to 134 G)</p> <p>Bus services: ticketing schemes (sections 135 to 138)</p> <p>Bus services: enhanced partnership plans and schemes (sections 138A to 138S)</p>	<p>For the purposes of s163 - 190 - a charging authority which is the traffic authority (charging schemes can be made by a non-metropolitan local traffic authority (or jointly by more than one non-metropolitan local traffic authority), by an Integrated Transport Authority or combined authority and one or more eligible local</p>	<p>within transition period and for an extended period to 2027.</p> <ul style="list-style-type: none"> <li>• <u>139 to 141A</u> to be held concurrently during the transition period</li> <li>• <u>145 to 150</u> to be concurrent and continuing</li> <li>• <u>163 - 190</u> - concurrent and continuing from establishment and only exercisable</li> </ul>		<p>affected constituent council</p>		
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<p>Bus services: provision of information (section 139 to 141A)</p> <p>Bus services: miscellaneous (sections 142 to 143B (144 repealed))</p> <p>Mandatory travel concessions for journeys not beginning on the London bus network (sections 145 to 150 (145 repealed))</p> <p>Travel concessions in Greater London (section 151)</p> <p>Financial and competition provisions (sections 152 to 159 (156 and 158 repealed))</p> <p>Supplementary (Section 160 to 162)</p> <p>Part II Information Systems s139 - 141A</p>	<p>traffic authorities, or the Secretary of State [or a strategic highways company];</p> <p>a licencing authority or licencing authorities</p>	<p>by the Mayor with consent of the affected constituent council</p>			
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s163 to s190 Road user charging and workplace parking levy						
Section 31 of the Local Government Act 2003  Power to pay Grant	Minister of the Crown	With Minister	The Mayor			From establishment
Section 6 Highways Act 1980 (Delegation etc. of functions with respect to trunk roads etc)	Minister of Crown [or a strategic highway company]	With Constituent Councils	MCCA	Only exercisable with the consent of the affected Constituent Council.	Simple majority voting but the agreement of the Constituent Council would be needed before vote	From Establishment and on an ongoing basis.
Sections 8 of the Highways Act 1980 (Agreements between local highway authorities [and strategic highways companies] for certain works)	Local highway authorities [and strategic highway companies]	With Constituent Councils	MCCA	Only exercisable with the consent of the affected Constituent Council.	Simple majority voting but the agreement of the Constituent Council would be needed before vote	From Establishment and on an ongoing basis.
Part 4 of the Transport Act 1985:	In a non-metropolitan county in	Not concurrent other than:	MCCA	63 - 64 - the exercise of the MCCA's power is		From Establishment

<p><i>Passenger Transport Areas (section 57 to 62)</i></p> <p><i>Passenger Transport in other areas (sections 63* to 71)</i></p> <p><i>Further Provisions (sections 72 to 79)</i></p> <p><i>Miscellaneous (section 80* to 87)</i></p>	<p>England and Wales, the county council</p> <p>A non-metropolitan district council in England</p> <p>The Passenger Transport Executive for any integrated transport area</p> <p>A council operating a bus undertaking</p> <p>A public transport company or its controlling authority</p>	<p>63 - 64 - concurrent and continuing but the exercise of the MCCA's power is subject to the consent of Constituent Councils</p> <p>65 - 71 - concurrent and continuing</p> <p>72 - 79 concurrent and continuing and subject to the relevant constituent council consent</p> <p>80 - 83 - concurrent and continuing</p> <p>84 - concurrent and continuing</p>		<p>subject to the consent of the Constituent Councils</p> <p>72 - 79 - Only exercisable with the consent of the affected Constituent Council</p>		<p>and on an ongoing basis.</p>
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	A Passenger Transport Executive or a council or local authority					
<p>Part 5 of the Transport Act 1985</p> <p><i>Expenditure on public passenger transport services (sections 88 to 92)</i></p> <p><i>Travel Concession Schemes (sections 93 to 101 (102 repealed))</i></p> <p><i>Travel concessions apart from schemes (sections 103 to 105)</i></p> <p><i>Grants for transport facilities and services (sections 106 and 106A)</i></p> <p><i>Section 107 repealed</i></p> <p><i>Grants for services in rural areas (sections 108 to 109)</i></p>	<p>Any authority responsible for expenditure on public local transport</p> <p>Any local authority or any two or more local authorities acting jointly</p> <p>A Passenger Transport Executive</p> <p>A county or district council operating</p>	<p>88 - concurrent and continuing with consent during the transition period</p> <p>89 - concurrent and continuing</p> <p>90 - concurrent and continuing</p> <p>91 - concurrent and continuing</p> <p>92 - concurrent and continuing</p> <p>93 - 101 concurrent and continuing subject to consent of the Constituent Councils</p>	MCCA	<p>Section 88 of the Transport Act 1985 - Only exercisable with the consent of the Constituent Councils during transition period</p> <p>Sections 93 - 101 - Only exercisable with the consent of the Constituent Councils.</p>		From Establishment and on an ongoing basis.

<i>Miscellaneous (sections 110 (111 repealed) and 112)</i>	any public passenger transport service  A parish council or community council  The Secretary of State	105 - 109 - concurrent and continuing				
Traffic Management Act 2004  Part 3 (permit schemes)  Section 33  Section 33A  Section 36  Part 6 (Civil Enforcement of Traffic Contraventions)		Concurrent and continuing and subject to the Consent of each constituent council in respect of:  <ul style="list-style-type: none"> <li>• Part 3 - s33,33A and 36</li> <li>• Part 6</li> </ul>	MCCA	Part 3 - section 33, 33A and 36  Part 6  Only exercisable with the consent of the Constituent Councils.		From Establishment and on an ongoing basis.

**NOTE:** The proposal sets out the Constituent Councils' long term aims for the Nottingham tram network. This may require, in due course, amendment to the Nottingham Transit System Order 2009 and the Greater Nottingham Light Rapid Transit Act 1994. Consideration of this

and any local agreements will be carried out in partnership between the Constituent Councils (in particular Nottingham City Council), the MCCA and the Mayor.

**Net Zero, Energy and Environment**

<b>Legislative Provisions</b>	<b>From</b>	<b>Concurrent exercise?</b>	<b>Mayor or MCCA</b>	<b>Consent</b>	<b>Voting</b>
Environment Act 1995 Part IV, section 86B	N/A	N/A	MCCA	No	Simple majority which includes the Mayor

**Public Health**

<b>Legislative Provisions</b>	<b>From</b>	<b>Concurrent exercise?</b>	<b>Mayor or MCCA</b>	<b>Consent</b>	<b>Voting</b>
National Health Service Act 2006 Section 2B  (Functions of local authorities and Secretary of State as to improvement of public health)	Equivalent to upper tier councils	Yes	MCCA	None specified	Simple majority voting which includes the Mayor
National Health Service Act 2006 Section 6C	Equivalent to upper tier councils exercising	Yes	MCCA	None specified	Simple majority voting which includes the Mayor

(Regulations as to the exercise by local authorities of certain public health functions)	secretary of state functions prescribed in regulations (i.e. The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013)				
National Health Service Act 2006 Section 73B  (Exercise of public health functions of local authorities: further provision)	Equivalent to upper tier councils	Yes	MCCA	None specified	Simple majority voting which includes the Mayor
National Health Service Act 2006 Section 75  (Arrangements between NHS bodies and local authorities)	Equivalent to upper tier councils	Yes	MCCA	None specified	Simple majority voting which includes the Mayor

Health Act 2009 Section 2 (Duty to have regard to NHS Constitution)	Equivalent to upper tier councils	Yes	MCCA	None specified	Simple majority voting which includes the Mayor
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Response to IPSOS Consultation ReportCross cutting Themes

	Consultation response theme	Constituent Councils response	Change to Proposal
1.1	Views expressed about an elected Mayor. Views that a Mayor is not needed, it would put too much power in one person, and is only proposed to enable certain politicians to further their own career.	<p>A Mayor is a requirement of the Government to access a level 3 devolution deal. A level 3 deal is the highest level of devolution deal available and provides access to the highest levels of funding from Government, and to the widest range of powers and functions. When the balance of consultation responses are considered, broad support is given for the other benefits of the deal, and accordingly, whilst there is concern about an elected Mayor, the consultation responses indicate a desire for the benefits which are linked to the requirement for an elected Mayor. In addition, the Constituent Councils consider that the opportunities which a level 3 deal will offer are what are needed in the proposed EMCCA Area to achieve our objectives as set out in the Proposal document.</p> <p>See further detail in Governance section 2.1</p>	No change
1.2	Issue raised that Leicestershire County Council are not part of the proposed CCA. Also issue raised that Leicester City and Rutland are not included.	The Constituent Councils understand that the Government's current position is that there are specific reasons why it is not possible to include Leicestershire County Council within the proposed EMCCA at the present time. However, the Levelling Up and Regeneration Bill provisions provide the scope to enable Leicester City Council, Rutland County Council and	No change

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p>Leicestershire County Council to become part of the EMCCA in future.</p> <p>The Constituent Councils are content that the geography of the proposed EMCCA is appropriate - see principle two of the eight principles established by the Constituent Councils for the governance framework to be applied to the delivery of the Devolution Deal (“the Principles”). These principles included the four principles for levelling up set out in the Levelling Up and Regeneration White Paper and four local principles:</p> <p><i>Principle two: Sensible geography - the East Midlands area covered by this devolution deal has one of the most functional, self-contained economic geographies in the country - 92% of workers live in the area and 87% of residents work in the area.</i></p>	
1.3	Suggestion that the proposed CCA should not be called the East Midlands Combined County Authority if Leicestershire County Council are not involved.	<p>When considering the proposed name of the CCA, the Constituent Councils took into account the following factors:</p> <ul style="list-style-type: none"> <li>• It is straightforward and thus relatively easy for the wider public to understand;</li> <li>• It follows the terminology used by Government and the offer documentation;</li> <li>• Similar naming conventions relating to devolution exist in other parts of the country. For example, the West of England Combined Authority includes Bath and North-East Somerset, Bristol and South Gloucestershire, but not Devon, Dorset, or Cornwall;</li> <li>• EMCCA would not need to be changed in the event that other councils seek to join the CCA at a later date.</li> </ul> <p>DLUHC has confirmed that the official name has to include ‘combined county authority’.</p>	Agreed to retain ‘East Midlands Combined County Authority’.

	Consultation response theme	Constituent Councils response	Change to Proposal
1.4	Suggestion that the city areas will benefit disproportionately from devolution and that the needs of more rural areas will be over-looked.	<p>The draft Proposal envisages that all four Constituent Councils would be represented on the EMCCA with two members each.</p> <p>Likewise, the draft Proposal sets out that four of the available memberships of the EMCCA would be for representation from the Districts and Boroughs of the two County areas. This means that the Council representation on the EMCCA would be made up as follows:</p> <p>Two members from Derbyshire County Council,</p> <p>Two members from Nottinghamshire County Council,</p> <p>Two members from Derby City Council,</p> <p>Two members from Nottingham City Council,</p> <p>Two members representing district and borough councils across Derbyshire, and</p> <p>Two members representing district and borough councils across Nottinghamshire.</p> <p>Accordingly, the draft Proposal seeks to ensure representation on the EMCCA from all areas within the proposed EMCCA area.</p> <p>The role of all of the members of the EMCCA would be to make decisions in the best interests of the whole of the proposed EMCCA area. The Constituent Councils envisage the proposed EMCCA preparing an investment strategy and decisions about investment funding would need to be made in line with a</p>	No Change

	Consultation response theme	Constituent Councils response	Change to Proposal
		published strategy, and in the interests of maximising opportunities for growth across the proposed EMCCA area.	
1.5	Views expressed that the CCA will create an additional layer of bureaucracy and/or add further complexity to an already complex structure.	<p>The proposed EMCCA is not about adding a layer of unnecessary bureaucracy.</p> <p>Principle six of the Principles states the importance of subsidiarity - <i>The CCA will perform a role that adds value to existing governance arrangements - primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The CCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the CCA Area, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.</i></p> <p>As principle six sets out, it is the view of the Constituent Councils that a Mayor (and indeed the proposed EMCCA as a whole) would not add a layer of governance, but rather fulfil a role which adds value to the existing regional governance structures.</p>	No Change
1.6	Issues raised about the potential cost of the proposed EMCCA, based on a view that Constituent Councils already struggle to balance their budgets.	It is not anticipated that having an elected Mayor would add to the cost of the proposed EMCCA. The Constituent Councils expect the EMCCA to be funded from the committed central Government funding associated with the EMCCA (if approved), which amounts to £38m a year. A Mayor would nevertheless have the power to raise a precept in respect of Mayoral functions if necessary.	No Change

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p>Whilst a Mayor would have a degree of power, that power can be controlled in a number of important respects - for example, the EMCCA could amend the Mayor's budget if a 2/3 majority agreed. Likewise, the exercise of planning powers would require the consent of the Local Planning Authority for the area affected. The majority of powers which the proposed EMCCA would exercise are not mayoral powers and would require a vote of the EMCCA.</p> <p>The Government will provide capacity funding of £0.5m in 2023-24 once the establishing legislation is made and a further £1m in 2024-25 and DLUHC have confirmed that expenditure can be incurred pending receipt of the capacity grant funding</p>	
1.7	Views expressed that there will be mismanagement based on issues raised about competence of existing local authorities.	<p>Normal local authority rules about finance, conduct and management designed to minimise the risk of mismanagement would apply to the proposed EMCCA.</p> <p>Principle Four of the Principles seeks to ensure appropriate accountability. <i>"The Constituent Councils have committed to developing a Constitution and Assurance Framework that will confirm, clarify and formalise the intention of institutions and local leaders to continue to be transparent and accountable, work closely with local businesses, seek the best value for taxpayer' money and maintain strong ethical standards"</i>.</p> <p>Equally the Constituent Councils intend the governance structure of the proposed EMCCA to be set up so as to ensure accountability, which would include representation from outside of the Constituent Councils, and also include outside interests such as from business. Appropriate safeguards would need to be put in place through the proposed structures</p>	No Change

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p>outlined in the draft Proposal document which include at least one Overview and Scrutiny Committee, and an Audit Committee, which would be required to have an independent chairperson who is not otherwise associated with the Mayor or involved in the EMCCA. It is also possible to design the governance arrangements to include more roles for critical friend type oversight, though this would be a decision for the EMCCA once formed.</p>	
1.8	<p>Views expressed that local politicians are making a power grab through the proposed EMCCA, and that political affiliation will negatively affect decision making.</p>	<p>Elected Politicians would have a key role in decision making of the proposed EMCCA. The draft Proposal sets out that each of the four Constituent Councils would nominate two representatives alongside District and Borough representatives.</p> <p>A Mayor would be elected by voters in the proposed CCA area, and so would be directly accountable to the local electorate. As such, voters could vote for the Mayoral candidates on the basis of competence, politics etc. Likewise, if the Mayor was perceived to not deliver in the way the electorate expect to see, they could hold the Mayor to account at the ballot box.</p> <p>Although some power would be concentrated in the Mayoral role, the draft Proposal sets parameters for the use of powers which requires a level of consensus for most decisions to be made. This means that all members would work on behalf of the whole of the proposed EMCCA area.</p> <p>This is stated in both the Deal and the draft Proposal, specifically in Principle Four of the Principles: <i>Appropriate accountability - the Constituent Councils have committed to developing a Constitution and Assurance Framework that will confirm, clarify and formalise the intention of institutions and</i></p>	No Change

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p><i>local leaders to continue to be transparent and accountable, work closely with local businesses, seek the best value for taxpayers' money and maintain strong ethical standards.</i></p> <p>Whilst the EMCCA would constitute a new organisation, its functions would be limited to very specific areas, which include a specific number of powers that are currently administered by Central Government, and not held at a local level.</p>	
1.9	Desire to have a referendum or other vote on the question of formation of a CCA.	The Levelling Up and Regeneration Bill requires a consultation to be undertaken across the area before a Proposal for a CCA can be submitted to the Secretary of State. A referendum could not replace a consultation in this context and so a consultation was legally required to be carried out.	No Change
1.10	Suggestion that the Constituent Councils, and the District and Borough Councils will not be capable of working together.	<p>The Constituent Councils have a strong track record of working collaboratively together, and with District and Borough councils over many years. Over the last eighteen months this has accelerated significantly following the announcement that Derbyshire and Derby and Nottinghamshire and Nottingham had been identified as county deal pathfinder areas in the Levelling Up White Paper. This announcement was testament to the collaborative efforts of the four Constituent Councils and District and Borough Councils.</p> <p>Since the announcement, the Constituent Councils have worked together very effectively and collaboratively to get to this point in the planning process and are all committed to continuing to work together to create the CCA if the decision is taken to proceed. Proposed future governance arrangements have been designed and developed to ensure the continued involvement of District and Borough Councils. This commitment is supported by Principle Five of the Principles which seeks to</p>	No Change

	Consultation response theme	Constituent Councils response	Change to Proposal
		ensure inclusivity as follows <i>“The Constituent Councils have committed to creating as inclusive a model of governance as possible, in pursuit of agreed outcomes. Devolution of power and responsibilities will be to the Constituent Councils, however, the importance of the continued role of the eight Derbyshire and seven Nottinghamshire district and borough councils will be respected”</i> .	
1.11	A desire to retain current geographic boundaries. Views expressed that District and Borough Councils, and Parish Councils, will lose their influence and control, and will become obsolete.	<p>The draft Proposal for an EMCCA sets out that all existing District Borough and Parish Councils will be retained, and no powers and functions are being removed from them. The Proposal sets out that the proposed EMCCA could concurrently exercise some powers with other Councils, but in the case of the majority of District and Borough Council powers that would be affected (mainly relating to planning and housing) were the proposed EMCCA created, consent would be required from the District and Borough Councils before the CCA could exercise those powers.</p> <p>The commitment to a meaningful role for District and Borough Councils within the proposed EMCCA is reflected in all of principles five, six and eight of the Principles:</p> <p><i>Principle five: Inclusivity - The East Midlands Constituent Councils have committed to creating as inclusive a model of governance as possible, in pursuit of agreed outcomes. Devolution of power and responsibilities will be to the Constituent Councils, however, the importance of the continued role of the eight Derbyshire and seven Nottinghamshire district and borough councils will be respected.</i></p> <p><i>Principle six: Subsidiarity - The East Midlands CCA will perform a role that adds value to existing governance arrangements -</i></p>	No Change



	Consultation response theme	Constituent Councils response	Change to Proposal
		<p><i>primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The East Midlands CCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the East Midlands, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.</i></p> <p><i>Principle eight: Choice - The preferred governance model for the East Midlands CCA will identify a mechanism for including district and borough councils in the geography. This model will respect the existing sovereignty of these lower tier local authorities. Individual councils will also be able to continue to exercise choice about participation at sub-CCA tiers of partnership working.</i></p> <p>Likewise, the draft Proposal contains a number of mechanisms by which District and Borough Councils will contribute to the governance of the EMCCA.</p> <p>The draft Proposal document sets out the proposal for four Non-Constituent Members of the EMCCA to be nominated by the District and Borough Councils, and sets out the mechanism to be used, which was specifically agreed with the District and Borough Councils.</p> <p>As well as the Non-Constituent Memberships, the draft Proposal also outlines the roles envisaged for District and Borough Council</p>	

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p>representatives on the Overview and Scrutiny Committee/s, and the Audit Committee.</p> <p>Furthermore, as set out in the table of powers appended to the draft Proposal, the consent of District and Borough Councils would be required prior to the exercise of certain functions by the EMCCA.</p> <p>The draft Proposal does not impact on the role of Parish Councils which would continue to perform their valuable functions in local communities.</p>	
1.12	Views raised that the ambitions and activities outlined in the Proposal are likely to be underfunded	<p>The draft Proposal sets out the Constituent Councils' intention to create a fully developed long term transformational funding programme covering all budgets for devolved functions. This would include a new £1.14 billion fund (£38 million a year fixed for 30 years), provided by the Government, accountable to the EMCCA. In addition, the proposed EMCCA would have the flexibility to secure private and public sector leverage. The £1.14 billion could be used to draw in additional investment, meaning the true benefit of the devolution deal could potentially be significantly higher.</p> <p>Were the decision taken to proceed with creation of a CCA, as it moves forward over time, the Constituent Councils envisage the EMCCA also looking to secure additional powers and funding to support the delivery of the stated ambitions. The Constituent Councils believe that establishing the EMCCA would create a stronger basis for bidding for Government funding.</p>	No Change
1.13	Suggestion that an Innovation Board could be established to develop and	The draft Proposal identifies that the proposed EMCCA area benefits from strong innovation expertise locally. Establishing	Proposal wording changed to be clearer on how existing local strengths in

	Consultation response theme	Constituent Councils response	Change to Proposal
	implement an Innovation Accelerator	the EMCCA offers opportunities to build on local strengths, working closely with key partners.	innovation and development will be built on and progressed further.  Wording added: “We will seek to enhance joint working with UK Research and Innovation, so we can collaborate on strategies that will drive forward research and innovation in our Area, building on our local strengths.”
1.14	Proposal needs to consider how inequalities, socio economic factors and social mobility will be addressed.	<p>The draft Proposal recognises the socio-economic challenges to be addressed by the EMCCA. In particular Section 2 of the Proposal (background and context) evidences high levels of poverty and deprivation in some parts of the CCA, and the significant gap between the overall performance of the CCA Area and that of England in terms of socio-economic and health outcomes. For example, 13 out of 17 local authority district and unitary areas within the Area are identified as ‘social mobility cold spots’.</p> <p>One of the stated outcomes of the EMCCA is to reduce inequality and promote social mobility to allow people to achieve their potential.</p> <p>The EMCCA will help to overcome the historical imbalance of spending at the local level and ensure that the Area gets the necessary boost in funding to address longstanding inequalities and support levelling up of our communities.</p> <p>We intend to achieve this through our priorities, for example, Skills, which will include harnessing the adult education budget and developing the LSIP, targeting resources to help improve</p>	No Change

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p>basic skills across the CCA and reduce levels of unemployment and physical inactivity.</p> <p>There are also wider opportunities identified in the Proposal to work across priority themes to improve the socio-economic, health and environmental well-being of people who live and work in the EMCCA (for example, reducing homelessness through improved planning or in the transport priority by improving opportunities through increased connectivity/ reducing transport isolation).</p> <p>Looking beyond the deal, the Proposal sets out our intention to work with government and partners to improve key outcomes for our people, for example, to develop an ambitious, long term mayoral social mobility strategy, supporting young people through their journey to adulthood.</p>	
1.15	Proposal needs to ensure the voice of businesses are reflected and heard	<p>The importance of working with businesses and ensuring the business voice is heard is of critical importance to the future CCA. This is reflected in the commitment to have meaningful role for businesses within the proposed EMCCA as reflected in principles six and eight of the Principles outlined in the Proposal document in respect of appropriate accountability and subsidiarity as follows:</p> <p>Principle Four of the Principles seeks to ensure appropriate accountability. <i>“The Constituent Councils have committed to developing a Constitution and Assurance Framework that will confirm, clarify and formalise the intention of institutions and local leaders to continue to be transparent and accountable, work closely with local businesses, seek the best value for taxpayer’ money and maintain strong ethical standards”.</i></p>	Strengthened wording to reflect critical importance in ensuring business voice is heard.

	Consultation response theme	Constituent Councils response	Change to Proposal
		<p><i>Principle six: Subsidiarity - The East Midlands MCCA will perform a role that adds value to existing governance arrangements - primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The East Midlands MCCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the East Midlands, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.</i></p> <p>In addition, Section 5 of the Proposal sets out initial details on the potential involvement of businesses in future governance arrangements. These arrangements will be further developed with businesses should the Proposal for the creation of the EMCCA be supported.</p>	

Consideration of consultation responses for each Theme Group area

Governance

Section	Consultation response received	Constituent Councils response	Change to Proposal
2.1	<p>The majority of stakeholders and non-stakeholders disagreed with the election of a Mayor because</p> <ul style="list-style-type: none"> <li>(a) it was felt to be unnecessary,</li> <li>(b) there were views expressed that too much power would sit with a single person,</li> <li>(c) views also expressed that the Mayor would lead to additional cost and be an additional layer of bureaucracy,</li> <li>(d) a perceived lack of democracy in electing a mayor when the preference would be to have a public vote</li> <li>(e) a lack of local representation given the potential for the mayor to not be local and therefore detached from local issues</li> <li>(f) may promote own area of EMCCA to detriment of others</li> </ul>	<p>In relation to whether a Mayor is necessary - a Mayor is a requirement of the Government to access a level 3 devolution deal. A level 3 deal is the highest level of devolution deal available and provides access to the highest levels of funding from Government, and to the widest range of powers and functions.</p> <p>When the balance of consultation responses are considered, broad support is given for the other benefits of the deal, and accordingly, whilst there are issues about an elected Mayor, the consultation responses indicate a desire for the benefits which are linked to the requirement for an elected Mayor. In addition, the Constituent Councils consider that the opportunities which a level 3 deal will offer are what are needed in the proposed EMCCA Area to achieve our objectives as set out in the Proposal document.</p> <p>An elected Mayor is also in line with the Principles:</p> <p><i>Principle one: Effective leadership with a directly elected mayor across the area.</i></p> <p><i>Principle six: Subsidiarity - The East Midlands MCCA will perform a role that adds value to existing governance arrangements - primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The East Midlands MCCA will not create an additional layer of governance, but</i></p>	<p>No changes have been made due to the implications of removing the Mayor from the Proposal.</p>

Section	Consultation response received	Constituent Councils response	Change to Proposal
	<p>(g) a need to build in a way to guarantee the competence and experience of the mayor</p> <p>(h) issues raised about the mayor being affiliated to a political party</p>	<p><i>instead will bring the governance that currently sits at national government level down into the East Midlands, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.</i></p> <p>As principle six above sets out, it is the view of the Constituent Councils that the Mayor (and indeed the proposed EMCCA as a whole) will not add a layer of governance, but will fulfil a role which adds value to the existing regional governance structures.</p> <p>It is not anticipated that having an elected Mayor will add to the cost of the proposed EMCCA. It is expected that the EMCCA would be funded from the committed central Government funding associated with the EMCCA (if approved), which amounts to £38m a year. A Mayor would nevertheless have the power to raise a precept in respect of Mayoral functions if necessary</p> <p>Whilst a Mayor would therefore have a degree of power, that power is controlled in a number of important respects - for example, the EMCCA members could amend the Mayor's budget if a 2/3 majority agreed. Likewise, the exercise of planning powers would require the consent of the Local Planning Authority for the area affected. The majority of powers which are proposed to be exercised by the</p>	

Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p>EMCCA are not mayoral powers and would therefore require a vote of the EMCCA.</p> <p>A Mayor would be elected by voters in the proposed EMCCA Area, and so is directly accountable to the local electorate. It would be for voters to vote for the Mayoral candidates on the basis of competence, politics etc. Likewise, if the Mayor does not deliver in the way the electorate expect to see, they can hold the Mayor to account at the ballot box.</p>	
2.2	<p>Both stakeholders and non stakeholders raised issues that EMCCA members would not be representative of the local area and might not care about local issues.</p> <p>There was also a view that EMCCA members should be elected.</p> <p>There were also views expressed about the competence of prospective members.</p>	<p>Members of the proposed EMCCA are likely to be representative of the local area as core membership will be appointed from the Constituent Councils, and from the District and Borough Councils.</p> <p>Whilst it is not a requirement that members of the proposed EMCCA will be elected members of the appointing Council(s), it is likely that elected members would be appointed to most of the roles available to representatives from Councils. However, even if an officer(s) were appointed to membership of the proposed EMCCA, the officers will have an astute and thorough understanding of the local area as their role as officers within any of the appointing Councils will be focused on the local area. This understanding would be both of the local area within the proposed EMCCA Area of the Council they are elected to/employed by, but also as to the proposed EMCCA Area as a whole. The Constituent Councils work together, or have worked together, regularly on matters spanning the proposed EMCCA Area.</p>	No Change



Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p>The memberships of the proposed EMCCA which would not be held by the Constituent Councils and/or District and Borough Council representatives (for example, the business voice if appointed to the EMCCA) would also likely be linked to the local interests which they represent.</p> <p>Voting in of members (except a Mayor) is not envisaged by the provisions of the Levelling Up and Regeneration Bill as that presently drafted, and so not currently possible.</p>	
2.3	<p>Views were expressed by stakeholders and non-stakeholders that the draft governance Proposals were unclear as to how they would ensure an equitable approach towards the deployment of investment funding, particularly to ensure that the focus is not entirely on the two city areas.</p>	<p>All four Constituent Councils would be represented on the proposed EMCCA with two members each. Likewise, the draft Proposal sets out that four of the available memberships of the proposed EMCCA would be for representation from the Districts and Boroughs of the two County areas. This means that the Council representation on the proposed EMCCA would be as follows:</p> <p>Two members from Derbyshire County Council</p> <p>Two members from Nottinghamshire County Council</p> <p>Two members from Derby City Council</p> <p>Two members from Nottingham City Council</p> <p>Two members representing district and borough councils across Derbyshire</p>	No Change

Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p>Two members representing district and borough councils across Nottinghamshire</p> <p>Accordingly, there would be representation on the proposed EMCCA from the non city areas of the proposed EMCAA Area.</p> <p>The role of all of the members of the proposed EMCCA would be to make decisions in the best interests of the whole of the proposed EMCCA area. The Constituent Councils envisage the proposed EMCCA preparing an investment strategy and decisions about investment funding would need to be made in line with a published strategy, and in the interests of maximising opportunities for growth across the proposed EMCCA area.</p>	
2.4	<p>Leicestershire County Council and East Midlands Councils question how the devolution could be described as for the East Midlands when it only incorporates the D2N2 area. Suggestion devolution would be better focussed on the six C's (Derby, Nottingham, Leicester, Derbyshire, Nottinghamshire and Leicestershire), and could also include Rutland. The University of Derby was also supportive of continuing to explore opportunities to incorporate Leicester and Leicestershire.</p>	<p>The Constituent Councils understand that the Government's current position is that there are specific reasons why it is not possible to include Leicestershire County Council within the proposed EMCCA at the present time. However, the provisions of the Levelling Up and Regeneration Bill would enable Leicester City Council, Rutland County Council and Leicestershire County Council to become part of the EMCCA in future.</p> <p>The Constituent Councils are content that the geography of the proposed EMCCA is appropriate - see principle two of the Principles:</p> <p><i>Principle two: Sensible geography - the East Midlands area covered by this devolution deal has one of the</i></p>	No Change

Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p><i>most functional, self-contained economic geographies in the country - 92% of workers live in the area and 87% of residents work in the area.</i></p> <p>See also section 1.4</p>	
2.5	<p>A number of organisations suggested that they should have a place on the EMCCA, or should have a role in the governance structures otherwise. These include the Peak District National Park, Burton and South Derbyshire College, the NHS, the universities of Nottingham Trent, Derby and Nottingham, Nottingham College, Derventio Housing Trust (asking for VCSE representation), Nottingham Growth Board (asking that businesses are represented) and the TUC.</p>	<p>If the decision is taken to submit the draft Proposal to the Government, the Constituent Councils intend to start considering the possible governance models in more detail and will have regard to all of the suggestions made.</p> <p>However, Government has placed limits on numbers and so all of the requests will not be able to be accommodated - but the Constituent Councils would hope to be able to accommodate a range of representations from those who have expressed an interest in the wider governance structure of the proposed EMCCA.</p>	No Change.
2.6	<p>A number of responses suggested that the advisory boards should have certain members, as follows:</p> <ul style="list-style-type: none"> <li>The Co-operative Party suggested that the Business and Economic Advisory Board should contain representatives from different business models such as co-operatives, employee owned businesses and social enterprises</li> </ul>	<p>If the decision is taken to submit the draft Proposal to the Government, the Constituent Councils intend to start considering the possible governance models in more detail and will have regard to all of the suggestions made, as to how it is best to accommodate a range of interests which reflect the stated priorities of the proposed EMCCA. The draft Proposal makes it clear that the proposed EMCCA could establish a number of advisory boards, which is one option for accommodating relevant interests.</p> <p>Should a decision be taken to submit the draft Proposal to Government, further work will be</p>	No Change

Section	Consultation response received	Constituent Councils response	Change to Proposal
	<ul style="list-style-type: none"> <li>• Visit Peak District and Derbyshire felt that a business advisory board was needed to provide the sector with the opportunity to be visible and ensure it is highlighted in growth plans</li> <li>• Arts Council England felt a place should be reserved for culture in any governance arrangements</li> <li>• Nottingham Growth Board questioned the level of influence that the proposed Business and Economy and Advisory Board would have</li> <li>• East Midlands Chamber emphasised the need for voices of both the private and third sectors to be meaningful in the structures. Also highlighted the need for business representation.</li> <li>• The Derby and Derbyshire Local Access Forum suggested that consideration be given within the EMCCA to appointment of</li> </ul>	<p>undertaken to develop the operating model of the proposed EMCCA, including how data/insight is sourced to inform strategy and evaluation.</p>	

Section	Consultation response received	Constituent Councils response	Change to Proposal
	<p>advisory bodies with non-exec functions</p> <ul style="list-style-type: none"> <li>• TUC suggested additional advisory boards on housing, transport, net zero and skills as well as boards for public service provision and social mobility. TUC also wants involvement in Education and Skills Advisory Board and the Business and Economy Advisory Board.</li> <li>• The universities suggested creation of a unit that provides data and insight, informs strategy, guides investment decisions, oversees programme monitoring and supports evaluation of activity</li> </ul>		
2.7	<p>A number of stakeholders expressed views suggesting there was a democratic deficit created by the exclusion of District and Borough Councils from being Constituent Councils of the proposed EMCCA. In addition views on the limits on representation on the proposed EMCCA were outlined.</p>	<p>The inability for District and Borough Councils to be Constituent Members of the proposed EMCCA is based on the provisions of the Levelling Up and Regeneration Bill as it is currently drafted. Likewise, the Government has been prescriptive about limiting the number of District and Borough Council Non-Constituent Members. However, the Constituent Councils are committed to ensuring that the District and Borough Councils can play a meaningful role in the proposed EMCCA, and always have been.</p>	No Change

Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p>The commitment to a meaningful role for District and Borough Councils is reflected in all of principles five, six and eight of the Principles:</p> <p><i>Principle five: Inclusivity - The East Midlands Constituent Councils have committed to creating as inclusive a model of governance as possible, in pursuit of agreed outcomes. Devolution of power and responsibilities will be to the Constituent Councils, however, the importance of the continued role of the eight Derbyshire and seven Nottinghamshire district and borough councils will be respected.</i></p> <p><i>Principle six: Subsidiarity - The East Midlands MCCA will perform a role that adds value to existing governance arrangements - primarily focused on strategic place shaping functions such as plan making and strategic commissioning. The East Midlands MCCA will not create an additional layer of governance, but instead will bring the governance that currently sits at national government level down into the East Midlands, much closer to businesses and communities. Place making functions will be delivered through the existing local planning authority arrangements that are better placed to deliver functions for which they are statutorily responsible and as close to communities as is practicable.</i></p> <p><i>Principle eight: Choice - The preferred governance model for the East Midlands MCCA will identify a mechanism for including district and borough councils in the geography. This model will respect the existing sovereignty of these lower tier local authorities.</i></p>	

Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p><i>Individual councils will also be able to continue to exercise choice about participation at sub-CCA tiers of partnership working.</i></p> <p>The draft Proposal document sets out the proposals for four Non-Constituent Members of the proposed EMCCA to be nominated by the District and Borough Councils, and sets out the mechanism to be used, which was specifically agreed with the District and Borough Councils.</p> <p>As well as the Non-Constituent Memberships, the draft Proposal also outlines the roles envisaged for District and Borough Council representatives on the Overview and Scrutiny Committee(s), and the Audit Committee.</p> <p>Furthermore, as set out in the table of powers appended to the draft Proposal, the consent of District and Borough Councils would be required to the exercise of certain functions by the proposed EMCCA.</p>	
2.8	Nottinghamshire Disabled People's Movement questioned whether the cabinet would include any input from people from the voluntary sector and with protected characteristics	As with other requests for a role on the proposed EMCCA, the Constituent Councils will consider these points if the decision is made to submit the draft Proposal to Government.	No Change
2.9	Some non-stakeholders raised the issue that proposed EMCCA members will receive excessive salaries.	DLUHC have indicated that there will be provisions included in the Statutory Instrument setting out the position on allowances which can be claimed by EMCCA members as follows:	Proposal changed to insert additional section in the Governance section between the sub-section on Advisory Boards, and the sub-section on Overview and Scrutiny Committees as follows:

Section	Consultation response received	Constituent Councils response	Change to Proposal
		<ul style="list-style-type: none"> <li>• The Mayor and members of committees/sub-committees who are not elected members of a Constituent Council may be paid an allowance, the amount to be recommended by an independent remuneration panel;</li> <li>• Members of Overview and Scrutiny Committees and/or Audit Committee (whether or not also elected members of a Constituent Council) may also be paid an allowance, the amount to be recommended by an independent remuneration panel; and,</li> <li>• Otherwise members may only be paid allowances for travel and subsistence, paid in accordance with the EMCCA’s published policy.</li> </ul>	<p>“Members Allowances The statutory instrument which creates the EMCCA will set out the position on members allowances. DLUHC have indicated that the SI will provide that allowances will be payable as follows: The Mayor and members of committees/sub-committees who are not elected members of a Constituent Council may be paid an allowance, the amount to be recommended by an independent remuneration panel; Members of Overview and Scrutiny Committees and/or Audit Committee (whether or not also elected members of a Constituent Council) may also be paid an allowance, the amount to be recommended by an independent remuneration panel; and, Otherwise members may only be paid allowances for travel and subsistence, paid in accordance with the EMCCA’s published policy”.</p>
2.10	Some respondents questioned whether the Police and Crime Commissioner is needed if there is to be a Mayor.	The draft Proposal states that whilst the Levelling Up and Regeneration Bill includes the possibility of a Mayor exercising the functions of the Police and Crime Commissioners for the proposed EMCCA Area, that is not the current intention of the Constituent Councils.	<p>Proposal changed to add words below to Governance section, under “Mayoral Functions” heading, to the end of the last paragraph:</p> <p>“It is intended however that there will be close working between the East Midlands</p>



Section	Consultation response received	Constituent Councils response	Change to Proposal
		<p>The Devolution Deal document sets out “a commitment to developing, in partnership with the Government, an arrangement which ensures close cooperation with the Police and Crime Commissioners” (summary) and; an intention for the CCA to “work with the Derbyshire and Nottinghamshire Police and Crime Commissioners to agree an appropriate arrangement to ensure close collaboration and productive and joint working on public safety” (paragraph 110).</p> <p>The Constituent Councils are committed to close working with the Police and Crime Commissioners to ensure that there is no overlap, or additional bureaucracy added from the creation of the proposed EMCAA. We have proposed an amendment to the draft Proposal to emphasise this.</p>	<p>CCA and the Area’s Police and Crime Commissioners generally; and particularly, productive and joint working on public safety; and the East Midlands CCA will work with the Area’s Police and Crime Commissioners to agree a protocol for working together.”</p>
2.11	CBI suggested that the proposed EMCCA explores the potential for the functions of the D2N2 Local Economic Partnership to be integrated.	LEP integration is planned as part of the draft Proposal - see section of the draft Proposal headed business interests in the Governance section.	No Change
2.12	Derbyshire Transport Action suggested that one of the associate members of the proposed EMCCA should be a planner to ensure that major housing developments can be easily served by transport/active travel.	If the decision is taken to submit the draft Proposal to the Government, the Constituent Councils intend to start considering the possible governance models in more detail and will have regard to all of the suggestions made.	No Change

Homes

Section	Consultation response received	Constituent Councils response	Change to Proposal
3.1	Stakeholders made specific points regarding the Proposals relating to homes, including in relation to support for the protection of greenbelt land, the provision of better housing, the allowance for effective planning when it comes to new housing, and agreement with the extra funding to construct new homes.	<p>The Constituent Councils' aims for the proposed EMCCA would promote genuine place making and 'great places to live' through high quality design and aligned with the Futures Homes Standards. The Constituent Councils agree with the need for new housing effectively served by infrastructure (digital and transport) and key public services, such as healthcare and education.</p> <p>In terms of planning for future housing, an opportunity for the proposed EMCCA, and one which other Combined Authorities have pursued, is to commission, in conjunction with the relevant councils, a region-wide local housing needs assessment to better understand the nature of current and future housing needs across the area, providing robust evidence to support future plan making. The Constituent Councils agree that housing affordability will also need to be a key consideration, and mixed tenures promoted to better meet local needs.</p>	No Change
3.2	Stakeholders questioned consenting arrangements for exercise of planning functions, and questioned the meaning of the term "Mayoral Development Areas" and the creation of Mayoral Development Corporations	<p>In terms of the proposed planning related powers for the proposed EMCCA and Mayor, it should be noted that:</p> <p>It is not currently proposed that the EMCCA has strategic planning powers.</p> <p>All the planning related powers of the proposed EMCCA/Mayor could only be exercised with the</p>	No Change

		<p>consent/approval of the relevant local planning authority (LPA).</p> <p>A Mayoral Development Corporation (MDC) is a statutory body created to bring forward the regeneration of a defined area (Mayoral Development Area). MDCs have powers to acquire, develop, hold, and dispose of land and property. They also have powers to facilitate the provision of infrastructure. It should be noted that the powers related to the creation of an MDC would be vested in a Mayor and subject to approval of the lead member of all the Constituent Councils. Any exercise of planning functions would have to be approved by the LPA(s) affected.</p> <p>Even should the EMCCA be created, except where a LPA has consented to the MDC exercising powers to determine planning applications, the LPAs would continue to have responsibility for determining planning applications, and ensuring that, through relevant planning conditions, investment is made in required infrastructure and impact mitigation including highways, transport, education and environmental measures.</p> <p>In relation to protection of the greenbelt, should the EMCCA be created, the primary planning policy would remain the national planning policy framework, which prioritises use of brownfield land for development and optimised densities of development in urban locations. Any proposed Green Belt revisions would remain a matter for the relevant LPA through the statutory planning process (except except where a LPA has</p>	
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		consented to the MDC exercising powers to determine planning applications).	
3.3	Non-stakeholders made comments in support of the draft Proposals relating to homes but these were more conditional and relied on other factors being resolved as well - principally the need for additional and supportive infrastructure and the ongoing protection of the greenbelt land (which they felt was not explicit in the draft Proposals).	See response 3.2 above ref planning policy etc	No Change
3.4	Both types of respondents raised the need to protect greenbelt land in favour of development on brownfield sites. One point was a potential negative impact the draft Proposals may have on greenbelt and open spaces.	See response 3.2 above ref planning policy etc	No Change
3.5	<p>A number of non-stakeholder comments on the potential for some areas to become overcrowded and overdeveloped.</p> <p>Belief expressed that the draft Proposal would not benefit local people and, ultimately, not deliver against its targets for more homes.</p>	<p>Operating at a regional level, if created, the EMCCA would be able to support prioritisation of new housing linked more coherently to future anticipated areas of economic growth and seek to ensure coordination with infrastructure investments. This would contribute to enhancement of the self-containment of the proposed EMCCA area's regional economy, reducing the need for net commuting into the region and reducing average journey to work distances.</p> <p>The proposed EMCCA would also be able to enable and encourage greater public-public and public-private sector partnership working, championing new approaches to the use of public land to achieve housing</p>	No Change

		<p>targets. The Constituent Councils envisage the EMCCA developing a more strategic relationship with Homes England to contribute to these endeavours.</p> <p>Working with local authorities across the region, the EMCCA could oversee a regional pipeline of future housing schemes, identifying where public sector investment will be required to overcome market failure and ensure delivery of both housing development and enabling infrastructure.</p> <p>Linked to the above agenda, the Constituent Councils envisage the EMCCA's investment strategy could consider, as in the case of other Combined Authorities, prioritising developments which contribute to specific strategic objectives such as sustainability, delivery of affordable housing and high quality design.</p>	
3.6	A number of responses expressed general disagreement without further elaboration as to why.	A number of responses were made which did not set out the nature of the issues raised and so the Constituent Councils are unable to meaningfully take account of these issues as part of the consideration and analysis of the consultation.	No Change.
3.7	Some responses expressed views about funding for housing/planning raising the issue that the draft Proposal would be underfunded, and issues about financial mismanagement. Some specific issues were raised about funding for fuel energy efficiency and home insulation.	<p>The Devolution Deal includes a number of housing-related funding streams, which include:</p> <p>An initial £9 million housing capital funding pot to be spent by Constituent Councils to support the delivery of housing priorities.</p> <p>£16.8 million of devolved capital funding provided to the EMCCA in 2024/25 to support the building of new homes on brownfield land.</p>	No Change.

		<p>£918,000 of capacity funding to the Constituent Councils/EMCCA across 2023/24 and 2024/25 respectively, to support development of a pipeline of housing sites.</p> <p>The Devolution Deal includes a funding stream of £38 million annum for the next 30 years. The future investment strategy of the proposed EMCCA could leverage further funding for new housing development and retrofit schemes to enhance the energy efficiency of existing housing stock. Retrofit schemes of this nature have been delivered by the local authorities in the region and the Constituent Councils believe the EMCCA could consider funding an expanded programme of such activity, to be delivered in partnership with the local authorities.</p> <p>This investment strategy could also make use of precepting powers - that is where the Mayor has the power to add a charge, or precept, onto council tax bills to help fund the Mayoral functions.</p> <p>In terms of management of finances and funding, the EMCCA would, like other Combined Authorities, need to operate to an assurance framework - this is a set of systems, processes and protocols designed to provide a consistent approach for appraisal, assurance, risk management and performance throughout the lifecycle of EMCCA projects and programmes.</p> <p>The assurance framework would need to set out key processes for ensuring accountability, probity, transparency and legal compliance and for ensuring value for money is achieved across investments.</p>	
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		This is in addition to the robust governance arrangements set out in the draft Proposal document.	
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### Skills

	Consultation response received	Constituent Councils response	Change to Proposal
4.1	Stakeholders made specific points regarding the draft Proposals relating to skills, some of which included suggestions to enhance them. Non-stakeholders also predicted that adult education would be underfunded and also a lack of adult education courses which are not anticipated to deliver useful and practical skills for local jobs	<p>If a decision is taken to progress the proposed EMCCA, the Constituent Councils propose the development and agreement of a single, shared evidence base. This would need to draw on quantitative and qualitative information over a range of socio-economic factors (including issues raised via the consultation process around matters such as rurality, deprivation, business need, green agenda and groups furthest from the skills/ job market).</p> <p>This evidence base would then be used to inform a comprehensive Employment and Skills Strategy for the EMCCA to provide a focus for skills interventions and prioritisation for the proposed EMCCA area.</p> <p>Within the Devolution Deal, in relation to skills, only the Adult Education Budget (AEB) is proposed to be devolved by Government to the EMCCA - this does not include apprenticeships or traineeships. The level of funding to be devolved is not yet clear and would need to be subject to detailed discussions with Government within a timescale that has yet to be agreed.</p>	<p>Wording in skills section changed to make it clear that focus is on adult education, including change to the title of the section to 'Skills &amp; Adult Education'</p> <p>Changes also made to widen the reference to stakeholders in this section of the Proposal.</p>

	Consultation response received	Constituent Councils response	Change to Proposal
		The level and type of adult education courses would need to be confirmed once the level of funding has been agreed and assessment of need has been completed.	
4.2	See the Mansfield DC response at second bullet point.  <i>“Will AEB drive lower average skill levels up towards the UK average... intervention programmes”</i>	Under the draft Proposals, the EMCCA would only receive devolved AEB - this budget is specifically targeted at those aged 19 and above and on qualifications up to and including Level 3 skills, plus adult and community learning.  The Constituent Councils propose that decisions on where, what and how the AEB is spent will be based on the evidence base (needs assessment) and skills strategy outlined in 4.1 above.	No Change
4.3	The Green Party did not think the case for sub-regional decision making about education and training had been adequately made.	The draft Proposal sets out the challenges which exist in the proposed EMCCA Area and the Constituent Councils consider that the local challenges can best be addressed by working at the level of the proposed EMCCA Area.  The Constituent Councils envisage the proposed EMCCA (working closely with national, regional, and local partners such as Dept for Works and Pensions, the Chamber and voluntary/community sectors), having the ability to develop an increasingly integrated skills system over time.  Where the proposed EMCCA receives devolved powers and funding it would have the ability to make	No Change



	Consultation response received	Constituent Councils response	Change to Proposal
		<p>investment decisions and commission activity based on local need.</p> <p>The draft Proposal sets out why the Constituent Councils' view is that the devolution of the AEB would provide the EMCCA with an opportunity to maximise the impact of this funding by shaping its own AEB provision and in a way that best fits the needs of our residents, businesses, and wider economy.</p>	
4.4	The Green Party did not feel that the draft Proposal took into account the national context for skills provision.	<p>The Constituent Councils believe that the proposed devolution of AEB and the need to draw down greater control of budget and powers is in direct response to the national context.</p> <p>Devolution of AEB in the first instance, would bring in a higher level of local determination on lower level skills/ training provision which would be enhanced over time through additional areas of devolution or stronger joint working with national partners such as DWP.</p>	No Change
4.6	Non-stakeholder comments were made in relation to the specific proposal relating to the East Midlands Freeport.	The Freeport is a standalone entity independent of the proposed EMCCA. Accordingly, the Freeport was not the subject of the consultation, but as set out in the draft Proposal the proposed EMCCA will ensure its Employment and Skills Strategy helps shape the work on other key infrastructure and growth projects, such as Freeports, to drive its levelling up ambitions and ensure all employment opportunities are maximised.	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
4.7	Non-stakeholders questioned whether the draft Proposals relating to skills are realistic and therefore achievable, and felt the D2N2 area is too diverse in terms of industries and educational attainment to be covered by a single authority.	<p>The Constituent Councils' view is that the draft Proposals to devolve AEB, setting of allocations and outcomes for skills providers and supporting/ shaping the Local Skills Improvement Plan are considered to be entirely realistic and are common to all existing Combined Authorities.</p> <p>The proposed D2N2 geography is based on what is demonstrated to be a strong 'functional economic area' (including travel to work and travel to learn factors) and so, whilst economically diverse, is considered to be the best and most appropriate level at which to attract devolved funding, organise delivery and make best use of all available resources.</p>	No Change

### Transport

	Consultation response received	Constituent Councils response	Change to Proposal
5.1	Stakeholders made a number of points which amounted to suggested areas of policy focus for the EMCCA.	The Constituent Councils envisage the EMCCA formulating future policy as it would evolve. An important aspect of this would be the drafting of the single Local Transport Plan, which would be confirmed by the Mayor. The Government's publication of Local Transport Plan guidance which would inform the production of the plan is still awaited.	Proposal changed to remove reference to March 2024 as the date for preparation of the new single Local Transport Plan as Government still to publish guidance causing uncertainties around timescales.

	Consultation response received	Constituent Councils response	Change to Proposal
5.2	Overseal Parish Council, the East Midlands Chamber, Visit Peak District and Derbyshire, Railfuture, Manchester and East Midlands Rail Action Partnership, the Green Party, and a number of non-stakeholders expressed views that the improved transport connections would be focussed on the city areas	Both urban and rural areas would be represented on the EMCCA. It would be for the EMCCA to determine transport priorities and programmes consistent with the new single Local Transport Plan for the whole proposed EMCCA area and to balance priorities between different areas once that plan is in place.	No Change
5.3	A number of responses focus on franchising - for example see the comments of the Association of Local Bus Undertaking Managers and the Campaign to Protect Rural England	Bus franchising powers would be important for the Mayor to hold as they allow for the regulation of bus services for a given area. Although bus franchising powers are being sought as part of the draft Proposals they would only be deployed in circumstances where necessary. In line with the legislation, franchising can only be implemented in areas where there is market failure in some form, such as where there is a significant risk of commercial operators withdrawing a significant number of services, poor reliability, need for greater integration, unaffordable fares or other similar circumstances. The overriding intention of these proposals would be to better meet the needs of bus users not to disregard them.	Proposal changed to include further references to bus franchising recognising that bus franchising is an important power for the Mayor to hold, even if not used, for the effective coordination and integration of public transport services.
5.4	Derbyshire Transport Action raised whether or not a commitment to improving the existing route network was contrary to the target of achieving net zero.	Consistent with other existing Combined Authority areas the Mayor would have powers over a Key Route Network. This would enable main traffic routes to be managed consistently across the proposed EMCCA area, including new investment. This would include measures that contribute towards net zero such as cycling facilities, bus priority and coordination of EV charging.	Proposal wording changed to make it clearer that the Mayor will have the power to coordinate and manage a Key Route Network.

	Consultation response received	Constituent Councils response	Change to Proposal
5.5	The Green Party felt that the draft Proposal was too focussed on mobility rather than accessibility	The draft Proposal document sets out the scope of responsibilities and powers the proposed EMCCA rather than setting the policies to be followed. The Transport policy direction of the proposed EMCCA will be set through the drafting of a new single Local Transport Plan. This would need to include seeking the right balance between mobility and accessibility.	No Change
5.6	A number of non-stakeholders expressed views on HS2 - some in support, and a number in opposition.	Although the HS2 proposition has changed, HS2 remains a live national transport project that the Constituent Councils believe the proposed EMCCA would need to respond to and influence. HS2 itself is not under consultation as part of this exercise however.	Proposal changed to update/remove the specific reference to HS2 Phase 2b and the plan showing the former HS2 Eastern Leg line of route and previous station locations and to amend wording to make it clearer an emerging new HS2 Growth Strategy is being prepared.
5.7	A number of non-stakeholders expressed views that the draft Proposals would not be sufficiently funded, or would be too expensive and therefore unaffordable	The Devolution Deal includes guaranteed funding, some of which will be allocated to transport. A Mayor would also have the power to raise funds through a precept and would receive specific funding to develop a single Local Transport Plan. In addition, the proposed EMCCA would receive a devolved and consolidated integrated transport budget. It would also have access to other competitive funding opportunities. Ultimately the Government will determine the scale of any funding awards but existing Combined Authority areas have typically received higher funding awards per head than non Combined Authority areas.	Proposal changed to reflect that the £500,000 of additional revenue funding in 23/24 and 24/25 is specifically to support the preparation of a single Local Transport Plan for the proposed EMCCA Area.
5.8	A number of non stakeholder expressed views that the integrated system would not be well managed and would not operate well. Views were also expressed	Effective governance and oversight would be necessary ensure that the EMCCA is well managed. The Combined Authority model is something that operates transport infrastructure successfully elsewhere in the country.	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
	that the Proposals would not result in a truly integrated transport network.	The Constituent Councils view is that managing transport provision over a larger geography provides greater opportunities for coordination and integration. There would also be opportunities for efficiencies through economies of scale and larger scale procurements.	
5.9	Whilst there was support for smart ticketing from a number of stakeholders and non-stakeholders, there is also reference to a national scheme emerging from the DfT and so smart ticketing being a 'red herring'	Local authorities within the proposed EMCCA area can demonstrate existing best practice in integrated ticketing that can be expanded or applied elsewhere within the area. Midlands Connect/DfT are working up complimentary Proposals that will allow different schemes across the whole of the Midlands to be joined up that will give added value to local schemes.	No Change
5.10	A number of non-stakeholders commented that trams are too expensive and unsustainable as they are not self funding	The Nottingham Express Transit tram system is an important part of the local public transport system. Although tram systems are typically more expensive, they have the capacity to move large numbers of people and typically generate large benefits. The current Nottingham NET system is funded through the Private Finance Initiative. It would be for the proposed EMCCA with the Government to determine any future expansion.	No Change

### Net Zero

	Consultation response received	Constituent Councils response	Change to Proposal
6.1	Stakeholders made specific points regarding the reducing carbon/Net Zero	The Constituent Councils note and welcome the overwhelmingly positive nature of these comments.	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
	Proposals - see bullet points on p51-52 of IPSOS Report in this respect	The 2050 target currently aligns with the national target for Net Zero and there are more ambitious local targets being set that would be supported.	
6.2	<p>Non-stakeholders raised points that;</p> <ul style="list-style-type: none"> <li>(a) the net-zero/reducing carbon Proposals are unrealistic and unachievable.</li> <li>(b) the Net Zero Proposals would be poorly managed.</li> <li>(c) the reducing carbon/Net Zero Proposals would not deliver benefits for local people.</li> <li>(d) they disagreed with nuclear power.</li> </ul>	<p>Whilst the achievement of Net Zero targets is a challenge, significant strides have already been taken e.g. in 2020 wind and solar produced a higher proportion of UK electricity, at 43%, than fossil fuels, at 40%, for the first time demonstrating that decarbonisation of the energy system is possible.</p> <p>Furthermore, the Government has set a legally binding target for 2050 and stakeholders have raised the challenge that there needs to be greater ambition. Councils within the proposed EMCCA area have more ambitious targets. There is also the cost of non-action which would result in loss of investment, jobs and growth for the region and put the region at greater vulnerability from volatile hydro-carbon energy costs. There is already a robust governance framework in place across the proposed EMCCA area for delivering Net Zero Proposals locally and regionally. There is a track record of collaborative working and this has been supported by the Net Zero Hub (Nottingham City Council act as accountable body) which has been successful in securing and delivering multiple high value projects and programmes across the region in partnership with Local Authorities and other public and third sector organisations.</p> <p>To achieve Net Zero, funding will be required. However targeted place based funding can ensure the local people do benefit. A socio-economic report on Local</p>	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
		<p>Area Energy Planning that looked at Improvements to the thermal efficiency of housing, electrification of road transport and an increased deployment of solar PV across D2N2 would have a total net benefit of £11b from an investment of £7.6b. This could save 51.5m tCO2e to 2050 and create 4,500 local green jobs. The resulting improvements in air quality and environmental benefit will have positive health benefits for citizens reducing which will also reduce health care costs.</p> <p>It is expected further education is needed on the potential benefits of Nuclear Fusion, which is very different from Nuclear Fission. Local consultations were conducted in advance of the site at Bassetlaw being selected in the face of heavy competition from other parts of the country. One of the reasons Bassetlaw was successful was through strong local support for the opportunity that could result in a global hub for a diverse mix of technological and scientific expertise, which is expected to realise significant economic opportunities.</p> <p>Net Zero projects that can be delivered now will need to be progressed (e.g. large scale Solar PV and battery storage) but the future achievement of Net Zero will rely on a diverse range of low carbon technologies and this means innovative future sources need to be considered and invested in with a long term outlook.</p>	
6.3	In the bullet list of Suggestions, responses suggested changes to the reducing carbon/Net Zero Proposals.	The Constituent Councils note the suggestions in respect of the policy approach of the proposed EMCCA.	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
		These will be taken into account in the formulation of the EMCCA policy, should it be established.	
6.4	Non stakeholders raised issues surrounding financial aspects of the Proposals.	<p>Normal local authority rules about finance, conduct and management designed to minimise the risk of mismanagement would apply to the proposed EMCCA.</p> <p>Principle Four - one of the eight Principles which underpin the Devolution Deal and Proposal document seeks to ensure appropriate accountability. <i>“The Constituent Councils have committed to developing a Constitution and Assurance Framework that will confirm, clarify and formalise the intention of institutions and local leaders to continue to be transparent and accountable, work closely with local businesses, seek the best value for taxpayer’ money and maintain strong ethical standards”.</i></p> <p>Equally the governance structure of the proposed EMCCA would be set up so as to ensure accountability, which will include representation from outside of the Constituent Councils, and will also include outside interests such as from business. Appropriate safeguards will be in place through the proposed structures outlined in the draft Proposal which include at least one Overview and Scrutiny Committee, and an Audit Committee, which will be required to have an independent chairperson who is not otherwise associated with the Mayor or involved in the EMCCA. It would also be possible to design the governance arrangements to include more roles for</p>	No Change



	Consultation response received	Constituent Councils response	Change to Proposal
		critical friend type oversight, though this will be a decision for the EMCCA were it to be formed.	

### Public Health

	Consultation response received	Constituent Councils response	Change to Proposal
7.1	Mansfield District Council queried whether or not there would be a commitment to engage with local, non-Constituent Councils for any Proposals that specifically affect their area (in terms of homelessness, health and social care programmes)	The proposed health improvement duty for the EMCCA complements and supports the action taken by its Constituent Councils. Engagement with non-Constituent Councils will be as important in proposals related to this duty as they are in matters relating to environment, planning, regeneration and transport	No Change
7.2	East Midlands Green Party questioned how the draft Proposals to improve health and wellbeing would integrate with the proposed EMCCA's four main priorities. Nottingham Trent University felt that the interface between EMCCA's public health responsibility and the health and social care system needed to be fully explored.	<p>The proposed health improvement duty for the proposed EMCCA involves making the protection and improvement of people's health and wellbeing a central consideration in everything it does, including in environmental, planning, regeneration and transport.</p> <p>The health and social care systems in Derbyshire and Nottinghamshire come together in their respective statutory Integrated Care Boards and in their Health and Wellbeing Boards. In both of these partnership arrangements the Constituent Councils are statutory members. Each ICB and HWB provides the governance structure through which any initiative of the proposed EMCCA with a bearing on the health and social care system can be fully explored.</p>	<p>New section added to the Proposal outlining details of the proposed health improvement duty alongside changes to wording throughout to reinforce that the protection and improvement of people's health will be a central consideration in everything the EMCCA does.</p> <p>Specific references in respect of the key themes added as follows:</p> <p>Transport - reference to active travel now included in respect of the</p>

	Consultation response received	Constituent Councils response	Change to Proposal
			<p>preparation of the refreshed Local Cycling and Walking Infrastructure Plan</p> <p>Net Zero - reference to giving consideration to delivering retrofit where it will have the greatest impact on health and wellbeing.</p> <p>Homes - reference to considering how planning and delivery could benefit people who are homeless and at risk of homelessness</p> <p>Reference to healthy life expectancy and reduced inequalities included in Outcomes section of Proposal</p>
7.3	NHS Derby and Derbyshire Integrated Care Board are keen to understand ambitions regarding public health and NHS powers.	Evidence shows the powerful influence on health and wellbeing played by the wider social and economic environments in which our population live, work and grow old. The ambition arising from this is to ensure that health and wellbeing remains central to the proposed EMCCA's policy and implementation relating to environment, planning, regeneration, and transport. There is no plan for the proposed EMCCA to assume duties or powers specific to an NHS organisation.	Changes made as highlighted above.
7.4	Nottingham Growth Board and non-stakeholders were wary of creating an additional layer of complexity with the work already done and were unhappy with the thought of an additional layer of	The health improvement duty of the proposed EMCCA ensures that the prominence given to health and wellbeing in decision-making is consistent with that of the Constituent Councils. At this stage, the discharging of this this duty would be through the EMCCA's work on environment, planning, regeneration and transport in	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
	bureaucracy or tier of government being created relating to public health.	which it will have regard to the specialist public health advice received from its Constituent Councils. This need not entail any additional tier of public health planning and there is no expectation that the EMCCA itself will require a dedicated public health delivery function of its own.	
7.5	Non-stakeholders commented that it would be a bad idea that would not work as it hasn't worked elsewhere in the country, whilst others stated that there would be a lack of joined up, integrated or efficient working given this currently does not happen already.	The health improvement duty of the proposed EMCCA integrates a public health approach in its decision-making. At this stage, the discharging of this duty would be through the EMCCA's work on environment, planning, regeneration and transport in which it would need to have regard to the specialist public health advice received from its Constituent Councils. This need not entail any additional tier of public health planning and there is no expectation that the proposed EMCCA itself will require a dedicated public health delivery function of its own.	No Change
7.6	Non stakeholders commented that they believed the size and diversity of the area within the proposed EMCCA remit would make it unmanageable and expressed views that larger cities may be prioritised over smaller, more rural areas.	The Constituent Councils will each ensure that the health and wellbeing needs of their respective population, and the variations in need between communities in each of their populations (e.g. rurality), are addressed as the EMCCA discharges its health improvement duty in its various themes of work.  See also 1.4 and 2.3 in this regard.	No Change
7.7	Non-stakeholder issues were raised that public health would be negatively impacted, or would be underfunded	The proposed health improvement duty for the EMCCA involves making the protection and improvement of people's health and wellbeing a central consideration	No Change

	Consultation response received	Constituent Councils response	Change to Proposal
	generally, as well as relating to the funding of social care more specifically.	<p>in everything it does, including in environmental, planning, regeneration and transport.</p> <p>The Constituent Councils would retain their respective statutory health improvement duty and the revenue received by them annually in the form a Public Health grant is not impacted by the health improvement duty which the proposed EMCCA would have.</p>	

# East Midlands Combined Authority

**Devolution Deal Consultation  
Report  
March 2023**

Ipsos UK





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# 1 Introduction and methodology

## 1.1 Context

Derbyshire County Council, Derby City Council, Nottinghamshire County Council and Nottingham City Council have signed a £1.14 billion devolution deal with the Government. The deal, subject to relevant approvals, and primary and secondary legislation passing through Parliament would create the first ever Combined County Authority (CCA) and would see an extra £38 million a year coming to the proposed East Midlands CCA area from 2024. It would result in some powers and associated funding moving from a national level to a regional level, with democratic accountability created via the election of a mayor who would lead the CCA. The areas of focus for the devolution deal are about:

- Boosting productivity, pay, jobs and living standards;
- Spreading opportunities and improving public services;
- Restoring a sense of community, local pride and belonging; and
- Empowering local leaders and communities.

The creation of an East Midlands County Combined Authority (EMCCA) would work to improve economic growth, productivity, and personal wellbeing for the 2.2 million people who live and work in the proposed EMCCA area.

A number of documents were prepared and presented to the public and wider stakeholders as part of the consultation<sup>1</sup>. These include the full proposal document in detail<sup>2</sup>, an abridged summary of the proposal<sup>3</sup> and a FAQ document<sup>4</sup> which sought to respond to common questions. An open consultation ran from 14 November 2022 to 9 January 2023.

## 1.2 Purpose of the report

This report summarises the key findings from the open consultation, which ran from 14 November 2022 to 9 January 2023. It will inform any submission to the Secretary of State for Levelling Up, Housing and Communities and summarise the consultation responses. The report covers the responses to any closed questions (i.e. those with an answer scale), split out by members of the public and stakeholder individuals/organisations. It also includes an analysis of the most common themes mentioned in response to the open questions, based on thematic coding undertaken by Ipsos UK (an explanation of which can be found in Appendix E).

## 1.3 Methodology

An online consultation portal was established by Derbyshire County Council, Derby City Council, Nottinghamshire County Council and Nottingham City Council<sup>5</sup>. It included a summary of the deal, a

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<sup>1</sup> <https://www.eastmidlandsdevolution.co.uk/have-your-say/>

<sup>2</sup> <https://www.eastmidlandsdevolution.co.uk/wp-content/uploads/2022/11/Proposal-For-Consultation-East-Midlands-Combined-County-Authority.pdf>

<sup>3</sup> <https://www.eastmidlandsdevolution.co.uk/wp-content/uploads/2022/11/Devolution-proposal-summary.pdf>

<sup>4</sup> <https://www.eastmidlandsdevolution.co.uk/wp-content/uploads/2022/11/East-Midlands-Devolution-Frequently-Asked-Questions.pdf>

<sup>5</sup> <https://www.eastmidlandsdevolution.co.uk/>

copy of the proposal, what it would mean if the proposal were adopted, the likely benefits and an explanation about how the proposed deal built on the pre-existing strengths of the proposed EMCCA area. The website included a number of other pages, including associated background information and a detailed FAQ section.

It also included an online response form for people to respond to the devolution proposals. There were a number of formal channels through which individuals and stakeholder organisations could give their views on the proposals:

- Online response platform, which could be accessed through the website;
- Hard copy response form, which was available to print out from the website and on request;
- A written letter, sent via the Freepost address listed on the paper response form; and/or
- By email, via a dedicated consultation email address.

Hard copies of the response forms were also made available at various locations across the proposed EMCCA area and the councils ran a communications campaign prior to and during the consultation period. This activity took place independently of Ipsos UK and the details of the activity are available separately from this report.

#### 1.4 Response rates

Overall, there were 4,869 participants in the consultation. The majority (4,751) participated online via the official response form. There were also 98 postal response forms and 20 responses via email to the dedicated consultation email address<sup>6</sup>.

The table overleaf shows how the response rates are broken down by public and stakeholder audiences – stakeholders are those who self-identified as responding on behalf of a business or organisation.

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<sup>6</sup> NB – this response channel did not use the structure of the consultation response form

**Table 1.1: Breakdown of response rates**

	Non-stakeholder responses (e.g. public/organisations)	Stakeholder responses <sup>7</sup>	TOTAL
Online response forms	4,633	118	4,751
Paper response forms	94	4	98
Email	7	13	20
<b>TOTAL</b>	<b>4,734</b>	<b>135</b>	<b>4,869</b>

## 1.5 Receipt and handling of responses

Online consultation responses were received by Ipsos UK. All original electronic responses were securely filed, catalogued and given a serial number for future reference, in line with requirements of the Data Protection Act 2018, and General Data Protection Regulations (GDPR).

E-mail responses were also received directly by Ipsos UK, whilst other responses (for example to the individual councils) were also passed on if they represented a bona fide response to the consultation. The handling of consultation responses was subject to a rigorous process of checking, logging and confirmation to ensure a full audit trail.

## 1.6 Analysis and coding of responses

For those who provided comments via email (and not as per the questionnaire format), each of their comments were attributed to the relevant questions in the response form. This means that, for example, if a member of the public submitted a response via email and made comments about the governance arrangements for the proposed CCA (relating to Q1 of the response form) such comments were analysed alongside responses submitted to Q1 of the official response form. This approach ensures that responses via all channels were analysed using the same framework.

The purpose of having closed questions was to enable measurement of support/agreement for the devolution of powers relating to a particular policy area within the proposal, whilst the open ended follow up question then allowed participants to further expand upon their opinion or provide reasoning.

### Coding of open question and free text responses

The process of analysing the content of each response to the open ended follow up questions was based on a system where unique summary 'codes' are applied to specific words or phrases contained in the text of the response. These codes include a sentiment, in this case whether a comment was positive/supportive or negative/unsupportive. A number of responses also made suggestions, and these

<sup>7</sup> Stakeholders are defined as non-public organisations which have responded in an official capacity to the consultation. Such organisations include local authorities and councillors, non-departmental governing bodies (such as the Environment Agency) and other public sector representative bodies (e.g. trade unions, economic growth organisations etc.)

are prefixed as such in the codeframe. The application of these summary codes and sub-codes to the content of the responses allows systematic analysis of the data.

Ipsos UK developed an initial coding framework (i.e. a list of codes to be applied) based on the text of the first responses received. This initial set of codes was created by drawing out the common themes and points raised. The initial coding framework was then updated throughout the analysis process to ensure that any newly-emerging themes were captured. Developing the coding framework in this way ensured that it would provide an accurate representation of what participants said.

Ipsos UK used a web-based system called Ascribe to manage the coding of all the text in the responses. Ascribe is a system which has been used on numerous large-scale consultation projects. Responses were uploaded into the Ascribe system, where members of the Ipsos UK coding team then worked systematically through the comments and applied a code to each relevant part(s) of them.

The Ascribe system allowed for detailed monitoring of coding progress and the organic development of the coding framework (i.e. the addition of new codes to new comments). A team of coders worked to review all of the responses as they were uploaded to the Ascribe system. All coders received a thorough briefing about the objectives of the consultation before they could undertake analysis of responses. It was also necessary for coders to have read the consultation document before undertaking their analysis of responses.

To ensure that no detail was lost, coders were briefed to raise codes that reflected what was being said in responses. These were then collapsed into a smaller number of key themes at the analysis stage to help with reporting. During the initial stages of the coding process, weekly meetings were held with the coding team to ensure a consistent approach in raising new codes and to ensure that all additional codes were appropriately and consistently assigned.

## 1.7 Interpreting the findings

While a consultation exercise is a valuable way to gather opinions about a wide-ranging topic, there are some key points which should be kept in mind when interpreting the responses.

Firstly, while the consultation was open to everyone, the participants were self-selecting. In consultations there can be a tendency for responses to come from those more likely to consider themselves affected, and therefore more motivated, to express their views. In previous consultations we have also found that responses tend to be polarised between those who think the proposals will benefit them or their area, and conversely those who think they will have a negative effect. Consultations do not tend to fully capture the views of the 'silent majority', who may be less opinionated about the proposals under consideration.

It must therefore be understood that the consultation findings, as reflected through this report, can only be used to record the various opinions of the members of the stakeholder and non-stakeholder participants who have chosen to respond to the proposals. Due to the self-selecting nature of the method, findings should not be aggregated up to be representative of the population of the East Midlands.

## 1.8 Comments about the consultation

In addition to responses submitted in answer to the questions themselves, some responses were received commenting on the process of the consultation, including the supporting documents and supplementary information.

In total, 199 participants submitted comments regarding the consultation itself. Key comments made included:

- The questionnaire was too lengthy and complex;
- Some of the questions on the individual deal proposals were closed and/or leading in nature;
- The consultation was biased in favour of the proposed deal and lacked a counter argument;
- There was a lack of publicity of the process and consultation;
- The lack of belief that the consultation will change anything, with some believing it is already a 'done deal'.

## 1.9 Report structure

This report has been divided into nine chapters:

- This first chapter covers the background and objectives of the consultation, including how the consultation was carried out, the number of participants who responded via available channels and how the responses were analysed and reported on;
- Chapters three to nine include a summary of comments received on the devolution of powers across policy areas: Governance, Homes, Skills, Transport, Reducing Carbon/Net Zero, Public Health, and other responses received from the consultation. Each of these chapters follows the same structure:
  - Firstly, it summarises responses to the closed question with a graph to illustrate the balance of opinion across all responses, followed by a summary of responses from non-stakeholder participants and stakeholder participants;
  - This is followed by thematic analysis of open-ended responses from stakeholder participants;
  - Non-stakeholder responses, which includes members of the public and organisations; and
  - An Executive Summary makes up chapter two and is a high level summary of the more detailed chapters.

The appendices include a copy of the response form, technical details on the coding process and the Ipsos Standards and Accreditations.

## 2 Executive Summary

Derbyshire County Council, Derby City Council, Nottinghamshire County Council and Nottingham City Council have signed a £1.14 billion devolution deal with the Government. The deal, subject to relevant approvals, and primary and secondary legislation passing through Parliament, would create the first ever Combined County Authority (CCA) and would see an extra £38 million a year coming to the East Midlands from 2024. It would create the East Midlands County Combined Authority (EMCCA).

A number of documents were prepared and presented to the public and wider stakeholders about the devolution proposals<sup>8</sup>. An open public consultation on the proposals ran from 14 November 2022 until 9 January 2023.

### 2.1 Methodology and response rate

An online consultation portal was established by Derbyshire County Council, Derby City Council, Nottinghamshire County Council, and Nottingham City Council<sup>9</sup>. It also included an online response form for people to respond to the devolution proposals. There were a number of formal channels through which individuals and stakeholder organisations could give their views on the proposals:

- Online response platform, which could be accessed through the website;
- Hard copy response form, which was available to print out from the website and on request;
- A written letter, sent via the Freepost address listed on the paper response form; and/or
- By email, via a dedicated consultation email address.

Hard copies of the response forms were also made available at various locations across the proposed EMCCA area and the councils ran a communications campaign prior to and during the consultation period.

Overall, there were 4,869 participants in the consultation. The majority (4,751) participated online via the official response form. There were also 98 postal response forms and 20 responses via email to the dedicated consultation email address<sup>10</sup>.

The table overleaf shows how the response rates are broken down by public and stakeholder audiences – stakeholders are those who self-identified as responding on behalf of a business or organisation.

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<sup>8</sup> <https://www.eastmidlandsdevolution.co.uk/have-your-say/>

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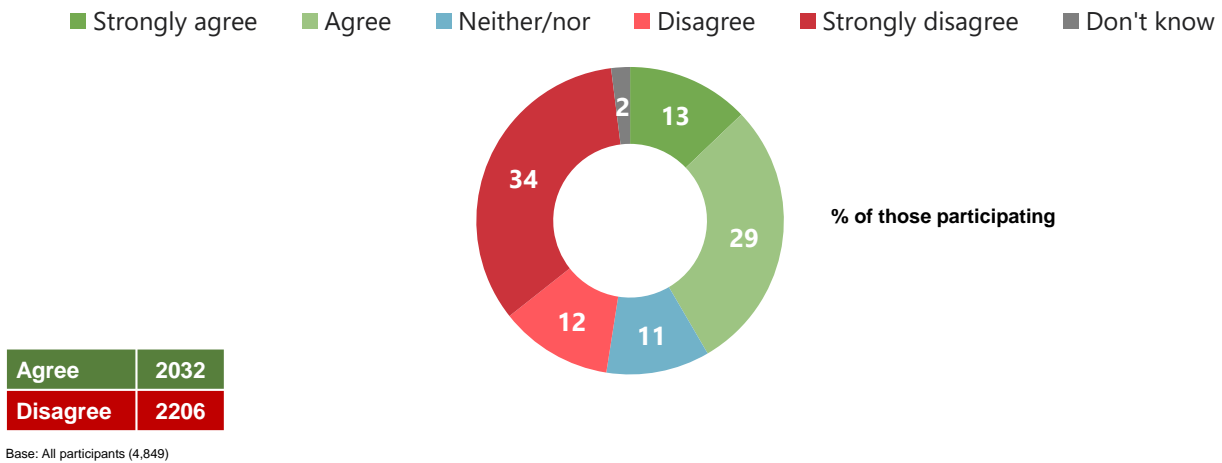
## 2.2 Key themes

### 2.2.1 Governance

Participants were asked to what extent they agreed or disagreed with the proposed governance arrangements for the East Midlands CCA.

**Figure 2.1: Agreement with the proposed governance arrangements for the East Midlands CCA**

Q1. To what extent do you agree or disagree with the proposed Governance arrangements for the East Midlands County Combined Authority?



Of the 4,727 non-stakeholders who responded to the question, 1,949 agreed with proposed revised governance arrangements with 609 saying they strongly agreed and 1,340 saying they agreed. The greatest level of disagreement came from non-stakeholders – 572 disagreed whilst 1,613 strongly disagreed. There were 513 non-stakeholders who did not have an opinion either way.

<sup>11</sup> Stakeholders are defined as non-public organisations which have responded in an official capacity to the consultation. Such organisations include local authorities and councillors, non-departmental governing bodies (such as the Environment Agency) and other public sector representative bodies (e.g. trade unions, economic growth organisations etc.)



Stakeholder participants were much more supportive of the proposed governance arrangements than non-stakeholders. Of the 122 stakeholders which responded to the question, 83 agreed (31 strongly) with the proposed arrangements whilst only 21 disagreed (14 strongly).

### Summary of stakeholder responses

**Of the 16 stakeholders who made comments in support of the proposed governance arrangements**, five made comments in support of a mayor, who they felt would provide a much needed voice and raise the profile of the proposed EMCCA area. Further comments relating to the proposed mayor's role included their role in stimulating productivity and therefore economic growth (2) and establishing an integrated CCA (2).

**Of the 10 stakeholder organisations which made comments in opposition to the proposed governance arrangements**, the majority of these (6) disagreed with the election of a mayor, which they felt was unnecessary. There was also concern that too much power would sit with a single person (4). Further concerns were raised that EMCCA members would not be representative of the local area and therefore care about local issues (2) whilst there was also demand for the public to be able to vote in EMCCA members (2).

### Summary of non-stakeholder responses

**Of the 24 participants who provided a response in support of the governance arrangements for the proposed CCA**, around half (13) agreed with the need for a mayor. Another six agreed that the mayor's role would raise the profile of the East Midlands and give them a voice to lobby for their needs.

**There were a relatively large number of comments in opposition to the proposed governance arrangements.** The overriding reason for this was opposition towards the role of the mayor (199), with participants not believing that it is necessary. A further 127 participants went on to argue that a mayor would be a waste of money and an additional tier of local government which would be expensive (some specifically referenced their likely salary in making this point concerning expense). There was also concern that a single post would have disproportionately too much power – 107 participants felt that power would be too concentrated on one individual.

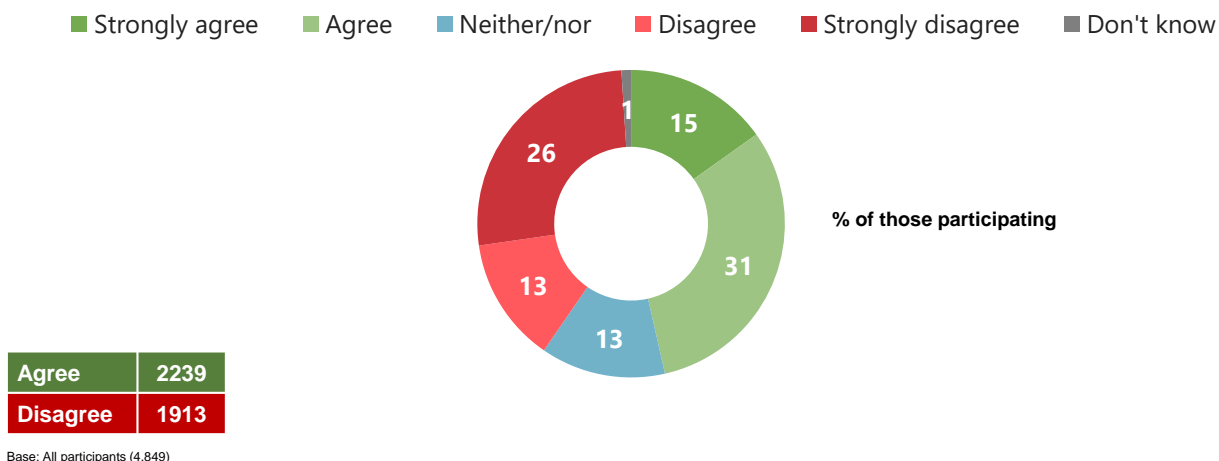
The other main concern was around the perceived extra tiers of bureaucracy which the proposed EMCCA itself would bring about. Issues concerned the potentially excessive cost (68), the lack of representativeness and therefore lack of concern about localised issues (56) and the qualifications and experience of the individuals (42). Some felt that there would be a lack of democratic representation (26) and the potential conflict of interests of individuals was also mentioned – be that political party affiliation (20) or outside business interests (13).

## 2.2.2 Homes

Participants were asked to what extent they agreed or disagreed with the proposals relating to homes. Of the 4,849 who responded to this question, there was a greater level of agreement in favour of the proposals (2,239) compared to those who disagreed with it (1,913). Of those who disagreed with the proposed governance arrangement, the majority (1,273) strongly disagreed.

**Figure 2.2: Agreement with the proposals relating to homes**

Q2. To what extent do you agree or disagree with the proposals relating to homes?



Of the 4,727 non-stakeholders who responded to the question 2,156 agreed with homes proposals with 704 saying they strongly agreed and 1,452 saying they agreed. Of those who disagreed with the proposals, more strongly disagreed (1,268) than disagreed (628).

Proportionately there was a greater level of agreement from stakeholders to the proposals – only 16 disagreed with the majority (83) in agreement.

### Summary of stakeholder responses

**In terms of supportive comments**, stakeholders supported protection of greenbelt land (3), the provision of better housing (1), the allowance for effective planning for housing developments (2), the extra funding to construct new homes (2) and the Mayoral Development Corporations (2).

**A few stakeholders made negative comments in response to the proposals.** These included the negative impact the proposals for more homes would have on the greenbelt and open spaces (1), disagreement with Mayoral Development Areas and the power to acquire and dispose of land (2), the unsustainability of the proposals without complementary infrastructure (1), the potential lack of, or mismanagement of, funding (2).

### Summary of non-stakeholder responses

**Amongst non-stakeholders there was general support** expressed for the principle of constructing additional homes in the proposed EMCCA area (12). Some support was also conditional – people supported the proposals on the basis that additional and supportive infrastructure would be delivered and the greenbelt would be protected (26). Other supportive comments focussed on how homes would be built on existing brownfield sites, thereby protect pre-existing greenbelt land (8) whilst others

mentioned the likely improvement in the quality of housing stock (2) and the provision of more affordable housing which is so needed in the region (2).

**There were three main themes which underpinned non-stakeholder opposition to the proposals:**

(1) The potential negative impact on greenbelt and wider open spaces (37); (2) The potential for some areas to become overcrowded and overdeveloped (32); and general disagreement with the principle of the proposed EMCCA area needing additional homes (without necessarily stipulating why) (29).

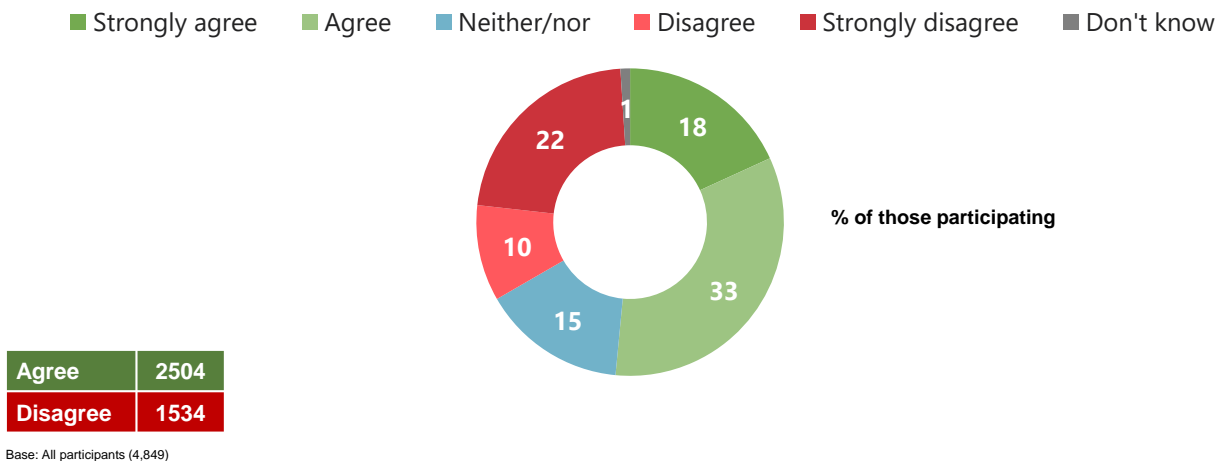
Other comments were made in disagreement with the Mayoral Development Areas (20) and, similarly to stakeholders, a need to ensure that proposals are supported by wider improvements to complementary infrastructure (15).

**2.2.3 Skills**

Participants were asked to what extent they agreed or disagreed with the proposals relating to skills. Of the 4,849 who responded to this question, there was a greater level of agreement in favour of the proposals (2,504) compared to those who disagreed with it (1,534). Of those who disagreed with the proposals, the majority (1,060) strongly disagreed.

**Figure 2.3: Agreement with the proposals relating to skills**

Q3. To what extent do you agree or disagree with the proposals relating to skills?



Of the 4,727 non-stakeholders who responded to the question, 2,414 agreed with the skills proposals with 859 saying they strongly agreed and 1,555 saying they agreed. Proportionately there was a greater level of agreement from stakeholders to the proposals – only 10 disagreed with the majority (90) in agreement.

**Summary of stakeholder responses**

**Those stakeholders making supportive comments** stated their overall support for the proposals (10) along with their belief that the proposals would ultimately stimulate productivity, benefit the regional economy and lead to job creation (4). Some gave specific support for the Adult Education Budget (3) whilst there was also support for the Freeport (2) along with the proposals relating to green growth (1). There was also some support for the D2N2 LEP (2) and the Local Skills Improvement Plan (1).

**There was minimal opposition to the proposals relating to skills amongst stakeholders.** One stakeholder made a general point of opposition without specifying why (1) whilst another felt that adult education below level 4 would be underfunded.

**Summary of non-stakeholder responses**

**Of those comments received in support of the proposals relating to skills** these were underpinned by a belief that they would ultimately stimulate productivity and growth and be beneficial for the local economy (8). A number of participants made comments in specific support of the proposals relating to adult education (5) and others recognised the opportunities which would be provided for people to refresh and/or learn new skills (4).

**A total of 29 non-stakeholder participants left comments in opposition to the proposals relating to skills.** Aside from general statements of disagreement with the proposals (5), some participants disagreed specifically with the proposal relating to the Freeport (4).

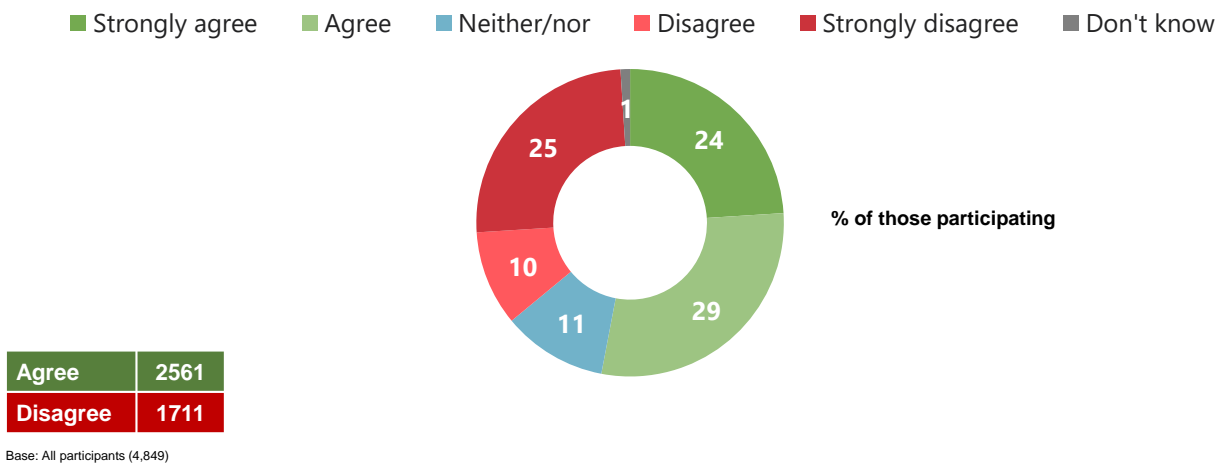
Finally, a lot of the comments received in response to the proposals relating to skills constituted suggestions containing clarifications/additional detail. For example, participants referenced the need for the Adult Education Budget to be integrated and joined up (7), more of a guarantee that education and training would lead to a skilled workforce (resulting in jobs and an increase in employment opportunities) (10), the need for adequate funding (8) and the importance of considering the role schools play alongside FE colleges and universities (10).

**2.2.4 Transport**

Participants were asked to what extent they agreed or disagreed with the proposals relating to transport. Of the 4,849 who responded to this question, there was a greater level of agreement in favour of the proposals (2,561) compared to those who disagreed with it (1,711). Of those who disagreed with the proposals, the majority (1,215) strongly disagreed.

**Figure 2.4: Agreement with the proposals relating to transport**

Q4. To what extent do you agree or disagree with the proposals relating to transport?



Of the 4,727 non-stakeholders who responded to the question, 2,465 agreed with the proposals relating to transport with 1,121 saying they strongly agreed and 1,344 saying they agreed. The greatest level of

disagreement came from non-stakeholders – 492 disagreed whilst 1,212 strongly disagreed. There were 516 non-stakeholders who did not have an opinion either way.

Stakeholder participants were much more supportive of the proposals relating to transport. Of the 122 stakeholders which responded to the question, the majority (96) agreed with the proposed arrangements, whilst only seven disagreed.

### Summary of stakeholder responses

**Those stakeholder comments in support of the proposals** felt that the plans would deliver a joined up and integrated transport network (6). Other comments supported the proposals relating to smart ticketing, with some also supporting the additional £0.5m per annum funding (4). Other elements of the proposals which attracted support included those relating to the Key Route Network (2) as well as for the East Midlands HS2 Growth Strategy.

**Of the five stakeholders making comments in opposition to the proposals**, there was no one issue driving this opposition. A single stakeholder felt that transport would end up being underfunded (1) whilst there was some concern that transport leading to larger cities would be prioritised ahead of smaller, more remote/rural areas (1).

### Summary of non-stakeholder responses

There were 525 non-stakeholders who provided comments in response to the proposals for transport. A total of 71 comments were made in support of the proposals with 84 providing comments which disagreed in some way with an element of them.

**Supportive comments from non-stakeholders** generally agreed with the objective of the transport proposals, specifically to deliver a joined up and integrated network across the proposed EMCCA area (28). In particular, smart ticketing received a number of supportive comments (14).

**One of the greatest concerns for non-stakeholders** was a lack of belief that the proposals would be sufficiently funded (24). Many did not think that the funding allocated would be enough and that smaller towns and villages, including rural areas, would be less of a priority for improvement compared to the big cities (22). Some participants also expected the system to be poorly managed (based on their experience of the system at the moment), which would ultimately result in it not working (18). Others did not believe that the proposals would result in a truly integrated network (10).

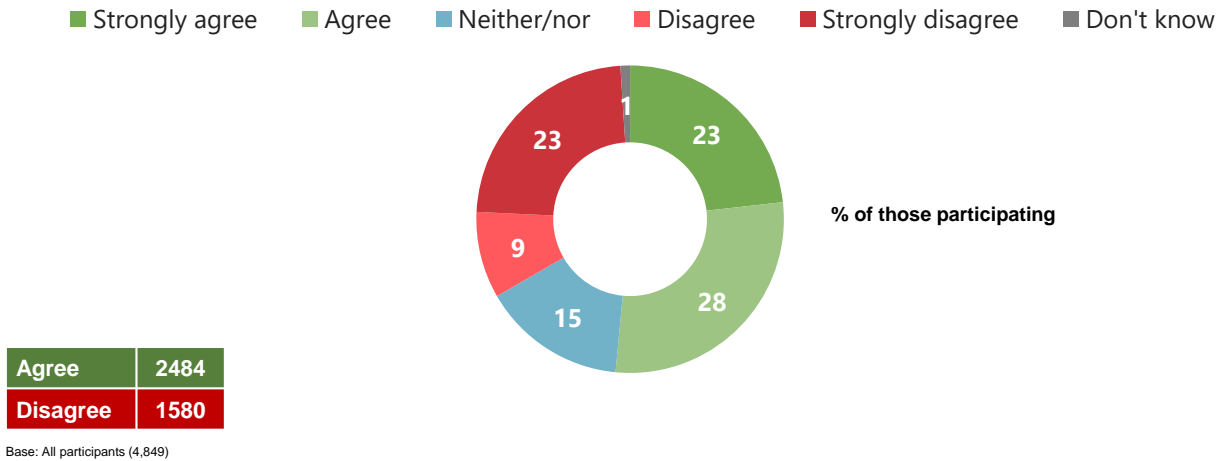
There was also some disagreement with the East Midlands HS2 Growth Strategy (45) which some participants felt would drain funding from wider railway improvements, as well as not be of benefit to smaller, more rural parts of the proposed EMCCA area.

### 2.2.5 Reducing carbon/Net Zero

Participants were asked to what extent they agreed or disagreed with the reducing carbon/Net Zero proposals. Of the 4,849 who responded to this question, more agreed with the proposals (2484) than disagreed (1580).

**Figure 2.5: Agreement with the proposals relating to reducing carbon/Net Zero**

Q5. To what extent do you agree or disagree with the proposals relating to reducing carbon/Net Zero?



Of the 4,727 non-stakeholders who responded to the question, 2,385 agreed with the reducing carbon/Net Zero proposals. Of those non-stakeholders who agreed, 1,061 strongly agreed and 1,324 agreed. The greatest level of disagreement came from non-stakeholders – 439 disagreed whilst 1,132 strongly disagreed.

Of the 122 stakeholders which responded to the question, 99 agreed with the proposals whilst only 9 disagreed.

#### Summary of stakeholder responses

**Overall, the majority of stakeholders made comments in agreement with the proposals.** Most of the comments stated general support for the objectives set out (14) whilst other comments referred to energy/power renewables being aided by a renewable energy agenda (1), an extended tram network (1) and an extended rail network (1).

**Of the six stakeholders who made comments in opposition to the reducing carbon/Net Zero proposals,** some (2) felt Net Zero to be unrealistic and unachievable. Further comments related to fusion energy being unrealistic and unachievable (2). There was also concern that Net Zero will be underfunded (1) and will not deliver benefits for local people (1).

#### Summary of non-stakeholder responses

**Of the 42 non-stakeholders who made comments in support of the reducing carbon/Net Zero proposals,** 18 stated that they supported the proposals and 19 expressed conditional support. Other comments agreed with sustainability more generally (4) and that energy/power renewables will be aided by a renewable energy agenda (2), as well as support for an extended tram network (1).

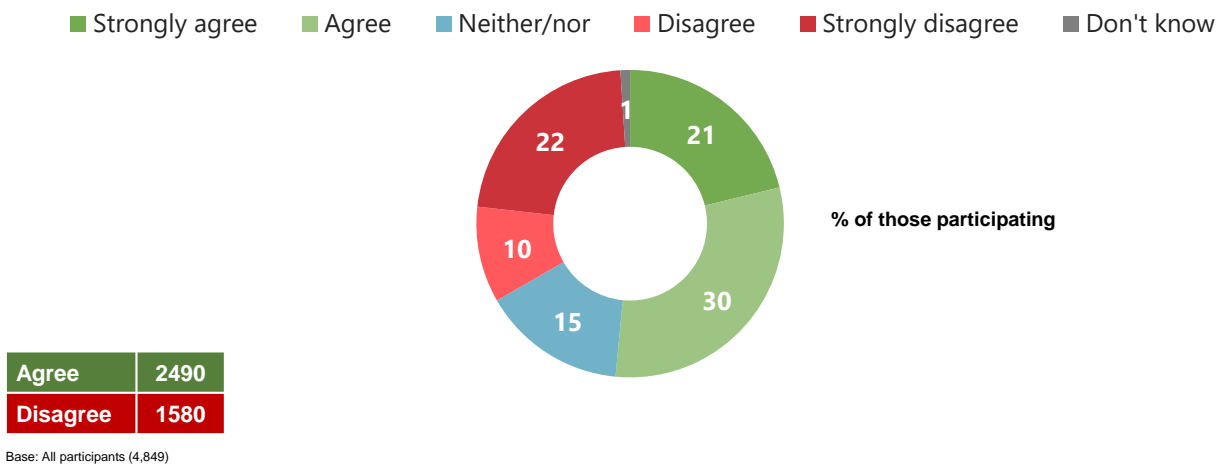
**A total of 84 non-stakeholders made comments in opposition to the reducing carbon/Net Zero proposals.** A key factor in this opposition was the feeling that the proposals are unrealistic and unachievable (29). Concerns was also raised about the financial elements of the proposal, specifically the potential high administrative costs (13), the potential for them to be underfunded (11) and the potential need for tax increases to pay for them.

### 2.2.6 Public Health

Participants were asked to what extent they agreed or disagreed with the proposals for Public Health. Of the 4,849 who responded to this question, a majority agreed with the proposed arrangements (2,490). Overall, 1,580 disagreed, with two-thirds of these strongly disagreeing (1,091).

**Figure 2.6: Agreement with the proposals relating to public health**

Q6. To what extent do you agree or disagree with the proposals relating to public health?



Of the 4,727 non-stakeholders who responded to the question, 2,391 agreed with proposals. The greater level of disagreement came from non-stakeholders – 485 disagreed whilst 1,086 strongly disagreed. There were 708 non-stakeholders who did not have an opinion either way.

Stakeholder participants were much more supportive of the public health proposals than non-stakeholders. Of the 122 stakeholders which responded to the question, 99 agreed with the proposed arrangements whilst only nine disagreed.

### Summary of stakeholder responses

There were comparatively few comments received from stakeholders concerning the public health proposals. **Of the six stakeholders who made comments in support of the proposals**, four gave their general support for the proposals without providing further detail. Others provided conditional agreement (1) or concluded that extended tram (1) and extended rail (1) would improve public health in the region.

**Of the three stakeholder organisations which made comments in opposition to the proposals on public health**, there was concern about the additional layer of government and bureaucracy which could lead to duplication (2), whilst others were concerned about the lack of funding for staff such as doctors, nurses and other healthcare professionals (1).

## Summary of non-stakeholder responses

There was a greater number of comments from non-stakeholders who disagreed with the proposals relating to public health. **Of those making comments in support of the proposals**, most just referenced their agreement which they felt would deliver a joined up and integrated healthcare system (2) whilst others also offered general support.

**The main reason given for participants not supporting the proposals** was that it would not work because ‘it hasn’t worked elsewhere’ (14). This scepticism extended to the potential bureaucracy which would have to be put in place to deliver (4) and there were also concerns that larger cities may be prioritised over smaller, more rural areas (6) and that the size and diversity of the area within the proposed EMCCA remit would make it unmanageable (4).



# 3 Governance

## 3.1 Background

Before answering this question, participants were provided with the following information regarding the proposed governance structures and ways of working as detailed in the consultation document.

### **Governance**

In order that powers and funding are available, suitable governance arrangements must be put in place which provide Government with assurance that funding will be spent appropriately, and statutory functions will be delivered effectively and efficiently.

The proposed Governance will include:

- A new directly elected Mayor who will bring new powers and funding from central Government to the local level. This includes powers to set a budget and issue a precept.
- In addition, the EMCCA will feature eight members, consisting of a Lead Member and one further member appointed by each Constituent Council (Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council).
- The EMCCA will appoint four non-constituent members from the Area's district and borough councils.
- The EMCCA will also appoint up to a further four non-constituent or associate members.
- The EMCCA will ensure that there is suitable representation from business.

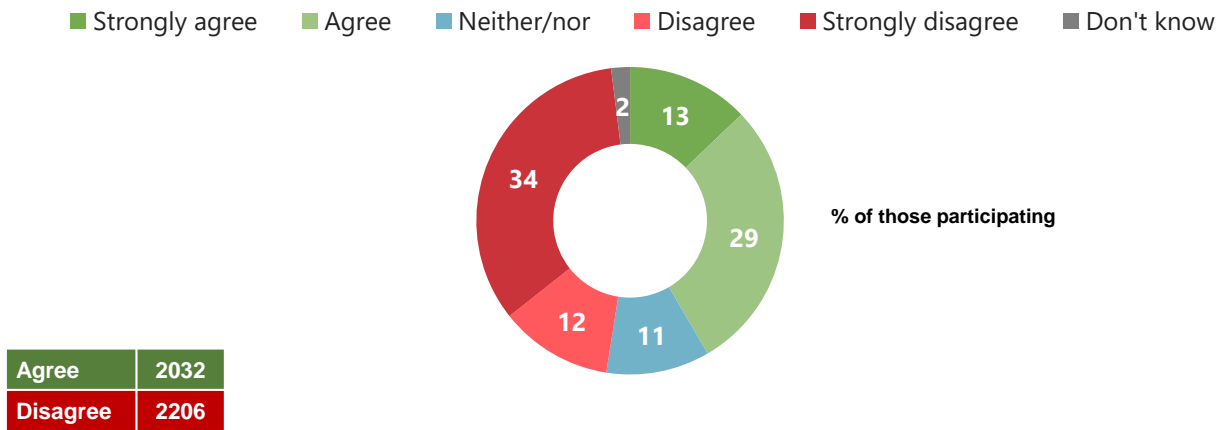
A hyperlink to the consultation document was also provided for participants to review additional detail.

### 3.2 Summary of closed responses

Participants were asked to what extent they agreed or disagreed with the proposed governance arrangements for the EMCCA. Of the 4,849 who responded to this question, slightly more disagreed with the proposed arrangements (2,206) than agreed (2,032). Of those who disagreed, the majority (1,627) strongly disagreed.

**Figure 3.1: Agreement with the proposed governance arrangements for the East Midlands CCA**

Q1. To what extent do you agree or disagree with the proposed Governance arrangements for the East Midlands County Combined Authority?



Base: All participants (4,849)

Of the 4,727 non-stakeholders who responded to the question, 1,949 agreed with proposed revised governance arrangements with 609 saying they strongly agreed and 1,340 saying they agreed. The greatest level of disagreement came from non-stakeholders – 572 disagreed whilst 1,613 strongly disagreed. There were 513 non-stakeholders who did not have an opinion either way.

Stakeholder participants were much more supportive of the proposed governance arrangements than non-stakeholders. Of the 122 stakeholders which responded to the question, 83 agreed (31 strongly) with the proposed arrangements whilst only 21 disagreed (14 strongly).

### 3.3 Summary of stakeholder responses

On the whole stakeholders showed greater support for the proposed governance arrangements compared to non-stakeholders. Overall, 50 stakeholders made comments about governance – 16 made supportive comments whilst 10 made comments in opposition.

**Of the 16 stakeholders who made comments in support of the proposed governance arrangements**, five made comments in support of a mayor, who they felt would provide a much needed voice and raise the profile of the proposed EMCCA area. Further comments concerning the proposed mayor’s role included their role in stimulating productivity and therefore economic growth (2) and establishing an integrated EMCCA (2).

Other comments agreed with the proposal relating to the Education and Skills Advisory Board (6) whilst there was also support expressed for the proposals relating to business and the economy (5) – both of these were raised by stakeholders as key advantages but not by non-stakeholders.

**Of the 10 stakeholder organisations which made comments in opposition to the proposed governance arrangements**, the majority of these (6) disagreed with the election of a mayor, which they felt was unnecessary. There was also concern that too much power would sit with a single person (4). Further concerns were raised that EMCCA members would not be representative of the local area and therefore care about local issues (2) whilst some felt they should be able to vote in EMCCA members (2).

Key stakeholders made specific points regarding the proposed governance arrangements and the key points are summarised below:

- Mansfield District Council felt that the governance proposals were unclear as to how they would ensure an equitable approach towards the deployment of investment funding, in particular to ensure that the two cities do not attract all the capital investment when there are a number of local important towns in need of 'levelling up'. It wants to see local need and areas of deprivation prioritised for funding in the future;
- Newark and Sherwood District Council supported devolution and felt that a mayor would help the CCA area to speak with one voice, represent visible leadership and be accountable to residents;
- The Peak District National Park Authority broadly supported the proposed devolution but felt it important that they are given a clear and visible role within the new CCA given the National Park's importance to the regional economy and in delivering net zero and nature recovery ambitions. It also highlighted its statutory role as the local planning and minerals authority and given such statutory purposes span a large geographic area felt that it should be represented as a non-constituent or associate member;
- Derbyshire Dales District Council supported the inception of the EMMCA but highlighted the political challenges of representing local district and borough councils (given only four seats have been provided for);

*“Whilst no detailed observations were expressed in regard to the content of the Devolution Deal, the Council welcomed the engagement and involvement of District/Borough Council in relation to governance arrangements.”*

*Derbyshire Dales District Council*

- Ashfield District Council (and the Independent Alliance on Nottinghamshire County Council) welcomed the steps towards more localised decision making but felt that the governance proposal created a democratic deficit between the borough and district councils, as their participation is minimal;
- Overseal Parish Council strongly believed that any more money required to create the additional tier of government should not be borne by residents or businesses, especially in the current financial crisis given pressures are being felt within households and by businesses alike. Practically, there is a fear that a tier of local government will be lost as the Parish Council relies heavily on South Derbyshire District Council to resolve many local issues;
- East Midlands Councils (EMC) expressed concerns from a number of member councils about using the term 'East Midlands' to describe a Mayoral CCA for the D2N2 area. It also proposed

further dialogue concerning the proposed CCA's membership of the EMC and how it could establish constructive working relationships with neighbouring authorities;

- Leicestershire County Council questioned the description of devolution as being 'for the East Midlands' when it only includes the area known in local public sector and business circles as D2N2;

*“Devolution to the area known as the 6Cs (the cities of Derby, Leicester and Nottingham and the counties of Derbyshire, Leicestershire and Nottinghamshire, to which can be added Rutland) has a much stronger claim to a regional devolution deal than D2N2 and would have a much greater impact in levelling up against the West Midlands.”*

#### *Leicestershire City Council*

- North East Derbyshire District Council did not think the devolution deal is in the best interests of its residents and felt powers should be devolved to existing local councils rather than a mayor for Nottinghamshire and Derbyshire;
- South Derbyshire District Council did not consider the new governance proposals to be in the best interests of residents of South Derbyshire and expressed opposition to the proposed geographical basis of the Devolution Deal linking Derbyshire to Nottinghamshire to form a CCA;
- Bolsover District Council opposed the creation of a mayoral CCA and has expressed its opposition in writing to its local MP;
- The East Midlands Green Party did not support the proposal, in particular the 'imposition' of a mayoral system by a majority vote of local councillors – it instead proposed local referendums to understand popular support for the proposals. It also believed that a mayoral model was 'unproven'. It also felt that the proposal perpetuates the 'discredited first past the post' electoral system, criticised the lack of transparency when it comes to appointing members and did not think the mayor would be held properly to account. It also did not feel that the interests of borough and district councils would be properly represented;
- The Co-Operative Party felt that in order for the mayoral model to work in Nottinghamshire and Derbyshire, it must be underpinned by co-operative solutions and ideals. It also felt that Business and Economy Advisory Board should contain representatives from different business models such as co-operatives, employee owned businesses and social enterprises;
- The universities of Nottingham Trent, Derby and Nottingham submitted a joint response which was supportive of the opportunity to establish a mayoral CCA across the D2N2 area. It proposed that universities be represented on the main CCA board (whilst recognising that universities could not fill all four places). The institutions felt that the CCA should consider establishing an integrated unit that provides data and insight, informs strategy, guides investment decisions, oversees programme monitoring and supports the evaluation of activity creating an iterative approach to the work of the CCA. In addition, the University of Derby urged the proposed EMCCA to continue to explore the opportunity to incorporate Leicester and Leicestershire;
- The University of Nottingham agreed with the proposals relating to governance and reiterated its role as an anchor institution which it felt would add significant value to the formal governance of

the EMCCA at the highest level. It welcomed a ‘sharp focus’ on skills, business growth and the research and innovation eco-system and are keen to help broker workable governance solutions, ensure a university vote on the main EMCCA board and observer status for all three of the universities and the opportunity to drive forward place based advocacy and investment;

- Nottingham Trent University welcomed the EMCCA as a statutory body as it would allow the D2N2 area to speak with one voice. The proposed governance arrangements allow four non-constituent or associate members and the University stated its intention to discuss the universities being represented on the main EMCCA board. It welcomed the proposed establishment of advisory boards and endorsed those in the proposal. It also felt an Innovation Board could be established to develop and implement an Innovation Accelerator-style approach for the area, which would work alongside the sectors highlighted in the proposal document. The University also encouraged the establishment of a unit that provides data and insight, informs strategy, guides investment decisions, oversees programme monitoring and supports the evaluation of activity;
- Nottingham College felt it was important that further education was well represented within governance and was keen that the new CCA did not destabilise current providers. It suggested that a minimum of two of the non-constituent/associate member places be allocated to local FE college principals. It felt that the case for higher education representation on the EMCCA board is limited;
- Derwentio Housing Trust urged the need for VCSE representation and felt the proposed governance arrangements were top heavy;
- Metropolitan Thames Valley Housing felt that ‘the Combined Authority will work best through the full engagement of the East Midlands’ local authorities at county, borough and district level and all relevant stakeholders’;
- Visit Peak District and Derbyshire felt that a business advisory board is needed to provide the sector with an opportunity to be visible and ensure that it’s highlighted as part of any growth plans (e.g. plans across the CCA need to acknowledge the changes in infrastructure across DMOs and the development of Local Visitor Economy Partnerships (LVEPs) and Destination Development Partnerships (DDPs));
- Derwent Valley Trust felt that there is a risk that the more rural areas, in terms of businesses and local communities, could be disadvantaged due to the creation of the EMCCA and this will need to be addressed to ensure an equitable approach;
- Nottinghamshire Disabled People's Movement expressed concern about the proposed governance as it felt too much power was being placed into the hands of an individual mayor to the detriment of campaign groups similar to itself. It did not believe that the power and control in the hands of one individual would improve equality and inclusion. It also questioned whether the cabinet make up would include any input by the voluntary sector and groups of people with protected characteristics;
- The Environment Agency supported the formation of the EMCCA as it represents a ‘great opportunity’ for the region to become an exemplar for climate change adaptation;

- Arts Council England felt it important for a place to be reserved for culture in any governance arrangements given the significant (and recently increased) investment in culture across the East Midlands region;
- Nottingham Growth Board welcomed the importance that the proposed governance arrangement places on the businesses and the business community. It questioned the level of influence of the proposed Business and Economy Advisory Board and also how businesses would be represented on the main CCA board. It also highlighted the role of the three universities and felt there was a strong case for all three to be present at the meetings of the board;
- East Midlands Chamber emphasised the need for the voices of both the private and third sectors to be meaningful in the EMCCA, which it didn't feel was sufficiently defined in the proposal. It also highlighted the need for business representation, both in terms of the diverse sectors and clusters across the CCA area and of different scales of business;
- The Derby and Derbyshire Local Access Forum (LAF) called for closer and more effective partnership working of the four LAFs in the CCA area. However, they wanted to retain the existing LAFs and thought consideration should be given within the EMCCA for the appointment of advisory bodies with non-executive functions;
- TUC East Midlands proposed two key governance mechanisms in the EMCCA: (1) Formal representation of the TUC as one of the four 'Non-Constituent or Associate Members (similar to the West Midlands CA structure which it says is working well); and (2) Additional advisory boards for housing, transport, Net Zero and skills, as well as boards for public service provision and social mobility. The TUC also stated its desire to be included on the Education and Skills Advisory Board and the Business and Economy Advisory Board.

### 3.4 Summary of non-stakeholder responses

There were 891 non-stakeholder participants who provided a response on the proposed governance arrangements, of which 24 made comments in support of the proposal and 552 made comments in opposition.

**Of the 24 participants who provided a response in support of the governance arrangements for the proposed CCA**, around half (13) agreed with the need for a mayor. Another six agreed that the mayor's role would raise the profile of the East Midlands and give them a voice to lobby for their collective needs.

*“A strong Mayor, like Andy Burnham in Manchester, could be a valuable asset. A party-driven one like Tees Valley, could be a problem.”*

*Non-stakeholder participant*

Others (2) reiterated their general support of the governance arrangements without elaborating further, whilst a further two participants felt that EMCCA members would be local and therefore more representative of local public opinion.

Others commented that it would help to create an integrated EMCCA. Two participants specifically referenced their preference for this type of governance compared to the existing governance from Nottingham City Council.

**A total of 552 participants left comments in opposition to the proposed governance arrangements for the CCA.** The overriding reason for this was opposition towards the role of the mayor (199), as participants did not believe it is necessary. A further 127 participants went on to argue that a mayor would be a waste of money and an additional tier of local government, which would be expensive (some specifically referenced their likely salary in making this point).

*“What concerns me is the way the money will be spent in financing a mayor and all the various Committee members that will be appointed and the additional bureaucracy that this will bring.”*

*Non-stakeholder participant*

There was also concern that a single post would have disproportionately too much power – 107 participants felt that power would be too concentrated in one individual. Other concerns with the mayor included:

- Potential conflicts of interest if the mayor is affiliated to a particular political party (39);
- The perceived lack of democracy in electing a mayor, which they felt should have a public vote (34);

*“There was a vote on elected mayors recently and the vote was a resounding no for Nottingham.”*

*Non-stakeholder participant*

- A lack of local representation given the potential for the mayor to not be ‘local’ and therefore detached from local issues (30). If they were from another part of the CCA area there was concern that they might prioritise their own area to the detriment of others (12);
- A potential lack of transparency and accountability (22);
- A potential increase in tax/introduction of a mayoral precept (17);
- Potential conflicts of interest, be it to other areas (5) or to external business interests (5).

Beyond the mayoral issue, other concerns related to the proposed EMCCA body itself. A total of 68 non-stakeholders felt that EMCCA members would receive excessive salaries and therefore be too expensive. There were also concerns about a lack of representativeness – 56 participants felt its make-up would not be representative of the area whilst a further 42 participants questioned the competence of prospective members and whether they would be sufficiently qualified and/or have the right level of experience.

Participants also raised concerns about prospective EMCCA members similar to those expressed about the mayor, specifically that there would be a lack of democratic representation (26), potential conflicts of interest if affiliated to certain political parties (20) and the perceived lack of transparency and accountability (20).

*“Another layer of bureaucracy that will cost money that could be better spent on other things. More jobs, probably highly paid, for the select few.”*

*Non-stakeholder participant*

Concerns were also raised about the potential outside business interests of EMCCA members (13).

Finally, there were a few questions as to whether a police and crime commissioner was needed if the mayor could perform this role (9).

*“I think a mayor and PCC are incompatible. The Police Crime Commissioner would be a redundant post and would make more sense and reduce bureaucracy if the mayor absorbs the two roles.”*

*Non-stakeholder participant*

## Suggestions

Some responses suggested changes to the proposed governance arrangements. A total of 369 participants made such comments. The main suggestions included:

- EMCCA membership should not be comprised of existing local authorities in the area – this is mainly due to a perceived lack of competence (122);
- Guaranteeing the competence and experience of EMCCA members (39), the need to ensure there is sufficient accountability and oversight of them (39); ensuring they are representative of local people (37) and parishes/boroughs/districts (27);
- Guaranteeing the competence and experience of the mayor (23) who should be accountable (21) and not affiliated to a political party (20);
- EMCCA should take responsibility for the environment and climate crisis (16) and be representative of the local community and voluntary sector (13).



# 4 Homes

## 4.1 Background

Before answering this question, participants were provided with the following information regarding the proposals relating to homes as detailed in the consultation document.

### Homes

We will work with local authorities, landowners, developers and the full range of housing providers to promote regeneration, create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.

Devolution will help us deliver this through:

- £16.8 million of funding controlled locally to spend in 2024/25 to support the building of new homes on brownfield land;
- £9 million of housing capital funding to support the delivery of housing priorities;
- New, broad powers to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration;
- The Mayor's power to designate Mayoral Development Areas and to create Mayoral Development Corporations (which is a statutory body created to bring forward the regeneration of a defined area). This will support delivery on strategic sites across the Area through drawing on existing work, subject to the agreement of local partners.

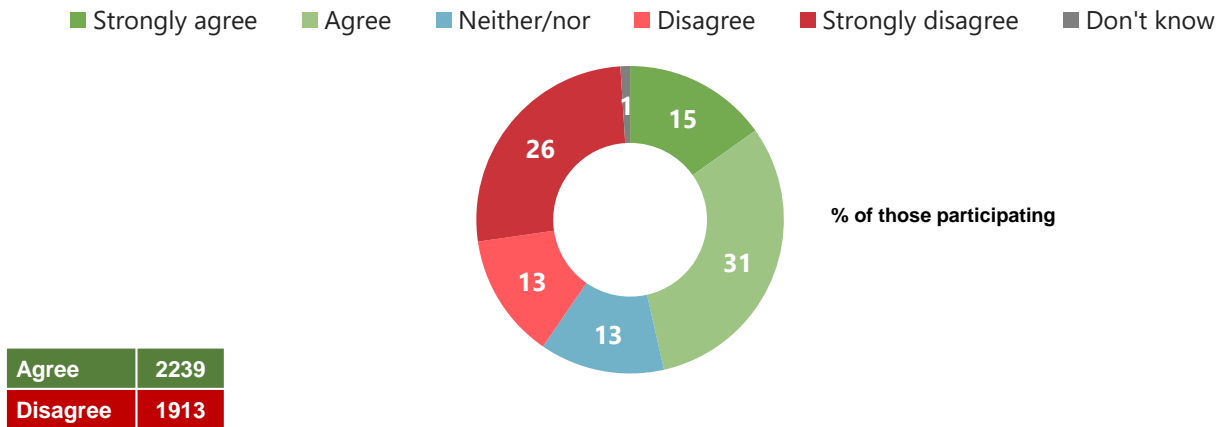
A hyperlink to the consultation document was also provided for participants to review additional detail.

## 4.2 Summary of closed responses

Participants were asked to what extent they agreed or disagreed with the proposals relating to homes. Of the 4,849 who responded to this question, there was a greater level of agreement in favour of the proposals (2,239) compared to those who disagreed with it (1,913). Of those who disagreed with the proposed governance arrangement, the majority (1,273) strongly disagreed.

**Figure 4.1: Agreement with the proposals relating to homes**

Q2. To what extent do you agree or disagree with the proposals relating to homes?



Base: All participants (4,849)

Of the 4,727 non-stakeholders who responded to the question, 2,156 agreed with homes proposals with 704 saying they strongly agreed and 1,452 saying they agreed. Of those who disagreed with the proposals, more strongly disagreed (1,268) than disagreed (628). Proportionately there was a greater level of agreement from stakeholders to the proposals – only 16 disagreed with the majority (83) in agreement.

## 4.3 Summary of stakeholder responses

A total of 37 stakeholders provided specific comments relating to the proposals for homes. Of these, 11 were supportive whilst seven included an element of opposition to the proposals.

**The supportive comments made by stakeholders were generally more diverse than non-stakeholder participants**, although around half (6) made statements in support of the proposals without elaborating further as to why. Other comments related to support for the protection of greenbelt land (3), the provision of better housing (1), the allowance for effective planning when it comes to new housing (2), agreement with the extra funding to construct new homes (2) and support for Mayoral Development Corporations (2).

**A few stakeholders made negative comments in response to the proposals.** These included the negative impact the proposals might have on the greenbelt and open spaces (1), disagreement with Mayoral Development Areas and the power to acquire and dispose of land (2), the unsustainability of the proposals without a commitment to complementary infrastructure (1) and the potential lack of (or mismanagement of) funding (2).

Key stakeholders made specific points regarding the proposals relating to homes and the key points are summarised below:

- Derwentio Housing Trust emphasised the need for greater social housing;
- Mansfield District Council posed questions about how the deployment of resources would link with local housing providers' programmes of improvements and whether new build properties would be prioritised for brownfield land sites and be mixed tenure or purely private ownership homes;
- Newark Town Council did not want the needs of the travelling community overlooked when it came to housing strategies;
- Derbyshire Fire and Rescue Service emphasised the importance of housing projects (both new and retrofitted) being designed with the principle of fire safety in mind and fitted with domestic sprinklers;
- Railfuture agreed with the proposals relating to homes and felt that an EMCCA should enable good planning practice by promoting new housing on brownfield land served by high quality, sustainable transport;
- The MP for Rushcliffe broadly agreed with the aims set out. They highlighted the removal of the Duty to Cooperate, contained within the Levelling Up and Regeneration Bill, which prioritises the use of brownfield land over greenfield land for development and felt it important that the EMCCA reflects this policy objective and others locally. They would actively oppose any proposals to undermine the powers they give local people to determine the way in which their communities develop. They also wanted greater ambition to be shown in terms of the funding allocation for building new homes. Finally, they wanted clarification on how the consent of the borough council (whose jurisdiction any planning powers are being exercised under) would be determined;
- Manchester and East Midlands Rail Action Partnership emphasised the importance of co-locating new housing with transport links;
- Derby and Derbyshire LAF urged the EMCCA to work with local authorities and other stakeholders to ensure new housing is well connected by infrastructure, particularly walking and cycling. It also emphasised the importance of seeking developer contributions towards the cost of any additional infrastructure required;
- Nottingham Growth Board agreed with the proposals relating to homes but wanted greater prominence applied to the inter-connection of themes so the EMCCA considered interventions at a holistic level. It also advocated a target for house building at a CCA level;
- The Green Party felt that the proposal lacked detail as to how the EMCCA and the district/borough councils would work together and take planning decisions. It also felt the proposals lacked detail about the mechanisms which would underpin its new powers and questioned what is meant by Mayoral Development Areas and the creation of Mayoral Development Corporations;

- The Co-Operative Party felt that the housing powers should include the ability to promote community-led housing and establish similar structures and funds to the GLA’s Community Housing Hub and Fund;
- The CBI was encouraged by the housing and planning powers (i.e. the ability to establish Mayoral Development Corporations) as well as ringfenced funding for house building on brownfield land. It emphasised the importance of adequate housing to ensure people can live and work in the East Midlands;
- The University of Nottingham agreed with the proposals relating to homes and felt that good quality, affordable and sustainable housing was vital for students and staff. It also referenced the Student Living Strategy (developed with Nottingham Trent University and Nottingham City Council) as a blueprint across a wider geography;
- Nottingham Trent University welcomed the priority and importance placed on homes and the proposed investment plans. It encouraged the funding to support new properties which are built to high environmental standards and encouraged the need to retrofit homes which have already been constructed.

#### 4.4 Summary of non-stakeholder responses

There were 486 non-stakeholder participants who provided a response on the proposals relating to homes, of which 48 made comments in support of the proposals and 160 made comments in opposition. The majority of responses (325) made suggestions of how the proposals could be altered or improved.

**Of the 48 participants who provided a response in support of the proposals relating to homes, 12 made general comments in support of the principle of additional homes. Another 26 made comments in support but these were more conditional and relied on other factors being resolved as well – principally the need for additional and supportive infrastructure and the ongoing protection of the greenbelt land (which they felt was not explicit in the proposals).**

*“The housing plans are commendable but make no mention of protecting the limited Greenfield sites and focus on the optimum re-use of built-up land.”*

*Non-stakeholder participant*

*“More houses are needed but they must come with more schools, doctors, shops, etc.”*

*Non-stakeholder participant*

*“The plans for housing are great but they need to be supported by a transport and public services infrastructure (schools and health facilities).”*

*Non-stakeholder participant*

Other supportive comments focussed on how the homes will make use of existing brownfield sites, thereby protect pre-existing greenbelt land (8) whilst others mentioned the likely improvement in the quality of housing stock (2) and the provision of more affordable housing which is so needed in the region (2).

**A total of 160 non-stakeholder participants left comments in opposition to the proposals relating to homes.** These can be summarised under three main themes:

- The potential negative impact on greenbelt and wider open spaces (37);

*“I need to be convinced that the EMCCA would not use its powers to allow building on green areas while we have brownfield sites in need of redevelopment.”*

*Non-stakeholder participant*

- The potential for some areas to become overcrowded and overdeveloped (32); and

*“We don't need to keep building houses, especially in small rural areas, as these villages are not large enough to cope with such expansion to their infrastructure.”*

*Non-stakeholder participant*

- General disagreement with the proposals (without necessarily stipulating why).

*“The very last thing the East Midlands needs is more housing.”*

*Non-stakeholder participant*

Other comments were made in disagreement with the Mayoral Development Areas and the power to acquire and dispose of land (20). There was also a belief that the proposal would not benefit local people and, ultimately, not deliver against its targets for more homes (20). There were a number of comments also expressing concern that the proposals would be unsustainable without improvements to infrastructure (15).

*“Local council already trying to build on green belt areas, but not increasing infrastructure and facilities to match the increase in housing. Services are overstretched already with lack of essential facilities and services.”*

*Non-stakeholder participant*

Concern was raised about the proposed funding, with some participants believing that the proposal would end up being underfunded (14) or that funds would be mismanaged (9), whilst some comments relating to underfunding were specific to the need to adequately fund energy efficiency and home insulation (3). The potential lack of local control over housing policy (i.e. by local councils) was also raised as a point of opposition (14). Some comments also referenced the potential negative impact on biodiversity/wildlife (6) and agriculture and farm land (4).

*“There has been no thought for the environment, biodiversity with the developers being the only people who have benefited.”*

*Non-stakeholder participant*

## Suggestions

A relatively greater proportion of comments in response to the proposal for homes made suggestions to change or improve the proposals, including:

- A guarantee to prevent the loss of green land and a commitment to only develop on brownfield sites (90);
- The need to invest in infrastructure before beginning the construction of any new homes (63);
- Homes should be made affordable (49);
- The need to first explore/exhaust the potential to redevelop older buildings and houses (i.e. what is already standing) (39);
- The need to invest in social housing (26);
- A guarantee about the quality of construction, with ‘no corners cut’ concerning the quality of the materials and construction process (17), as well as the importance of using sustainable materials (13);
- The importance of investing in insulation and energy efficiency measures (18) and also retrofitting homes to maximise efficiency (15), as well as the need to invest in solar panels (16);
- The need to align home building with other environmental targets and objectives, such as Net Zero (16);
- Stricter regulations and planning permission (14) which should also apply to those in the private rented sector (10);
- Protection of small/more remote/rural areas from over-development (13);
- Removal of proposals relating to housing altogether to ensure management is retained by the relevant local authorities (10);
- The need to build homes specifically to house homeless people (10);
- The need to prioritise first time buyers/those trying to get on the property ladder (9);
- Protection of heritage sites (7);
- The potential to construct houses for specific sub-groups of the population, including those already residing locally (7) and the elderly, disabled and vulnerable (5); and
- A few suggestions supporting construction of housing on the greenbelt and to not be solely focussed on brownfield sites (7).

# 5 Skills

## 5.1 Background

Before answering this question, participants were provided with the following information regarding the proposals relating to skills as detailed in the consultation document.

### Skills

We will work collaboratively with employers, skills providers and local authorities to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will also help the creation of a strong and sustainable local economy.

Devolution will help us deliver this through:

- Holding the Adult Education Budget (AEB) from academic year 2025/26;
- Owning the ability to set allocations and outcomes to skills providers;
- Supporting and shaping the Local Skills Improvement Plan (LSIP) for the Area.

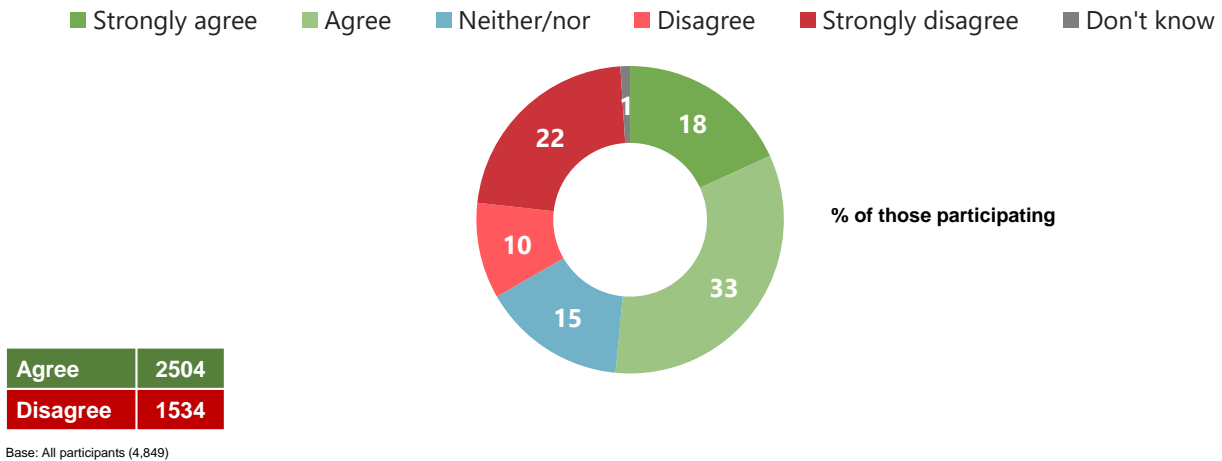
A hyperlink to the consultation document was also provided for participants to review additional detail.

## 5.2 Summary of closed responses

Participants were asked to what extent they agreed or disagreed with the proposals relating to skills. Of the 4,849 who responded to this question, there was a greater level of agreement in favour of the proposals (2,504) compared to those who disagreed with it (1,534). Of those who disagreed with the proposals, the majority (1,060) strongly disagreed.

**Figure 5.1: Agreement with the proposals relating to skills**

Q3. To what extent do you agree or disagree with the proposals relating to skills?



Of the 4,727 non-stakeholders who responded to the question, 2,414 agreed with the skills proposals with 859 saying they strongly agreed and 1,555 saying they agreed. Proportionately there was a greater level of agreement from stakeholders to the proposals – only 10 disagreed, with the majority (90) in agreement.

## 5.3 Summary of stakeholder responses

A total of 42 stakeholders provided specific comments relating to the proposals for skills. Of these, 18 were supportive whilst only two included an element of opposition to the proposals.

**Those stakeholders making supportive comments** stated their overall support for the proposals (10) along with their belief that the proposals would ultimately stimulate productivity, benefit the regional economy and lead to job creation (4). Some gave specific support for the Adult Education Budget (3) whilst there was also support for the Freeport (2) along with the proposals relating to green growth (1). There was also some support for the D2N2 LEP (2) and the Local Skills Improvement Plan (1).

**There was minimal opposition to the proposals relating to skills amongst stakeholders.** One stakeholder made a general point of opposition without specifying why (1) whilst another felt that adult education below level 4 would be underfunded.



Key stakeholders made specific points regarding the proposals relating to skills, some of which included suggestions to enhance them. One such comment was the need to ensure that proposals relating to skills delivers against all socio-economic challenges which exist across the proposed EMCCA area. The main points made by stakeholders include:

- Derwentio Housing Trust highlighted the importance of ensuring support for those furthest away from being active in the labour market;
- Mansfield District Council posed questions about whether adult education spend would drive lower average skill levels up towards the UK average or focus on higher level skills, how the cycle of poor educational experience and low wages, poverty and ill health will be broken and emphasised the importance of engagement with local level engagement and intervention programmes;
- Overseal Parish Council was concerned that residents would only be able to attend education providers which had a contract with the EMCCA, whereas they can currently attend any provider they want;
- Newark Town Council emphasised the importance of skills being led locally by employers and the need to reflect the differing needs across diverse parts of the CCA area;
- Burton and South Derbyshire College emphasised the importance of adult skills and the experience which further education institutions have in planning and delivering adult education. It wanted a formal governance role to support the EMCCA;
- Nottingham College felt that a devolved skills budget would bring with it funding entitlements which ensure adult learners in the CCA area can access learning across English and maths and levels 1-3 qualifications. It thought that it would be important to protect the skills budget accordingly in order to continue to address social mobility and the impact of deprivation in the CCA area;
- West Nottinghamshire College felt that the Adult Education Budget must build on a partnership approach and not through competitive procurement. It highlighted the importance of the EMCCA recognising the expertise of partners to manage the budget on its behalf rather than be too prescriptive and demanding;

*“Through devolution we can work together as partners to address the underlying causes: housing, family circumstance, criminality, exploitation, benefit rules, health, childcare, language, culture, security, prior experience of education/work etc. & support each individual to become an asset to our communities & progress to a secure, well-paid career.”*

*West Nottinghamshire College*

- Futures Advice, Skills and Employment felt it would be essential that devolved skills funding is not commissioned in isolation from other factors impacting socio-economic prosperity, such as employment support, business support, community development and regeneration. It thought sufficient consideration should be given to existing local infrastructure and partnerships already well established in the area and local consortia should be trusted to deliver. It also wanted the integration of skills with other public services and programmes designed to address deprivation

and social exclusion, such as care leavers, refugees and asylum seekers, young people that are not in education, employment and training, those with long term health conditions, ex-service personnel, ex-offenders and others. They felt that it also needs to take account of the divergence in economic geography across the region;

- D2N2 Public Service Compact also highlighted the strength of the existing local infrastructure which it felt should be the vehicle for managing devolved skills funding. It felt that skills must also be delivered in a way that is integrated and aligned with other public services and programmes designed to address deprivation and social exclusion. It also made the same points as Future Advice, Skills and Employment about the need to take account of the divergence in economic geography across the region;
- The East Midlands Chamber highlighted the importance of private sector training providers alongside further and higher education providers as being fundamental to the skills strategy;
- Newark and Sherwood District Council supported the potential devolution of the 16-18 skills budget being devolved to remove national constraints and wanted the EMCCA to embolden its vision to transform the skills system to be of greater benefit to local communities and businesses. It identified the potential to invest in green skills training at local further education providers;
- Visit Peak District and Derbyshire welcomed the skills plan but worried that there would be a focus on high skill sectors and that VE, hospitality, retail and culture and heritage employer skills needs will be 'left behind';
- Derwent Valley Trust supported the EMCCA placing a greater emphasis on partnering with volunteer organisations to better deliver on active travel projects including infrastructure. It highlighted the potential of LAFs, alongside the creation of joint teams to bid for funding when it comes to larger projects;
- Railfuture emphasised the importance of employment and training provision being well served by sustainable transport;
- The MP for Rushcliffe agreed that shaping the Local Skills Improvement Plan and holding the Adult Education Budget would enable local decision makers to focus budgets on the skills gap in the economy of the East Midlands and to work in partnership with local employers;
- Manchester and East Midlands Rail Action Partnership identified greater challenges accessing employment training and skills in Derbyshire compared to other parts of the CCA area and urged focus on 'unique challenges' to prevent a 'brain drain' to other areas of the country;
- Derby and Derbyshire LAF recognised the role of volunteering and urged collaborative working with those organisations that could provide such experiences;
- Nottingham Growth Board welcomed the collaborative narrative when it comes to skills and felt it set out the scale of the skills challenge in the D2N2 area. It felt that the Skills Advisory Board should work with stakeholders to set an integrated skills strategy for the area. It also appreciated the potential for destabilisation of existing providers and urged careful consideration of how the budget is pooled and administered;

- The Green Party did not think the case for sub-regional decision making about education and training had been adequately made. It felt that the proposal was too focussed on work, careers and the economy and they would have liked to see a broader view of adult learning articulated in the proposals. The Party did not feel that the proposal took into account the national context for skills provision;
- The CBI felt that the devolution of the Adult Education Budget would be an important tool with regards to overcoming skills shortages, particularly around reskilling and upskilling and encouraged the Skills Directorate within the EMCCA to work collaboratively with the Local Skills Improvement Plans. It also suggested that the EMCCA explores the potential for the functions of the D2N2 Local Economic Partnership to be integrated;
- The TUC welcomed the devolution of the Adult Education Budget and responsibility for making funding allocations to skills providers and urged the EMCCA to follow the West Midlands Combined Authority/TUC Skills Partnership model, which facilitates unions to work with the Combined Authority to deliver work-based skills training;
- The University of Nottingham agreed with the proposals and made a number of comments, including the design of degree apprenticeship programmes, the upskilling of local young people, its work with local schools to provide a variety of workshops and its EDI Task Force, which works with local employers in a way that directly benefits the local population and the potential of partnership working to create opportunities linked to digital skills and inclusion;
- Nottingham Trent University supported the ambition identified when it comes to skills and acknowledged the challenges identified in the proposal document. It supported the need for a Skills Advisory Board and encouraged the EMCCA to explore innovative approaches to the management of devolved funds (e.g. commissioning based upon outputs and outcomes). It urged the EMCCA to review the Adult Education Budget which only supports learners up to level 3 – the role of the Board to include higher technical skills should also be considered. Finally, it felt that the issue in retaining graduates was overstated and there are examples of using funding to place graduates into business – the deployment of UK SPF might be considered to help stimulate the demand for higher value jobs and make a positive contribution to graduate retention.

#### 5.4 Summary of non-stakeholder responses

There were fewer comments received concerning the proposals relating to skills compared to other proposals contained in the devolution deal - a total of 190 non-stakeholder participants provided responses. Of these, 29 made comments in support of the proposals and another 29 comments were received in opposition to them. The remainder constituted suggestions on how the proposals could be improved.

**Of the 29 participants who provided a response in support of the proposals relating to skills,** around a third of these (9) made general statements of support in favour of them. Others acknowledged that the proposals would stimulate productivity and economic growth, thereby benefitting the local economy and create jobs for local people (8).

*“Education and skills is particularly important because it will help to create new industry and revitalise neglected town centres.”*

*Non-stakeholder participant*

A number of participants made comments in specific support of the proposals relating to the Adult Education Budget (5) and others recognised the opportunities which would be provided for people to refresh and/or learn new skills (4).

**A total of 29 non-stakeholder participants left comments in opposition to the proposals relating to skills.** Aside from general statements of disagreement with the proposals (5), other comments questioned whether the proposals relating to skills are realistic and therefore achievable (4), whilst some felt they would lead to larger cities being prioritised at the expense of smaller towns/villages and remote areas (4). There was also some who felt the D2N2 area is too diverse in terms of industries and educational attainment to be covered by a single authority (3).

*“D2N2 does not make sense as an area with e.g. rural areas around Bakewell having little in common with central Nottingham.”*

*Non-stakeholder participant*

Finally, there were some comments which predicted that adult education would be underfunded (2) and also a lack of adult education courses (2) which are not anticipated to deliver useful and practical skills for local jobs (2).

### Suggestions

A relatively greater proportion of comments in response to the proposal for skills made suggestions to change or improve the proposal, including:

- The need for the Adult Education Budget to be integrated and joined up (7);
- More of a guarantee that education and training would lead to a skilled workforce, resulting in jobs and an increase in employment opportunities (10);
- The need for adequate funding (8);
- Inclusion of schools alongside FE colleges and universities (10);
- The need to invest in vocational skills (6);
- The importance of equity and fairness in allocating funding between education and training providers (4);
- The importance of investing in green skills, education and training for new green jobs (5);
- The possibility for the Adult Education Budget to be allocated directly to education and training providers (3);
- The need to encourage agriculture and farming to increase food production (6);
- The need to invest in the creative industries (4).

# 6 Transport

## 6.1 Background

Before answering this question, participants were provided with the following information regarding the proposals relating to transport as detailed in the consultation document.

### Transport

We will work with transport providers inside and outside the EMCCA Area to develop our collective infrastructure and create the best possible public transport system for our citizens, reflecting the strengths already within the four Councils to set our aspirations and support regeneration.

Devolution will help us deliver this through:

- A combined transport budget, with the Mayor and the EMCCA responsible for setting a transport strategy for the Area, including for public transport;
- An additional £500,000 of funding in both 2023/24 and 2024/25 ;
- The ability to accelerate the delivery of smart, integrated ticketing across all local modes of transport in the Area;
- The opportunity to coordinate a Key Route Network (a collection of the most important local authority roads within the Area) across the Area;
- Mass transit opportunities, including integrating and potentially expanding the NET tram system, in support of the East Midlands HS2 Growth Strategy.

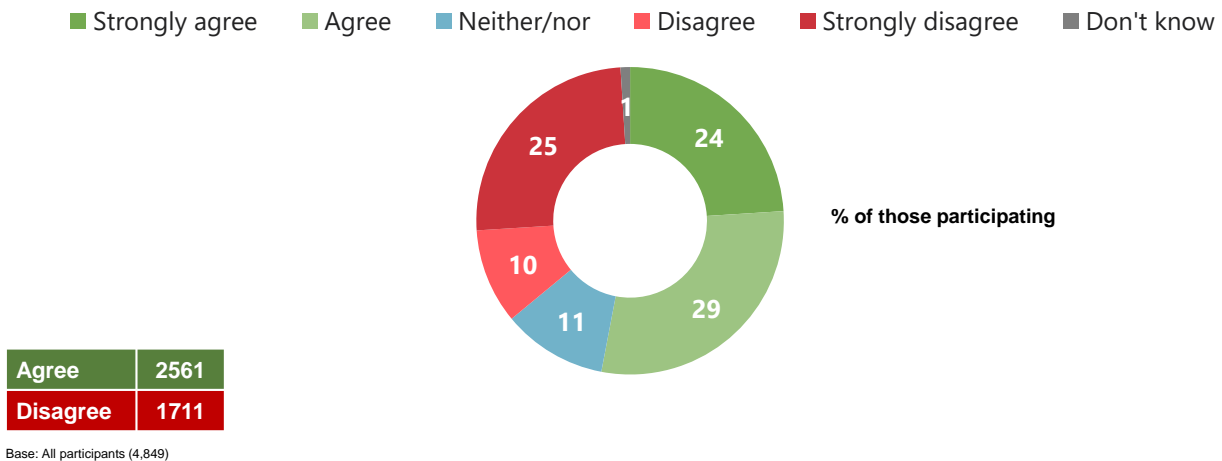
A hyperlink to the consultation document was also provided for participants to review additional detail.

## 6.2 Summary of closed responses

Participants were asked to what extent they agreed or disagreed with the proposals relating to transport. Of the 4,849 who responded to this question, there was a greater level of agreement in favour of the proposals (2,561) compared to those who disagreed with it (1,711). Of those who disagreed with the proposals, the majority (1,215) strongly disagreed.

**Figure 6.1: Agreement with the proposals relating to transport**

Q4. To what extent do you agree or disagree with the proposals relating to transport?



Of the 4,727 non-stakeholders who responded to the question, 2,465 agreed with the proposals relating to transport with 1,121 saying they strongly agreed and 1,344 saying they agreed. The greatest level of disagreement came from non-stakeholders – 492 disagreed whilst 1,212 strongly disagreed. There were 516 non-stakeholders who did not have an opinion either way.

Stakeholder participants were much more supportive of the proposals relating to transport. Of the 122 stakeholders which responded to the question, the vast majority (96) agreed with the proposed arrangements, whilst only seven disagreed.

## 6.3 Summary of stakeholder responses

A total of 43 stakeholders provided specific comments relating to the proposals for transport. Of these, 16 were supportive whilst only five included an element of opposition to the proposals.

**Those making comments in support of the proposals** felt that the plans would deliver a joined up and integrated transport network (6). Another eight stakeholders offered specific support for the proposals relating to smart ticketing, with some also supporting the additional £0.5m per annum funding (4). Other comments supported the proposals because the outcome would be affordable, convenient and reliable public transport serving the proposed EMCCA area (3), whilst there was also support for proposals relating to the Key Route Network (2). In addition to this, four stakeholders offered explicit support for the East Midlands HS2 Growth Strategy.

**Of the five stakeholders making comments against the proposals,** there was no one issue driving this opposition. A single stakeholder felt that transport would end up being underfunded (1) whilst there was some concern that transport leading to larger cities would be prioritised ahead of smaller, more remote/rural areas (1).

Key stakeholders made specific points regarding the proposals relating to transport, some of which included suggestions to enhance them. The key points include:

- Derventio Housing Trust emphasised the need for the needs of both employers and employees to be balanced and the system integrated ‘sensibly’;
- Derby City Council raised the need for tram links to go into Derby City centre in order to benefit its residents;
- Mansfield District Council highlighted the need to improve east-west links and questioned whether this would be a priority along with a focus on sustainable transport options to encourage modal shift at a local area level;
- Overseal Parish Council was concerned that Overseal might not benefit from improved transport connections compared to those into the city centres;
- Newark and Sherwood District Council supported the benefits of integrating the transport system, in particular smart ticketing;
- The Association of Local Bus Undertaking Managers was opposed to a move towards a franchising model and felt the needs of bus users should come first – these would be better understood by commercial operators;
- The East Midlands Chamber emphasised the need for an inclusive transport strategy which included improvement to rural infrastructure and connectivity, which it felt was lacking in the proposals. It also felt the Midland Mainline electrification was of vital importance given the reduced HS2 specification for the CCA area;
- Visit Peak District and Derbyshire questioned whether the transport proposals would go far enough to address the ‘last mile’ challenge and provide rural solutions. They also welcomed a smart ticketing solution;
- Derbyshire Transport Action thought that production of an area-wide local transport plan by March 2024 was ‘ambitious’. It also wanted to see more ambition in the proposals. It supported smart ticketing and agreed the need for a key route road and public transport network, along with a clean fuel infrastructure network. It emphasised the importance of sustainable transport links and felt committing to improving the existing route network is contradictory to the target of achieving net zero. It also supported the suggestion that one associate members of the EMCCA should be a planner to ensure that major housing developments can be easily served by public transport/active travel;
- Derbyshire Fire and Rescue Service highlighted the importance of investment influenced by the need for safer roads to reduce the numbers of people killed or seriously injured on them;

- Derwent Valley Trust highlighted the importance of an active travel network across the CCA area to encourage more walking and cycling, which might necessitate additional compulsory purchase powers to create the trails required. Also, it wanted greater capacity for the transport of bikes on trains into the more rural areas;
- The Campaign to Protect Rural England Nottinghamshire welcomed the introduction of bus franchising powers and smart ticketing and felt the new powers could help to integrate the transport system as well as encourage active travel. It also highlighted the isolation experienced by those living in rural areas whose transport services have been reduced in the recent past;
- Railfuture supported a local transport plan to integrate the network for all transport modes and also thought devolution would provide an opportunity to promote improvement via HS2, main line electrification and upgrades to regional railways. It also supported smart ticketing. It felt that more could be done to improve local routes, particularly in rural areas (e.g. Derbyshire and the Peak District/Buxton);
- The MP for Rushcliffe felt that a joined up, region wide approach to transport infrastructure planning would have a positive impact, allowing more people to access the jobs market and promote economic growth and regeneration, as well as being key to ensuring the success of the East Midlands Freeport;
- Manchester and East Midlands Rail Action Partnership highlighted the need to focus on central Derbyshire, which it felt has poor public transport and roads. It called for the reinstatement of the Peaks and Dales Line, specifically the return of fixed link connectivity between Ambergate and Buxton / Chinley via Matlock, with Derby – Manchester rail services;
- Derby and Derbyshire LAF recognised the importance of working with providers beyond the EMCCA area boundary. It questioned if funding for the Derbyshire and Derby City Bus Service Improvement Plan would be retained. It highlighted a priority to provide the necessary infrastructure to encourage active travel and emphasised the importance of complying with LTN 1/20 government guidelines to attract funding from Active Travel England;
- Nottingham Growth Board supported the proposed transport interventions and suggested that the existing Travel to Work and Travel to Learn schemes should guide an integrated transport approach across neighbouring areas. It also felt multi-modal transport should be given greater prominence in the consultation document;
- Midlands Connect recognised the importance of the East Midlands as vital parts of its network. It highlighted the ‘Share Vision’ for transport priorities in the East Midlands (which it had produced within Transport for East Midlands) and felt the priorities align with the ambitions set out in the consultation document. It set out a number of areas where they can offer support, including promoting the importance of East-West connectivity, building on the opportunities for HS2 and decarbonising the transport systems;
- The Green Party supported improvements to public transport which would encourage and enable more people to give up their private vehicles. However, it expressed concern that the proposal may enhance the cities of Nottingham and Derby at the expense of the rest of the CCA area. It also felt that the proposal was too concerned with mobility rather than accessibility;



- The CBI identified the importance of transport as a key enabler for greater productivity and to widen talent pools for businesses, thereby driving economic growth. They supported powers such as responsibility for the key route network and smart ticketing to be given to the mayor and stressed the importance of working with Midlands Connect to improve connectivity between the East and West Midlands;
- The TUC urged quick regulation of the bus network through franchising and integrated ticketing. It also wanted to establish a coordinated transport body for the region (such as Transport for the West Midlands and Transport for Greater Manchester);
- The University of Nottingham agreed with the proposals relating to transport and felt the transport network, which its staff and students rely on, is hampered by a lack of integration. It thought the creation of the EMCCA would provide a more coherent voice for advocating connectivity with other parts of the country and highlighted its academic expertise in this area, with one of its academics currently on secondment to the Department for Transport as Chief Scientific Advisor;
- Nottingham Trent University supported the integrated approach to transport planning but would like to have seen a more cohesive look at active travel facilities through the refreshment of the Local Cycling and Walking Infrastructure Plan.

#### 6.4 Summary of non-stakeholder responses

There were 525 non-stakeholders who provided comments in response to the proposals for transport. A total of 71 comments were made in support of the proposals with 84 providing comments which disagreed in some way with an element of them.

There were then a range of comments made specific to certain transport types (rather than about the overall package). In addition, 216 participants made comments which were mainly suggestions about further considerations or potential alterations to the devolution proposal.

**Of the 71 participants who provided a response in support of the proposals relating to transport,** the majority articulated their general support for the proposals (24) and welcomed how they would deliver a joined up and integrated network across the proposed EMCCA area (28).

*“I especially like the idea of integrated transport ticketing for Nottinghamshire and Derbyshire. This already works well in London and the West Midlands conurbation, and with Nottingham and Derby continuing to grow and become more entwined with one another, it seems silly not to have a unified transport plan as the cities are very interdependent and have much going on between them.”*

*Non-stakeholder participant*

Smart ticketing was one particular area of the proposals which received a number of comments in support (14).

*“Integrated ticketing is essential. Public transport must be simple to use with through ticketing across modes. Standard practice throughout most of Europe.”*

*Non-stakeholder participant*

*“A system of smart ticketing across all the public transport providers in the EMCCA would be a huge step forward.”*

*Non-stakeholder participant*

Other comments relating to the support of proposals related to specific transport types, including:

- Support for HS2 and the East Midlands HS2 Growth Strategy (1);
- Improvements to the road infrastructure (2);
- Provision of a more cost effective and affordable bus network (2), as well as improvements in flexibility (2);
- The importance of trams in driving the economy (2).

**A total of 84 participants left a comment in opposition to some of the proposals relating to transport.** One of the biggest concerns was whether the proposals would be sufficiently funded (24), with many not thinking that the funding allocated will be enough and the potential for smaller towns and villages, including rural areas, being less of a priority for improvement when compared to the big cities (22).

*“I do not think the money promised will be forthcoming and if it is it will not be spent properly. An extra £500,000 on transport budget will not achieve anything.”*

*Non-stakeholder participant*

*“There is no suggestion of improved rural transport or infrastructure. I cannot see how eight representatives can represent all the views of such a large and diverse area.”*

*Non-stakeholder participant*

There was an expectation amongst some participants that transport would continue to be poorly managed and therefore wouldn't work, with limited evidence that it has worked elsewhere to date (18). Some also did not think the proposals would result in a truly integrated transport network (10).

*“The bus franchising proposals elsewhere in England have been mired in problems and delays, and the London scheme is under pressure due to cost with government.”*

*Non-stakeholder participant*

Other comments cast doubt on whether the smart ticketing proposals would actually work, with some thinking it was a 'red herring' given there is due to be a national scheme emerging from the Department for Transport soon (5).

*“I consider the transport element to be very thin on ideas, integrated ticketing is already being planned and implemented by the individual councils.”*

*Non-stakeholder participant*

There was concern that the proposals would end up being too expensive and therefore unaffordable (5) whilst perhaps not delivering benefits for local people (5). A few participants also raised concerns about the breadth of the proposed EMCCA area which would be prohibitive to an integrated network (3) and the potential for inequitable funding (2), with some not thinking it necessary anyway as they would prefer to leave it as it is (3).

There were a number of comments received which expressed opposition to the proposals relating to certain transport types, including:

- Disagreement with the prospect of HS2 and the East Midlands HS2 Growth Strategy (45), which could drain resources away from other priorities for railway funding (6) as well as not benefiting smaller and more remote areas (3). There was also concern about HS2’s perceived negative impact on the environment (5);

*“In the light of the severe curtailing of HS2 (thank heavens!!) and other matters surrounding this ill-fated project this section needs to be rewritten to properly reflect the current government policy situation post autumn statement.”*

*Non-stakeholder participant*

*“HS2 makes no actual sense and only feeds the country’s London centric way of operating which is outdated post pandemic and the rise of people working from home.”*

*Non-stakeholder participant*

*“Would not want to see area becoming embroiled in the HS2 project and find itself committed to funding money to cover that which has already been wasted on this through its mismanagement and political game playing.”*

*Non-stakeholder participant*

- Trams being too expensive and unsustainable because they are not self funding (16);
- Disagreement that trams should be included (14) with some not thinking they are needed (3);
- Concern that the road infrastructure will be underfunded (3) and/or unnecessary (2).

## Suggestions

There were 216 participants who made comments which were more suggestions to change or improve the proposals relating to transport, including:

- Proposals should go further to integrate transport than is actually being proposed (46);
- Extension of the transport network to reach smaller and more remote/rural areas (41);
- Proposals should be bolder to remove cars from the road and reduce car journeys, thereby lowering emissions (34);
- Guaranteeing the affordability of transport (36);
- The need to align with other proposals relating to Net Zero (20);

- The need to focus solely on public transport proposals (22);
- Extension of the network beyond the EMCCA area (18);
- The importance of properly funding the proposals (14);
- Operating and improving regulated services which are publicly controlled and not run by private operators purely for profit (12);
- The need for increased frequency (9);
- The potential for free/subsidised transport to encourage use (9);
- Specific improvements required in High Peak (8), Derbyshire (4), Derby City (3), Nottingham (3);
- Provision of a 24/7 system which is reliable and includes Sunday services (8);
- The need to propose ways of improving transport for the elderly/disabled/vulnerable (6);
- Improvements needed to better connect Nottingham and Derby (3);
- Not introducing congestion charges or an Ultra Low Emission Zone (3).

# 7 Reducing Carbon/Net Zero

## 7.1 Background

Before answering this question, participants were provided with the following information regarding the reducing carbon/Net Zero proposals as detailed in the consultation document.

Our carbon reduction/net zero ambition – we will work across the Area to lead the way in moving from fossil to fusion and play our part in meeting the national ambition to achieve net zero by 2050. Our ambition is that the EMCCA Area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaption.

Devolution will help us deliver this through:

- An investment in the EMCCA Area of £9 million via a Net Zero funding pot;
- The opportunity to increase the Area’s electricity network capacity;
- The opportunity to explore the establishment of heat network zoning in England (this is developing heat networks in specific areas where they can provide the lowest cost, low-carbon heat to consumers) to decarbonise heating and hot water within specific zones;
- The potential for increased investment from the UK Infrastructure Bank.

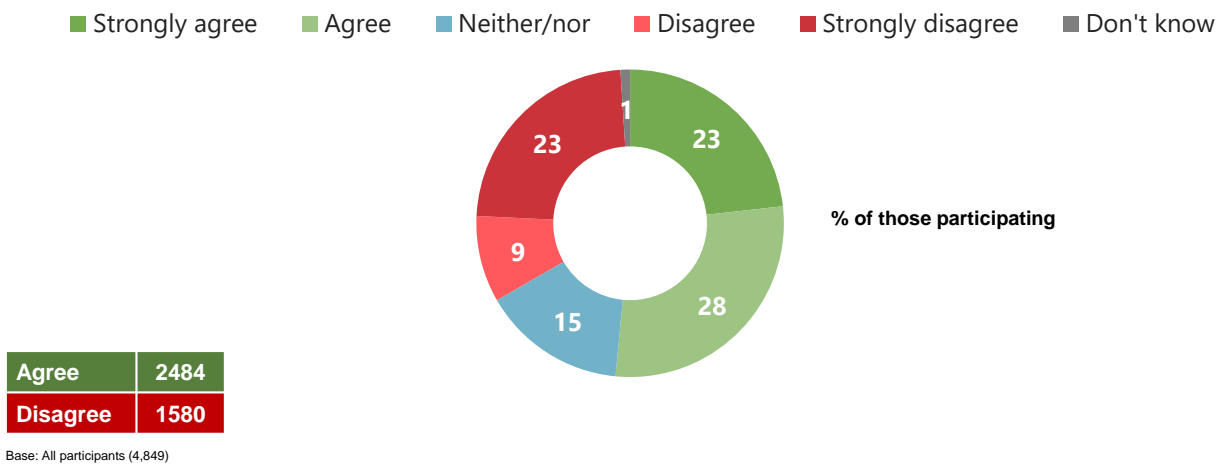
A hyperlink to the consultation document was also provided for participants to review additional detail.

## 7.2 Summary of closed responses

Participants were asked to what extent they agreed or disagreed with the reducing carbon/Net Zero proposals. Of the 4,849 who responded to this question, more agreed with the proposals (2484) than disagreed (1580).

**Figure 7.1: Agreement with the proposals relating to reducing carbon/Net Zero**

Q5. To what extent do you agree or disagree with the proposals relating to reducing carbon/Net Zero?



Of the 4,727 non-stakeholders who responded to the question, 2,385 agreed with the reducing carbon/Net Zero proposals. Of those non-stakeholders who agreed, 1,061 strongly agreed and 1,324 agreed. The greatest level of disagreement came from non-stakeholders – 439 disagreed whilst 1,132 strongly disagreed. There were 706 non-stakeholders who did not have an opinion either way.

Of the 122 stakeholders which responded to the question, 99 agreed with the proposals whilst only nine disagreed.

### 7.3 Summary of stakeholder responses

Stakeholders showed greater support for the reducing carbon/Net Zero proposals compared to non-stakeholders. Overall, 27 stakeholders made comments about the proposals– 16 made supportive comments whilst six made comments in opposition.

**Of the 16 stakeholders which made comments in support of the reducing carbon/Net Zero proposals**, 14 stated that they supported the proposals without elaborating further, and another (1) expressed conditional support. Other comments referred to energy/power renewables being aided by a renewable energy agenda (1), an extended tram network (1) and an extended rail network (1).

**Of the six stakeholders who made comments in opposition to the reducing carbon/Net Zero proposals**, some (2) felt Net Zero to be unrealistic and unachievable. Further comments related to fusion energy being unrealistic and unachievable (2). There was also concern that Net Zero would be underfunded (1) and would not deliver benefits for local people (1).

Key stakeholders made specific points regarding the reducing carbon/Net Zero proposals and the key points are summarised below:

- Newark and Sherwood District Council felt that devolution would allow them to work more effectively on a larger scale to allow residents to benefit from cleaner air and lower heating costs to move towards being carbon neutral;
- The Member of Parliament for Rushcliffe supported the Net Zero plans, particularly the ambition behind the fossil to fusion project, as well as the plans to develop specific heat networks to increase the efficiency of (and decarbonise) heating and hot water systems. They also felt that the plans should be updated to include the hydrogen cluster that is currently planned for the Ratcliffe on Soar Tax Site of the East Midlands Freeport and believe this would allow the region to take full advantage of all of the decarbonisation opportunities available to them;
- The East Midlands Green Party supported the general ambitions with regard to reducing carbon, but were concerned that the commitment to Net Zero by 2050 lacked urgency and that this should be brought forward to 2030. They also felt it was unclear how the EMCCA would deliver economic growth whilst achieving its ambitions for reducing carbon/Net Zero. They expressed further concern about the references to nuclear fusion and hydrogen as sources of clean energy;
- The University of Nottingham agreed with the proposals and also encouraged the creation of a new regional low-carbon translation centre as a strategic priority to support the transition to Net Zero and the decarbonisation of the local economy. They also suggested that the EMCCA support efforts to coordinate plans and activity, amplify the messaging and drive a shared and stretching ambition in the area;

- Nottingham Trent University suggested that the EMCCA should explore innovative approaches to the management of devolved funds and referred to the European Social Fund (ESF) as a very effective external source of funding for introducing employees to university expertise enabling them access to higher level skills. They felt that this model could be considered as a potential initiative for Shared Prosperity Funding linking to skills for low carbon;
- The Nottingham Student’s Partnership welcomed the ambition to lead on carbon reduction as they felt sustainability and the future of the environment is a deep concern for the students of Nottingham. They did, however, express concern that Net Zero by 2050 is not ambitious enough;
- Derbyshire Fire and Rescue Service supported the commitment to work towards a greener environment with the ambition of achieving Net Zero status by 2050 and emphasised its own commitment to doing more to reduce their own carbon footprint by taking steps to embed sustainability into service culture and operations;
- TUC Midlands believed that the establishment of a combined authority presents opportunity to set regional climate targets, roll out new infrastructure to support decarbonisation as well as retrofitting existing infrastructure. It also encouraged the EMCCA to support employers and unions to decarbonise industries and ensure that new green jobs are quality jobs;
- The National Lottery Heritage Fund welcomed the commitment to Net Zero by 2050 and strongly believed that the proposed EMCCA should consider the importance of managing landscapes in order to store carbon whilst increasing and protecting biodiversity;
- Derbyshire Wildlife Trust and Nottinghamshire Wildlife Trust supported the commitment to creating a Net Zero future for the East Midlands;

*“The East Midlands will not be the first combined authority in England, but it could be the first to really prioritise nature’s recovery. This would be consistent with the UK Government’s commitment to protect 30% of land for nature by 2030, and the East Midlands can be a vital partner in achieving this goal. Enshrining nature’s recovery into the governance of the combined authority at its inception would allow the East Midlands to steal a march on other local government structures and become a beacon of best practice in England.”*

*Derbyshire Wildlife Trust and Nottinghamshire Wildlife Trust*

- Arts Council England was in favour of environmental considerations being at the forefront of the proposed devolution deal;
- The Environment Agency felt that the formation of EMCCA represents a ‘great opportunity’ for the region to become an exemplar for climate change adaptation;
- Railfuture welcomed the reducing carbon/Net Zero proposals and felt that rail offers much potential for low or zero carbon travel, both directly through electrification and indirectly through modal shift from road. It also expressed that these benefits may be strengthened should the electricity itself come from renewable sources.

## 7.4 Summary of non-stakeholder responses

There were 230 non-stakeholder participants who provided a response on the reducing carbon/Net Zero proposals, of which 42 made comments in support of the proposal and 84 made comments in opposition.

**Of the 42 non-stakeholders who made comments in support of the reducing carbon/Net Zero proposals**, 18 stated that they supported the proposals and 19 expressed conditional support. Other comments agreed with sustainability more generally (4) and that energy/power renewables will be aided by a renewable energy agenda (2), as well as support for an extended tram network (1).

*“It is heartening to see that the EMCCA proposals strongly reflect the overriding and urgent need to move to a zero-carbon world. That this is a thread that runs through virtually every section is very encouraging.”*

*Non-stakeholder participant*

**A total of 84 non-stakeholders made comments in opposition of the reducing carbon/Net Zero proposals**, a key factor in this opposition was the feeling that the proposals are unrealistic and unachievable (29).

*“Net zero is an unrealistic target and does not help the environment.”*

*Non-stakeholder participant*

There was also concern surrounding financial aspects of the proposals, including:

- High administrative costs (13);
- Potential underfunding (11); and
- A potential increase in council tax (4) and business rates (1).

*“Net Zero is yet another form of taxation tax which is being promoted.”*

*Non-stakeholder participant*

Participants also expressed concern that the Net Zero proposals would be poorly managed (11), with eight participants stating that the reducing carbon/Net Zero proposals would not deliver benefits for local people. One participant also suggested that the proposals were motivated by greed. Others (9) expressed their disagreement with nuclear power.

*“Not happy about nuclear energy - would prefer fracking, solar, tidal/water, wind, heat pumps etc.”*

*Non-stakeholder participant*



## Suggestions

Some responses suggested changes to the reducing carbon/Net Zero proposals. A total of 103 participants made such comments. The main suggestions included:

- The proposals should introduce measures which would protect the environment (18), mitigate climate change (13), protect woodlands and increase tree planting (13), protect greenbelt/rural areas (10), and improve sustainability (6);
- Renewable energy should be promoted and encouraged (11);
- Net Zero should be brought forward from 2050 (7);
- The Net Zero agenda should not be placed above all else (8);
- Net Zero should incentivise solar panels for homes and new builds (6); and
- Net Zero should encourage public engagement to help deliver on objectives (6).

## 8 Public Health

### 8.1 Background

Before answering this question, participants were provided with the following information regarding the public health proposals and ways of working as detailed in the consultation document.

Using powers under the NHS Act 2006, the EMCCA will complement and support the action already being taken by Constituent Councils to improve people's health and well-being across the Area.

This will allow us to consider health and well-being throughout the EMCCA's activities as well as enable work on local issues where health plays a key role, for example, tackling homelessness and rough sleeping.

Devolution will help us deliver this by:

- Ensuring that improving and protecting the public's health is a central consideration to everything the EMCCA does, including in environmental considerations, planning, regeneration and transport;
- Providing the EMCCA, under the NHS Act 2006, with the opportunity to deliver public health initiatives throughout the Area;
- Enabling the EMCCA to support the Constituent Councils with tackling local issues such as homelessness and rough sleeping through integrating the consideration of public health into use of other powers by the EMCCA such as housing powers.

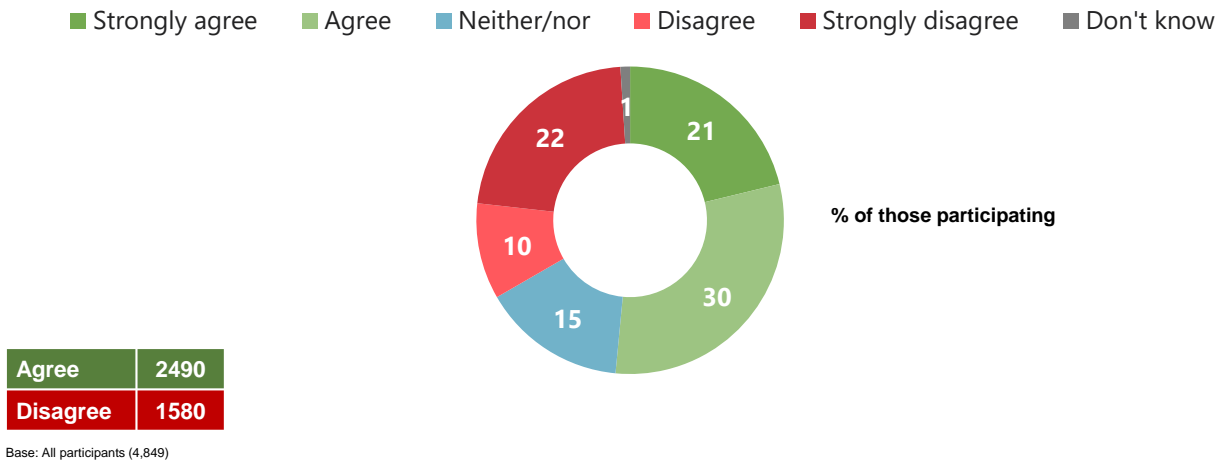
A hyperlink to the consultation document was also provided for participants to review additional detail.

## 8.2 Summary of closed responses

Participants were asked to what extent they agreed or disagreed with the proposals for public health. Of the 4,849 who responded to this question, a majority agreed with the proposed arrangements (2,490). Overall, 1,580 disagreed, with two-thirds of these strongly disagreeing (1,091).

**Figure 8.1: Agreement with the proposals relating to public health**

Q6. To what extent do you agree or disagree with the proposals relating to public health?



Of the 4,727 non-stakeholders who responded to the question, 2,391 agreed with proposed revised arrangements for public health with 977 saying they strongly agreed and 1,414 saying they agreed. The greater level of disagreement came from non-stakeholders – 485 disagreed whilst 1,086 strongly disagreed. There were 708 non-stakeholders who did not have an opinion either way.

Stakeholder participants were much more supportive of the public health proposals than non-stakeholders. Of the 122 stakeholders which responded to the question, 99 agreed with the proposed arrangements whilst only nine disagreed.

## 8.3 Summary of stakeholder responses

On the whole, a small number of stakeholders provided comments on the public health proposals, but of those that did, there were more in support than in opposition. Overall, 15 stakeholders made comments about the public health proposals– six made supportive comments whilst three made comments in opposition.

**Of the six stakeholders which made comments in support of the proposals on public health**, four gave their general support for the proposed arrangements, without providing further detail. Others provided conditional agreement (1) or concluded that extended tram (1) and extended rail (1) would improve public health in the region.

**Of the three stakeholder organisations which made comments in opposition to the proposals on public health** there was concern about the additional layer of government and bureaucracy which could lead to duplication (2), whilst others were concerned about the lack of funding for staff such as doctors, nurses and other healthcare professionals (1).

Key stakeholders made specific points regarding the public health proposals which are summarised below:

- Mansfield District Council queried whether or not there would be a commitment to engage with local, non-constituent authorities for any proposals that specifically affect their area (in terms of homelessness, health and social care programmes);
- East Midlands Green Party questioned how the proposals to improve health and wellbeing would integrate with the proposed CCA's four main priorities. It felt that there were no reasons given on why current health services are inadequate, and it was unclear on how the proposals would improve matters. It suggested that the proposals may add further complications to 'an already fractured environment'. It went on to say that it was not clear that any EMCCA-led activity would add any value to the work already being undertaken by constituent councils;
- NHS Derby and Derbyshire Integrated Care Board was supportive of the proposals and highlighted the importance of socioeconomic regeneration on the wider determinants of health. It went on to suggest that the NHS be considered as a member of the EMCCA arrangements. It was also keen to understand ambitions regarding public health and NHS powers;
- The University of Nottingham agreed with the proposals relating to public health;
- Nottingham Trent University agreed in principle with the inclusion of public health within the remit of the EMCCA. However, it felt it would be helpful to understand the practicalities to avoid any extra layers of complexity. It also felt that the interface between EMCCA's public health responsibility and the health and social care system needed to be fully explored.
- Nottingham Growth Board was supportive of the inclusion of public health within the remit of the EMCCA, although it was wary of creating an additional layer of complexity with the work already done;

*“It would be helpful to understand how the interface between the EMCCA and health and social care will work, there is a risk of creating an additional layer of complexity.”*

*Nottingham Growth Board*

- Railfuture felt that good public links would promote mobility for everyone and they argued this would lead to reduced social isolation and enhancing both prosperity and wellbeing;
- Derby and Derbyshire LAF highlighted the importance of parks and green spaces for health and wellbeing. It felt that public health initiatives should be targeted in deprived total areas and not just focussed in city and town centres.

#### 8.4 Summary of non-stakeholder responses

There were 227 non-stakeholder participants who provided a response on the public health proposals, of which 19 made comments in support of the proposal and 49 made comments in opposition.

**Of the 19 participants who provided a response in support of the public health proposals**, around half (10) gave no further detail than their agreement with the proposed arrangements. Two participants

felt that the proposals would deliver joined up and integrated healthcare services. A further six agreed in principle with the proposals and offered their conditional support.

*“NHS services are provided at risk in both counties and communities are struggling to engage with basic service need. Some organisations depend on social care delivery and if devolution was in place the counties would be able to provide quality safe services for all. I support this proposal and I am pleased to see this move.”*

*Non-stakeholder participant*

**A total of 49 participants left comments in opposition to the public health proposals for the CCA.**

The reasoning given by 14 non-stakeholder participants was that it would be a bad idea that would not work as it hasn't worked elsewhere in the country.

*“Public health functions in local authorities weak/non-existent in practice. Budgets cut. Better when in NHS. Not clear how EMCCA will work with NHS structures.”*

*Non-stakeholder participant*

*“Will this not just increase the burden on Local Authorities when they are already stretched and cannot fill vacancies? Additional funding does not solve the problem of not being able to recruit to roles, and the AEB cannot solve this short term.”*

*Non-stakeholder participant*

A further four participants were unhappy with the thought of an additional layer of bureaucracy or tier of government being created relating to public health. There were also concerns that larger cities may be prioritised over smaller, more rural areas (6) and that the size and diversity of the area within the CCA remit would make it unmanageable (4).

*“I am not sure about public health being done at this level, as this requires local knowledge and is better done by districts and City councils - unless there are additional levers that will support public health that the Combined Authority could pull.”*

*Non-stakeholder participant*

Additional concerns were raised that public health would be negatively impacted (5), or would be underfunded generally (4), as well as relating to the funding of social care more specifically (4). Other concerns included:

- A lack of joined up, integrated or efficient working given this currently does not happen already (4).

*“These systems can't collaborate effectively on health and aren't ready for devolution. Manchester has shown plenty of examples of worsening conditions and it's likely that the money will be sucked into areas with more political contacts.”*

*Non-stakeholder participant*

- It would be expensive or incur high admin costs (3); and

- It could lead to mismanagement of funding (2).

### Suggestions

Some responses suggested changes to the public health proposals. A total of 139 non-stakeholder participants made such comments. The main suggestions included:

- Public health bodies should already be improving services without relying on devolved powers to do so (74);
- The NHS and other healthcare services should already receive more/more adequate levels of funding (26);
- That more joined up, integrated and efficient health services should be delivered (16);
- NHS healthcare services should be improved (13); and
- The network should be extended to reach more rural and remote areas (10).

## 9 Summary of other comments

### 9.1 Background

A total of 2,277 participants made general comments in response to the devolution proposals which did not fit under each of the specific themes. These comments were about the principles of devolution more generally, support/opposition for devolution, the principle of local decision making/transferring powers from the government in Westminster to the East Midlands or the specific proposals in more detail.

### 9.2 Summary of responses

A total of 2,201 members of the public made general comments. **Of these, 406 participants made comments in general support of devolution.** The majority of these (231) offered conditional support for the EMCCA proposal or just offered support for it (78). Some of the conditions presented included:

- The politics of, for example, the mayor (and whether they can work together);
- The level of involvement of existing East Midlands local authorities;
- The need to include Leicestershire;
- The potential for disproportionate spending across the proposed EMCCA area (particularly rural vs cities); and
- Potential additional layers of bureaucracy and a complicated governance structure which would not be understood by everyone.

However, there was support shown for the £1.14billion funding which would be secured from central government (67). Other comments supported the transfer of power locally, thereby allowing local people to make decisions for the benefit of the area (43) with people seeing the benefits to the area as a result (25).

There was also a feeling that devolution was long overdue and should be actioned as soon as possible (31) whilst others acknowledged the success of it elsewhere in the country (19). Some comments also felt that the deal would allow for strategic decisions and opportunities to be capitalised on in the East Midlands (24) whilst comments were also received about the integrated and efficient combined authority which would be put into place (23).

**A total of 1,726 comments were received which opposed the general principle of devolution.** Of these, some comments just cited disagreement with the EMCCA proposal (318). The overriding reason for this was the creation of another layer of bureaucracy/tier of government, which would be a duplication of the current local government structure (727). Other comments focussed on the potential high cost of implementing the devolution deal and that it would be a waste of money (490).

*“Just another layer of government managed by the same people and doing the same things as currently being done by existing councils.”*

*Non-stakeholder participant*

*“The cost of this new layer of local government is unnecessary. We need a slimmer local government not another layer on top of councils which are starved of funds and in the case of Borough/District Councils have consistently failed to deliver good services.”*

*Non-stakeholder participant*

Concern was expressed that the devolution deal would create a large and unmanageable EMCCA area, which is too diverse in terms of its needs and, also, removes decision making powers from local people (378).

*“This all sounds positive for larger towns and the cities, one can see there are advantages, however I am not convinced that country areas will benefit for this proposal.”*

*Non-stakeholder participant*

Other comments felt that devolution was a bad idea or felt that it wouldn't be properly managed and therefore wouldn't work (294), whilst the projected benefits will not materialise and promises would be broken (295). There were also concerns about the potential mismanagement of funding (229);

*“Councils in general...have a proven track record of irresponsible fiscal behaviour with taxpayers money, and no further funding or spending should be allowed by any such combined authority.”*

*Non-stakeholder participant*

A number of comments were also received in response to local politicians, with many viewing the proposals as a political power grab which would lead to politically (and therefore negatively) influenced decisions (200) with some believing that it is motivated by greed (87). The lack of a democratic mandate for the deal was also raised, with some wanting a public vote (123).

There was a lack of belief that local councils would/could work together under a EMCCA and therefore creation of an integrated CCA would be difficult to achieve (108), whilst other comments expressed a clear desire to retain existing geographic boundaries (34).

*“These authorities fail to address these issues individually. I'm not sure how they will address them as a combined authority.”*

*Non-stakeholder participant*

Finally, there were comments about the funding arrangement. Some felt that the funding allocations would be inequitable across the CCA (77) whilst a number of participants did not consider the deal appropriate in the current economic climate (58). Some expressed a belief that the deal would lead to a loss of services and cutbacks (30) whilst others felt it would also lead to a rise in unemployment in the proposed EMCCA area (21).



# 10 Our standards and accreditations

Ipsos' standards and accreditations provide our clients with the peace of mind that they can always depend on us to deliver reliable, sustainable findings. Our focus on quality and continuous improvement means we have embedded a "right first time" approach throughout our organisation.



## ISO 20252

This is the international market research specific standard that supersedes BS 7911/MRQSA and incorporates IQCS (Interviewer Quality Control Scheme). It covers the five stages of a Market Research project. Ipsos was the first company in the world to gain this accreditation.



## Market Research Society (MRS) Company Partnership

By being an MRS Company Partner, Ipsos endorses and supports the core MRS brand values of professionalism, research excellence and business effectiveness, and commits to comply with the MRS Code of Conduct throughout the organisation. We were the first company to sign up to the requirements and self-regulation of the MRS Code. More than 350 companies have followed our lead.



## ISO 9001

This is the international general company standard with a focus on continual improvement through quality management systems. In 1994, we became one of the early adopters of the ISO 9001 business standard.



## ISO 27001

This is the international standard for information security, designed to ensure the selection of adequate and proportionate security controls. Ipsos was the first research company in the UK to be awarded this in August 2008.



## The UK General Data Protection Regulation (GDPR) and the UK Data Protection Act (DPA) 2018

Ipsos is required to comply with the UK GDPR and the UK DPA. It covers the processing of personal data and the protection of privacy.



## HMG Cyber Essentials

This is a government-backed scheme and a key deliverable of the UK's National Cyber Security Programme. Ipsos was assessment-validated for Cyber Essentials certification in 2016. Cyber Essentials defines a set of controls which, when properly implemented, provide organisations with basic protection from the most prevalent forms of threat coming from the internet.



## Fair Data

Ipsos is signed up as a "Fair Data" company, agreeing to adhere to 10 core principles. The principles support and complement other standards such as ISOs, and the requirements of Data Protection legislation.

# Appendix A – Response form



## East Midlands Devolution Consultation

The consultation will run from 14 November 2022 until midnight on 9 January 2023

ADDRESS 1  
ADDRESS 2  
ADDRESS 3  
ADDRESS 4  
ADDRESS 5

### What is the East Midlands County Combined Authority?

On 30 August 2022, Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council entered into a £1.14 billion devolution deal with the Government.

The Councils have now jointly produced a draft proposal which proposes to create a new entity called the East Midlands Combined County Authority (EMCCA), including an elected Mayor. Please read the proposal document for more details on all elements of the deal ([www.eastmidlandsdevolution.co.uk](http://www.eastmidlandsdevolution.co.uk))

If the proposal is implemented, existing funding and powers will move from London, directly to us in the East Midlands, which means that local voices will play a greater role in decision making, the area will secure more investment to support future regeneration and will ultimately deliver better outcomes for local communities.

#### Why are we proposing these changes?

Our vision is for the 2.2 million people who live and work in the EMCCA Area to enjoy better health, greater prosperity, and an increased sense of wellbeing through the opportunities available to them within an inclusive and competitive area at the heart of the country.

We believe that the funding and powers we will receive as part of creating the EMCCA can help us to deliver this vision.

#### Our shared objectives are:

- Boosting productivity, pay, jobs and living standards
- Spreading opportunities and improving public services
- Restoring a sense of community, local pride and belonging
- Empowering local leaders and communities

The draft proposal on devolution provides a unique opportunity for the EMCCA to improve the economic, social and environmental well-being of the people who live and work in the area.

We have identified **four priorities** to focus on:

1. **Our homes** – we will work with local authorities, landowners, developers and the full range of housing providers to promote regeneration, create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.
2. **Our skills** - we will work collaboratively with employers, skills providers and local authorities to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will also help the creation of a strong and sustainable local economy.
3. **Our transport** - we will work with transport providers inside and outside the EMCCA Area to develop our collective infrastructure and create the best possible public transport system for our citizens, reflecting the strengths already within the four Councils to set our aspirations and support regeneration.
4. **Our carbon reduction/net zero ambition**– we will work across the Area to lead the way in moving from fossil to fusion and play our part in achieving our national ambition to achieve net zero by 2050. Our ambition is that the EMCCA Area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaptation.

### What will devolution mean?

- £38 million per annum over the next 30 years - with a total guaranteed funding stream of £1.14 billion to help level up the Area.
- The ability for local voices to play a greater role in setting and delivering to the Area's priorities.
- Local control over a range of budgets like the Adult Education Budget, so that we can target our spend to the needs of people in our communities.
- Local powers to tackle challenges specific to our Area and harness its true economic potential, for the benefit of everyone who lives and works here.
- A new Mayor for the Area to give us a bigger voice, more influence, and a higher profile to make a strong case to the Government for more investment in the Area.
- Working more effectively on a larger scale across council boundaries, further strengthening partnership working across and between our counties and cities; supporting future regeneration and ultimately delivering better outcomes for local communities.

This deal would not mean removing or merging local councils. Each council would continue to exist and would still be responsible for most public services in the area. There will be no transfer of district and borough powers as part of the draft proposal.

### What do you think?

The four councils have approved a consultation on the draft proposals. This deal would not mean removing or merging local councils.

The draft proposal document is available in the supporting documents section, along with "Frequently Asked Questions" and other documents which you may want to consider. These are available at [www.eastmidlandsdevolution.co.uk](http://www.eastmidlandsdevolution.co.uk).



This consultation asks for your views on the different priorities proposed for the EMCCA. At the end of the survey, you will have the opportunity to provide comments on the draft proposal more generally.

The results of the consultation will be considered in the first quarter of 2023 when the four councils are asked to consider whether to agree the final proposal for submission to Government. Following submission of the final proposal it will be considered by the Secretary of State for Levelling Up, Housing and Communities, and if they are content that the proposal meets the relevant requirements the devolution process will then be progressed, and legislation creating the EMCCA will be laid.

### Questionnaire

How are you responding to this consultation?

- I am a member of the public, giving my views as an individual
- I am responding on behalf of, or as a representative of, a business or organisation

Please provide the first half of your postcode:

(e.g. LS1) PLEASE WRITE IN



## Section 1 – Governance

In order that powers and funding are available, suitable governance arrangements must be put in place which provide Government with assurance that funding will be spent appropriately, and statutory functions will be delivered effectively and efficiently.

The proposed Governance will include:

- A new directly elected Mayor who will bring new powers and funding from central Government to the local level. This includes powers to set a budget and issue a precept.
- In addition, the EMCCA will feature eight members, consisting of a Lead Member and one further member appointed by each Constituent Council (Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council).
- The EMCCA will appoint four non-constituent members from the Area’s district and borough councils.
- The EMCCA will also appoint up to a further four non-constituent or associate members.
- The EMCCA will ensure that there is suitable representation from business.

**Please find further details in the proposal document enclosed.**

Q1. To what extent do you agree or disagree with the proposed Governance arrangements for the East Midlands County Combined Authority?

PLEASE TICK ONE BOX ONLY

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

If you have any comments you would like to make around the Governance proposals, you will have an opportunity at the end of the questionnaire.

## Section 2 – Homes

Our homes – we will work with local authorities, landowners, developers and the full range of housing providers to promote regeneration, create affordable, good quality housing options and to retrofit existing homes to be more environmentally sustainable.

Devolution will help us deliver this through:

- £16.8 million of funding controlled locally to spend in 2024/25 to support the building of new homes on brownfield land
- £9 million of housing capital funding to support the delivery of housing priorities
- New, broad powers to acquire and dispose of land to build houses, commercial space and infrastructure, for growth and regeneration.
- The Mayor’s power to designate Mayoral Development Areas and to create Mayoral Development Corporations (which is a statutory body created to bring forward the regeneration of a defined area). This will support delivery on strategic sites across the Area through drawing on existing work, subject to the agreement of local partners.

**Please find further details in the proposal document enclosed.**

Q2. To what extent do you agree or disagree with the proposals relating to homes?

PLEASE TICK ONE BOX ONLY

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

If you have any comments you would like to make around the Homes proposals, you will have an opportunity at the end of the questionnaire.



## Section 3 – Skills

Our skills - we will work collaboratively with employers, skills providers and local authorities to ensure our citizens have the opportunity to develop key skills and access opportunities to work well and build fulfilling careers. This will also help the creation of a strong and sustainable local economy.

Devolution will help us deliver this through:

- Holding the Adult Education Budget (AEB) from academic year 2025/26
- Owning the ability to set allocations and outcomes to skills providers
- Supporting and shaping the Local Skills Improvement Plan (LSIP) for the Area.

**Please find further details in the proposal document enclosed.**

Q3. To what extent do you agree or disagree with the proposals relating to skills?

PLEASE TICK ONE BOX ONLY

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

If you have any comments you would like to make around the Skills proposals, you will have an opportunity at the end of the questionnaire.



## Section 4 – Transport

Our transport - we will work with transport providers inside and outside the EMCCA Area to develop our collective infrastructure and create the best possible public transport system for our citizens, reflecting the strengths already within the four Councils to set our aspirations and support regeneration.

Devolution will help us deliver this through:

- A combined transport budget, with the Mayor and the EMCCA responsible for setting a transport strategy for the Area, including for public transport
- An additional £500,000 of funding in both 2023/24 and 2024/25
- The ability to accelerate the delivery of smart, integrated ticketing across all local modes of transport in the Area
- The opportunity to coordinate a Key Route Network (a collection of the most important local authority roads within the Area) across the Area
- Mass transit opportunities, including integrating and potentially expanding the NET tram system, in support of the East Midlands HS2 Growth Strategy.

**Please find further details in the proposal document enclosed.**

Q4. To what extent do you agree or disagree with the proposals relating to transport?

PLEASE TICK ONE BOX ONLY

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

If you have any comments you would like to make around the Transport proposals, you will have an opportunity at the end of the questionnaire.



## Section 5 – Reducing Carbon/ Net Zero

Our carbon reduction/net zero ambition – we will work across the Area to lead the way in moving from fossil to fusion and play our part in meeting the national ambition to achieve net zero by 2050. Our ambition is that the EMCCA Area will be a leader in pioneering new forms of clean energy generation and will act as an exemplar for climate change adaptation.

Devolution will help us deliver this through:

- An investment in the EMCCA Area of £9 million via a Net Zero funding pot
- The opportunity to increase the Area’s electricity network capacity
- The opportunity to explore the establishment of heat network zoning in England (this is developing heat networks in specific areas where they can provide the lowest cost, low-carbon heat to consumers) to decarbonise heating and hot water within specific zones
- The potential for increased investment from the UK Infrastructure Bank.

**Please find further details in the proposal document enclosed.**

Q5. To what extent do you agree or disagree with the proposals relating to reducing carbon/net zero?

PLEASE TICK ONE BOX ONLY

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know

If you have any comments you would like to make around the reducing carbon /Net Zero proposals, you will have an opportunity at the end of the questionnaire.

## Section 6 – Public Health

**Public Health** – using powers under the NHS Act 2006, the EMCCA will complement and support the action already being taken by Constituent Councils to improve people’s health and well-being across the Area. This will allow us to consider health and well-being throughout the EMCCA’s activities as well as enable work on local issues where health plays a key role, for example, tackling homelessness and rough sleeping.

Devolution will help us deliver this by:

- Ensuring that improving and protecting the public’s health is a central consideration to everything the EMCCA does, including in environmental considerations, planning, regeneration and transport
- Providing the EMCCA, under the NHS Act 2006, with the opportunity to deliver public health initiatives throughout the Area
- Enabling the EMCCA to support the Constituent Councils with tackling local issues such as homelessness and rough sleeping through integrating the consideration of public health into use of other powers by the EMCCA such as housing powers.

**Please find further details in the proposal document enclosed.**

Q6. To what extent do you agree or disagree with the proposals relating to public health?

PLEASE TICK ONE BOX ONLY

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don’t know

If you have any comments you would like to make around the public health proposals, you will have an opportunity at the end of the questionnaire.



## Your Comments

Q7. If you have any comments you would like to make about the proposals for the East Midlands Combined County Authority, please tell us using the space below.

PLEASE WRITE IN BELOW





## About you

So that we can ensure we capture a diverse range of views through this consultation, it would be helpful if you could provide some information about yourself. This information is not compulsory, so please complete the questions where you feel comfortable.

The personal information you provide will only be used in the manner described in the privacy policy which is included with this questionnaire. In addition to the information provided in the privacy policy, any information submitted via this document will also be processed, analysed and reported by Ipsos on behalf of Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council.

**IF RESPONDING ON BEHALF OF, OR AS A REPRESENTATIVE OF, A BUSINESS OR ORGANISATION**

If you told us you are responding to the consultation with views that represent a group or organisation please complete questions 8 and 9.

If you told us you are responding as an individual, please skip ahead to question 10.

### Responding on behalf of a group or organisation

Q8. Please select the sector that best describes your group or organisation:

PLEASE TICK ONE BOX ONLY

- Local government
- Voluntary and community sector
- Elected representative
- Civil service or government
- Charity
- Academic
- Action group
- Transport
- Business (please answer Q8b-Q8d)
- Something else
- Prefer not to say

If 'something else' PLEASE WRITE IN:





**Q8b. If you selected 'business' - please select the sector that best describes your business  
PLEASE TICK ONE BOX ONLY**

- Manufacturing
- Food and drink manufacturing
- Creative and digital
- Health and life sciences
- Low carbon and environmental
- Financial and professional services
- Something else
- Prefer not to say

If 'something else' **PLEASE WRITE IN:**

**Q8c. What size organisation?  
PLEASE TICK ONE BOX ONLY**

- Large business - a business with 250 or more employees
- Medium-sized business - a business with 50 to 249 employees
- SME - a business with 0 to 49 employees

**Q8d. Within which local authority area is your business located?  
PLEASE TICK ONE BOX ONLY**

- Derby City Council
- Nottingham City Council
- Amber Valley Borough Council
- Bolsover District Council
- Chesterfield Borough Council
- Derbyshire Dales District Council
- Erewash Borough Council
- North East Derbyshire District Council
- High Peak Borough Council
- South Derbyshire Council
- Ashfield District Council
- Bassetlaw District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Newark and Sherwood District Council
- Mansfield District Council
- Rushcliffe Borough Council
- Other/out of area **PLEASE WRITE IN:**





Q9. Please tell us about the group, organisation, or business you represent:

Name of organisation:

Your position in the organisation:

### Responding as an individual

Q10. Please tell us which of the Local Authority Areas you live in? (NB - this is the council who collect your bins.

PLEASE TICK ONE BOX ONLY

- Derby City Council
- Nottingham City Council
- Amber Valley Borough Council
- Bolsover District Council
- Chesterfield Borough Council
- Derbyshire Dales District Council
- Erewash Borough Council
- North East Derbyshire District Council
- High Peak Borough Council
- South Derbyshire Council
- Ashfield District Council
- Bassetlaw District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Newark and Sherwood District Council
- Mansfield District Council
- Rushcliffe Borough Council
- Other/out of area PLEASE WRITE IN:

Q11. How do you describe your gender identity?

PLEASE TICK ONE BOX ONLY

- Female
- Male
- Other
- Prefer not to say

Prefer to describe as PLEASE WRITE IN:





Q12. How old are you?

PLEASE TICK ONE BOX ONLY

- Under 18
- 18-24
- 25-34
- 35-44
- Prefer not to say
- 45-54
- 55-64
- 65-74
- 75+

Q13. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

PLEASE TICK ONE BOX ONLY

- Yes, limited a lot
- Yes, limited a little
- No
- Prefer not to say

Q14. What is your ethnic group identity?

PLEASE TICK ONE BOX ONLY

**White/White British**

- English/Welsh/Scottish/Northern Irish/British
- Irish
- Gypsy or Irish traveller
- Eastern European
- Any other White background

**Asian/Asian British**

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Kashmiri
- Any other Asian background

**Black/African/Caribbean/Black British**

- African
- Caribbean
- Any other Black/African/Caribbean background

**Mixed/multiple ethnic groups**

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed/multiple ethnic background

**Other ethnic group**

- Arab
- Other ethnic group
- Prefer not to say





Q15. What is your religion?

PLEASE TICK ONE BOX ONLY

- None
- Christian (all denominations)
- Muslim
- Sikh
- Jewish
- Hindu
- Any other religion
- Prefer not to say

Q16. Which of the following best describes your sexual orientation?

PLEASE TICK ONE BOX ONLY

- Heterosexual or straight
- Gay or lesbian
- Bisexual
- Prefer not to say

Prefer to describe as PLEASE WRITE IN:

**END OF QUESTIONS**

**Thank you for completing the consultation document.  
Your feedback is important to us.**

Please return your completed questionnaire to us in an envelope via or freepost address  
(no stamp required):

**Freepost East Midlands Devolution Consultation**

by 9 January 2023.





## Nottinghamshire Derbyshire Devolution Consultation Privacy Policy

### This Ipsos UK Market Research Study and your personal data

- 22-079695-01 Nottinghamshire Derbyshire Devo Consultation

This Privacy Notice explains who we are, the personal data we collect, how we use it, who we share it with, and what your legal rights are.

### About Ipsos UK

- Ipsos UK Limited is a specialist research agency, commonly known as “Ipsos UK”. Ipsos UK is part of the Ipsos worldwide group of companies, and a member of the Market Research Society. As such we abide by the Market Research Society Code of Conduct and associated regulations and guidelines.

### What is Ipsos UK’s legal basis for processing your personal data?

- Ipsos UK requires a legal basis to process your personal data. Ipsos’ legal basis for processing is your consent to take part in this research survey. If you wish to withdraw your consent at any time, please see the section below covering ‘Your Rights’.

### How will Ipsos UK use any personal data including survey responses you provide?

Firstly, responding to this survey is entirely voluntary and any answers are given with your consent.

- Ipsos UK will keep your responses in strict confidence in accordance with this Privacy Policy. Ipsos UK can assure you that you will NOT be identifiable in any published results
- Ipsos UK will use your personal data and responses solely for research purposes and to produce anonymous, statistical research findings and insights

### How will Ipsos ensure my personal information is secure?

- Ipsos UK takes its information security responsibilities seriously and applies various precautions to ensure your information is protected from loss, theft or misuse. Security precautions include appropriate physical security of offices and controlled and limited access to computer systems.
- Ipsos UK has regular internal and external audits of its information security controls and working practices and is accredited to the International Standard for Information Security, ISO 27001.

### How long will Ipsos UK retain my personal data and identifiable responses?

- Ipsos UK will only retain your data in a way that can identify you for as long as is necessary to support the research project and findings. In practice, this means that once we have

satisfactorily reported the anonymous research findings, we will securely remove your personal, identifying data from our systems.

- For this project we will securely remove your personal data from our systems by 9/7/23.

## Your rights

- You have the right to access your personal data within the limited period that Ipsos holds it.
- Providing responses to this survey is entirely voluntary and is done so with your consent. You have the right to withdraw your consent and to object to our processing of your personal data at any time.
- You also have the right to rectify any incorrect or out-of-date personal data about you which we may hold.
- If you want to exercise your rights, please contact us at the below Ipsos address.
- You have the right to lodge a complaint with the Information Commissioner's Office (ICO), if you have concerns on how we have processed your personal data. You can find details about how to contact the Information Commissioner's Office at <https://ico.org.uk/global/contact-us/> or by sending an email to: [casework@ico.org.uk](mailto:casework@ico.org.uk).

## Where will my personal data be held & processed?

All of your personal data used and collected for this survey will be stored by Ipsos in data centres and servers within the United Kingdom.

## How can I contact Ipsos UK about this survey and/or my personal data?

- **Contact Ipsos:**

Email: [compliance@ipsos.com](mailto:compliance@ipsos.com) with "22-079695-01 Nottinghamshire Derbyshire Devo Consultation" in the email subject line

**Post:**

22-079695-01 Nottinghamshire Derbyshire Devo Consultation  
UK BES Helpdesk  
Compliance Department  
Market and Opinion Research International Limited  
3 Thomas More Square  
London E1W 1YW  
United Kingdom.

## Appendix B – Codeframe

Under separate cover.

# Appendix C – Participant profile

## C.1 Gender (base=4,664)

Female	1,691
Male	2,494
Other	15
In another way	61
Prefer not to say	403

## C.2 Age (base=4,664)

U18	68
18-24	177
25-34	419
35-44	562
45-54	793
55-64	946
65-74	874
75+	342
Prefer not to say	483

## C.3 Health problem/disability (base=4,664)

Yes, limited a lot	296
Yes, limited a little	684
No	3,216
Prefer not to say	468

**C.4 Ethnic group identity (base=4,664)**

English/Welsh/Scottish/Northern Irish/ British	3714
Irish	47
Gypsy or Irish traveller	8
Eastern European	21
Any other White background	104
African	17
Caribbean	24
Any other Black/African/Caribbean background	1
Indian	36
Pakistani	10
Bangladeshi	3
Chinese	7
Kashmiri	1
Any other Asian background	16
White and Black Caribbean	15
White and Black African	3
White and Asian	29
Any other Mixed/multiple ethnic background	22
Arab	3
Other ethnic group	18
Prefer not to say	565

**C.5 Religion (base=4,664)**

None	1941
Christian (all denominations)	1778
Muslim	29
Sikh	10
Jewish	18
Hindu	12
Any other religion	120
Prefer not to say	756

**C.6 Local authority of residence (base=4,664)**

<b>Derbyshire County</b>	<b>1,516</b>
Derby City Council	365
Nottingham City Council	590
Amber Valley Borough Council	255
Bolsover District Council	122
Chesterfield Borough Council	162
Derbyshire Dales District Council	189
Erewash Borough Council	268
North East Derbyshire District Council	124
High Peak Borough Council	191
South Derbyshire District Council	205
<b>Nottinghamshire County</b>	<b>2,036</b>
Ashfield District Council	226
Bassetlaw District Council	171
Broxtowe Borough Council	383
Gedling Borough Council	421
Newark and Sherwood District Council	257
Mansfield District Council	194
Rushcliffe Borough Council	384
Other/out of area	57
Prefer not to say	100

## Appendix D – Local authority breakdown

This appendix breaks down the responses by local authority. The base size indicates the number of participants who provided information about where they live (NB – the total base across all local authorities does not add up to the total participating in the consultation because some (a) were residing out of the Nottinghamshire/Derbyshire area and/or (b) preferred not to say.

### Governance

Q1: To what extent do you agree or disagree with the proposed Governance arrangements for the East Midlands County Combined Authority?

	Derbyshire County	Derby City	Amber Valley Borough	Bolsover District	Chesterfield Borough	Derbyshire Dales District I	Erewash Borough	North East Derbyshire District	High Peak Borough	South Derbyshire District	Nottinghamshire County	Nottingham City	Ashfield District	Bassetlaw District	Broxtowe Borough	Gedling Borough	Newark and Sherwood District	Mansfield District	Rushcliffe Borough
<b>Base</b>	<b>1,516</b>	<b>365</b>	<b>255</b>	<b>122</b>	<b>162</b>	<b>189</b>	<b>268</b>	<b>124</b>	<b>191</b>	<b>205</b>	<b>2,036</b>	<b>590</b>	<b>226</b>	<b>171</b>	<b>383</b>	<b>421</b>	<b>257</b>	<b>194</b>	<b>384</b>
<b>Strongly agree</b>	10%	16%	10%	16%	4%	8%	13%	14%	5%	10%	13%	18%	12%	10%	18%	11%	13%	8%	16%
<b>Agree</b>	26%	24%	33%	25%	28%	30%	25%	29%	15%	23%	29%	38%	28%	22%	34%	29%	28%	28%	27%
<b>Neither/nor</b>	11%	6%	9%	9%	16%	10%	11%	7%	14%	9%	13%	9%	10%	16%	11%	14%	14%	13%	11%
<b>Disagree</b>	14%	10%	13%	7%	10%	13%	17%	13%	20%	13%	13%	8%	13%	11%	10%	13%	14%	11%	15%
<b>Strongly disagree</b>	39%	42%	36%	43%	40%	38%	32%	35%	44%	45%	31%	25%	35%	39%	25%	32%	29%	38%	27%
<b>Don't know</b>	1%	2%	-	-	2%	2%	1%	2%	2%	*	2%	1%	2%	2%	2%	1%	2%	2%	2%

## Homes

## Q2: To what extent do you agree or disagree with the proposals relating to homes?

	Derbyshire County	Derby City	Amber Valley Borough	Bolsover District	Chesterfield Borough	Derbyshire Dales District	Erewash Borough	North East Derbyshire District	High Peak Borough	South Derbyshire District	Nottinghamshire County	Nottingham City	Ashfield District	Bassetlaw District	Broxtowe Borough	Gedling Borough	Newark and Sherwood District	Mansfield District	Rushcliffe Borough
<b>Base</b>	<b>1,516</b>	<b>365</b>	<b>255</b>	<b>122</b>	<b>162</b>	<b>189</b>	<b>268</b>	<b>124</b>	<b>191</b>	<b>205</b>	<b>2,036</b>	<b>590</b>	<b>226</b>	<b>171</b>	<b>383</b>	<b>421</b>	<b>257</b>	<b>194</b>	<b>384</b>
<b>Strongly agree</b>	12%	17%	10%	20%	10%	13%	15%	14%	8%	8%	15%	23%	12%	13%	20%	12%	16%	11%	17%
<b>Agree</b>	28%	26%	36%	25%	24%	24%	32%	31%	25%	19%	32%	39%	28%	22%	38%	32%	33%	36%	32%
<b>Neither nor</b>	14%	11%	16%	11%	22%	15%	11%	11%	15%	12%	13%	13%	12%	18%	12%	14%	10%	9%	15%
<b>Disagree</b>	15%	12%	11%	8%	16%	14%	16%	15%	17%	20%	14%	9%	19%	16%	14%	15%	14%	13%	11%
<b>Strongly disagree</b>	31%	34%	26%	36%	26%	32%	25%	27%	34%	42%	24%	16%	29%	29%	16%	25%	27%	30%	23%
<b>Don't know</b>	1%	1%	1%	-	2%	2%	1%	2%	1%	-	1%	*	-	2%	*	1%	*	2%	2%

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## Skills

Q3: To what extent do you agree or disagree with the proposals relating to skills?																			
	Derbyshire County	Derby City	Amber Valley Borough	Bolsover District	Chesterfield Borough	Derbyshire Dales District I	Erewash Borough	North East Derbyshire District	High Peak Borough	South Derbyshire District	Nottinghamshire County	Nottingham City	Ashfield District	Bassetlaw District	Broxtowe Borough	Gedling Borough	Newark and Sherwood District	Mansfield District	Rushcliffe Borough
<b>Base</b>	1,516	365	255	122	162	189	268	124	191	205	2,036	590	226	171	383	421	257	194	384
<b>Strongly agree</b>	15%	19%	16%	21%	11%	16%	17%	19%	10%	14%	19%	24%	18%	18%	23%	16%	19%	17%	20%
<b>Agree</b>	31%	26%	32%	25%	36%	30%	37%	33%	27%	26%	34%	38%	32%	29%	40%	34%	33%	35%	34%
<b>Neither/nor</b>	16%	13%	19%	14%	17%	16%	12%	17%	20%	12%	15%	14%	14%	20%	14%	16%	16%	13%	16%
<b>Disagree</b>	11%	11%	7%	7%	10%	12%	11%	8%	14%	15%	10%	7%	11%	12%	9%	10%	9%	9%	10%
<b>Strongly disagree</b>	25%	29%	24%	32%	23%	24%	22%	22%	26%	33%	20%	15%	24%	20%	13%	22%	23%	25%	19%
<b>Don't know</b>	1%	1%	2%	-	2%	2%	1%	2%	2%	-	1%	2%	1%	2%	1%	1%	*	2%	1%

## Transport

### Q4: To what extent do you agree or disagree with the proposals relating to transport?

	Derbyshire County	Derby City	Amber Valley Borough	Bolsover District	Chesterfield Borough	Derbyshire Dales District I	Erewash Borough	North East Derbyshire District	High Peak Borough	South Derbyshire District	Nottinghamshire County	Nottingham City	Ashfield District	Bassetlaw District	Broxtowe Borough	Gedling Borough	Newark and Sherwood District	Mansfield District	Rushcliffe Borough
<b>Base</b>	<b>1,516</b>	<b>365</b>	<b>255</b>	<b>122</b>	<b>162</b>	<b>189</b>	<b>268</b>	<b>124</b>	<b>191</b>	<b>205</b>	<b>2,036</b>	<b>590</b>	<b>226</b>	<b>171</b>	<b>383</b>	<b>421</b>	<b>257</b>	<b>194</b>	<b>384</b>
<b>Strongly agree</b>	19%	28%	20%	24%	11%	18%	29%	18%	15%	16%	24%	34%	19%	17%	35%	20%	24%	15%	29%
<b>Agree</b>	27%	19%	34%	21%	30%	27%	26%	30%	18%	23%	31%	34%	33%	25%	29%	32%	30%	37%	31%
<b>Neither/nor</b>	12%	9%	11%	11%	15%	15%	8%	13%	15%	8%	10%	11%	9%	14%	8%	10%	12%	14%	10%
<b>Disagree</b>	12%	12%	9%	10%	14%	13%	12%	10%	14%	17%	10%	5%	11%	16%	12%	12%	8%	7%	8%
<b>Strongly disagree</b>	30%	33%	26%	34%	28%	27%	25%	28%	38%	35%	23%	15%	28%	27%	16%	25%	25%	27%	21%
<b>Don't know</b>	1%	1%	*	-	1%	-	1%	2%	1%	1%	1%	1%	-	1%	1%	1%	2%	1%	1%

## Carbon/net zero

Q5: To what extent do you agree or disagree with the proposals relating to reducing carbon/Net zero?

	Derbyshire County	Derby City	Amber Valley Borough	Bolsover District	Chesterfield Borough	Derbyshire Dales District I	Erewash Borough	North East Derbyshire District	High Peak Borough	South Derbyshire District	Nottinghamshire County	Nottingham City	Ashfield District	Bassetlaw District	Broxtowe Borough	Gedling Borough	Newark and Sherwood District	Mansfield District	Rushcliffe Borough
<b>Base</b>	<b>1,516</b>	<b>365</b>	<b>255</b>	<b>122</b>	<b>162</b>	<b>189</b>	<b>268</b>	<b>124</b>	<b>191</b>	<b>205</b>	<b>2,036</b>	<b>590</b>	<b>226</b>	<b>171</b>	<b>383</b>	<b>421</b>	<b>257</b>	<b>194</b>	<b>384</b>
<b>Strongly agree</b>	18%	23%	19%	22%	19%	21%	18%	20%	15%	16%	24%	29%	20%	20%	30%	23%	19%	18%	29%
<b>Agree</b>	28%	20%	31%	24%	26%	26%	31%	31%	26%	22%	29%	32%	28%	25%	32%	26%	31%	35%	28%
<b>Neither/nor</b>	16%	13%	13%	14%	21%	19%	16%	12%	23%	14%	14%	15%	15%	20%	12%	15%	13%	12%	15%
<b>Disagree</b>	10%	9%	8%	9%	9%	9%	11%	9%	10%	12%	10%	7%	11%	12%	9%	10%	11%	9%	7%
<b>Strongly disagree</b>	26%	34%	27%	30%	23%	24%	22%	25%	24%	36%	22%	16%	26%	19%	16%	24%	23%	24%	21%
<b>Don't know</b>	1%	*	2%	1%	1%	2%	1%	2%	2%	1%	2%	1%	*	4%	1%	2%	2%	2%	1%

## Public health

## Q6: To what extent do you agree or disagree with the proposals relating to public health?

	Derbyshire County	Derby City	Amber Valley Borough	Bolsover District	Chesterfield Borough	Derbyshire Dales District I	Erewash Borough	North East Derbyshire District	High Peak Borough	South Derbyshire District	Nottinghamshire County	Nottingham City	Ashfield District	Bassetlaw District	Broxtowe Borough	Gedling Borough	Newark and Sherwood District	Mansfield District	Rushcliffe Borough
<b>Base</b>	<b>1,516</b>	<b>365</b>	<b>255</b>	<b>122</b>	<b>162</b>	<b>189</b>	<b>268</b>	<b>124</b>	<b>191</b>	<b>205</b>	<b>2,036</b>	<b>590</b>	<b>226</b>	<b>171</b>	<b>383</b>	<b>421</b>	<b>257</b>	<b>194</b>	<b>384</b>
<b>Strongly agree</b>	16%	23%	19%	20%	12%	13%	18%	21%	14%	15%	22%	26%	14%	20%	30%	19%	24%	19%	25%
<b>Agree</b>	29%	22%	30%	29%	31%	31%	33%	32%	21%	25%	31%	35%	34%	32%	35%	32%	28%	33%	27%
<b>Neither/nor</b>	16%	12%	16%	12%	18%	16%	15%	14%	21%	13%	14%	17%	15%	15%	11%	16%	13%	11%	15%
<b>Disagree</b>	10%	11%	8%	7%	14%	9%	10%	7%	11%	12%	11%	8%	13%	12%	11%	9%	12%	11%	12%
<b>Strongly disagree</b>	27%	31%	26%	30%	22%	29%	22%	23%	31%	35%	20%	13%	23%	20%	13%	22%	23%	25%	19%
<b>Don't know</b>	1%	1%	1%	1%	2%	1%	1%	3%	2%	*	1%	1%	*	1%	1%	2%	*	-	2%

# Appendix E – List of stakeholders

## 3III TRAINING LIMITED

A NETWORK OF COMMUNITY ORGANISATIONS

AA HOMES & HOUSING LTD

ACADEMY TRANSFORMATION TRUST FURTHER EDUCATION (ATTFE)

ACCESS TRAINING (EAST MIDLANDS) LTD

ACN HOLDINGS LTD

ACTIVE PARTNERS TRUST

AGEUK

ALL SOULS ORGANISATION CIC

ALSTOM UK&I

AMBER VALLEY RAMBLERS

APPLECROSS SOLUTIONS LTD

ARTS COUNCIL ENGLAND

ASHFIELD DISTRICT COUNCIL AND THE INDEPENDENT ALLIANCE ON NOTTINGHAMSHIRE COUNTY COUNCIL.

ASSOCIATION OF LOCAL BUS UNDERTAKING MANAGERS (ALBUM)

BEGIN (BASIC EDUCATIONAL GUIDANCE IN NOTTINGHAMSHIRE)

BLUEBELL DAIRY LTD

BOLSOVER DISTRICT COUNCIL

BURTON AND SOUTH DERBYSHIRE COLLEGE

C&CP LTD

CAMPAIGN TO PROTECT RURAL ENGLAND NOTTINGHAMSHIRE

CBI EAST MIDLANDS COUNCIL

CJK PACKAGING LTD

CLLR DAVID J LLOYD, NEWARK & SHERWOOD DISTRICT COUNCIL

COLLINGHAM PARISH COUNCIL

COMPOSITE BRAIDING LTD

CONNECT

CT MOTORS

D2N2 GROWTH HUB

D2N2 PUBLIC SERVICE COMPACT

DARLEY MOOR MOTOR CYCLE ROAD RACING CLUB LTD

DCG - DERBY COLLEGE GROUP

DEAF-INITELY WOMEN

DERBY AND DERBYSHIRE LOCAL ACCESS FORUM

DERBY CITY COUNCIL

DERBYSHIRE COUNTY COUNCIL

DERBYSHIRE DALES DISTRICT COUNCIL

DERBYSHIRE FIRE & RESCUE SERVICE

DERBYSHIRE TRANSPORT ACTION

DERBYSHIRE WILDLIFE TRUST & NOTTINGHAMSHIRE WILDLIFE TRUST

DERVENTIO HOUSING TRUST

DERWENT VALLEY TRUST

DIOCESE OF DERBY

DISTRICT COUNCILLOR, NORTH EAST DISTRICT COUNCIL

**EAST MIDLANDS CHAMBER**

**EAST MIDLANDS COUNCILS**

**EAST MIDLANDS GREEN PARTY**

**EM DEVCO LTD**

**EMA TRAINING LIMITED**

**ENVIRONMENT AGENCY**

**EXECUTIVE SCRUTINY BOARD**

**FUTURES ADVICE SKILLS AND EMPLOYMENT**

**GELDARDS LLP**

**GIORGIOS CONTINENTAL LIMITED**

**GMJ SOLUTIONS**

**HODSOCK PRIORY ESTATE**

**INNOVATION NOTTINGHAMSHIRE**

**INSPIRE - CULTURE LEARNING LIBRARIES**

**INSPIRE LEARNING / NOTTINGHAMSHIRE COUNTY COUNCIL**

**INSPIRING PEOPLE SOLUTIONS LTD**

**JOHN PALIN (WHOLESALE) LTD**

**LEICESTERSHIRE COUNTY COUNCIL**

**LINDHURST ENGINEERING**

**MANCHESTER AND EAST MIDLANDS RAIL ACTION PARTNERSHIP LTD (MEMRAP)**

**MANSFIELD DC**

**MARKETING DERBY LTD**

**MAXIMUS**

**MEDILINK MIDLANDS**

**MEMBER OF PARLIAMENT FOR RUSHCLIFFE**

**METROPOLITAN THAMES VALLEY HOUSING**

**MIDLAND COUNTIES HEATING SERVICES**

**MIDLANDS CONNECT**

**MONKEY PARK CIC**

**NEOS COMPOSITE SOLUTIONS LTD**

**NEWARK AND SHERWOOD DISTRICT COUNCIL**

**NEWARK BUSINESS CLUB**

**NEWARK TOWN COUNCIL**

**NEXOR LTD**

**NG1 GROUP LTD**

**NHS DERBY AND DERBYSHIRE INTEGRATED CARE BOARD**

**NLT TRAINING SERVICES LTD**

**NORTH EAST DERBYSHIRE DISTRICT COUNCIL**

**NORTHERN TEA MERCHANTS LTD**

**NOTTINGHAM CITY 5**

**NOTTINGHAM CITY COUNCIL**

**NOTTINGHAM CITY HOMES**

**NOTTINGHAM COLLEGE**

**NOTTINGHAM ENERGY PARTNERSHIP**

**NOTTINGHAM GROWTH BOARD**

**NOTTINGHAM HEALTH & EDUCATION**

**NOTTINGHAM STUDENTS' PARTNERSHIP**

**NOTTINGHAM TRENT UNIVERSITY**

**NOTTINGHAM TRENT UNIVERSITY, UNIVERSITY OF NOTTINGHAM AND UNIVERSITY OF DERBY**

**NOTTINGHAMSHIRE DISABLED PEOPLES MOVEMENT**

**NOTTINGHAMSHIRE, LINCOLNSHIRE AND EREWASH CO-OPERATIVE PARTY**

**OVERSEAL PARISH COUNCIL**

**PARTNERSHIPS FOR BETTER BUSINESS LTD**

**PAUL BARTON CONSULTANCY LIMITED**

**PEAK DISTRICT NATIONAL PARK AUTHORITY**

**PEAK NDT LIMITED**

**PLANNED CONSULTANCY LTD**

**PORTLAND COLLEGE**

**POSITIVE HOMES LTD**

**PROJECT DELIVERY CONSULTING SERVICES LTD**

**RAILFUTURE - EAST MIDLANDS BRANCH**

**RANSOMWOOD ESTATES UK LTD**

**RDC AVIATION**

**REBEL RECRUITMENT LIMITED**

**REGENCY SOURCE LTD**

**RENTING FOR UKRAINE**

**RESIDENT SERVICES, NOTTINGHAM CITY COUNCIL**

**ROLLS-ROYCE SUBMARINES LIMITED**

**SACRED NATURE INITIATIVE**

**SCRASE LIMITED**

**SIMPSON JONES LLP**

**SIX TILL SIX LTD**

**SMITH COOKSON**

**SOUTH DERBYSHIRE DISTRICT COUNCIL**

**SPRITE LABELS LIMITED**

**STAPLEFORD COMMUNITY GROUP**

**SYNERGY FIRE ENGINEERING LTD & SYNERGY FIRE TECHNOLOGIES LTD**

**TAGG LANE DAIRY LTD**

**THE NATIONAL LOTTERY HERITAGE FUND**

**THOMPSON BUTLER ASSOCIATES**

**THORNBRIDGE BREWERY**

**TOYOTA MOTOR MANUFACTURING (UK) LTD**

**TRADES UNION CONGRESS MIDLANDS**

**UNIVERSITY OF DERBY**

**UNIVERSITY OF NOTTINGHAM**

**UNIVERSITY OF NOTTINGHAM STUDENTS UNION**

**VISIT NEW MILLS**

**VISIT PEAK DISTRICT AND DERBYSHIRE**

**WEST NOTTINGHAMSHIRE COLLEGE**

**WEST STOCKWITH PARISH COUNCIL**

**WESTVILLE**

## Appendix F – Late responses

A total of five responses were submitted via email after the consultation closing date. These have not been included in the analysis. A brief summary of the substance of each response is shown below:

- A Derby City resident emphasised the importance of not side-lining Derby and felt more information could be included on the use of brownfield land (housing);
- Another member of the public submitted a response felt an extra tier of local government was being forced on the EMCCA area and had concerns that the district and borough councils were being left out of the system. However, the participant agreed overall with the stated aims;
- Derbyshire Police and Crime Commissioner had concerns about the possible dilution of local accountability if a proposed mayor was given responsibilities for the governance of policing. It referenced a 'lessons learnt' from the Warwickshire and West Mercia Strategic Policing Alliance (which was terminated due to the complexities of having two police forces involved within a single governance structure). This subsequently led to a breakdown in relationships across both police force areas, which created an alliance that no longer delivered efficient and effective policing to the communities of West Mercia. Finally, it urged future consultation of both Police and Crime Commissioners on any future proposal relating to the elected roles;
- Derbyshire Police felt that any devolution deal might dissolve and weaken the identify of its communities, particularly in those harder to reach communities and emphasised the importance of smaller, more nuanced connections its agencies have with communities. It also had concerns about the geographical and community variance that requires different policing, and whether this might become lost by a more complex governance structure. Finally, it placed real value in the Police and Crime Commissioner and felt it was an important element in delivering policing;
- Awsworth Parish Council did not support the EMCCA devolution proposal. This decision stems primarily from its concerns and misgivings about the potential practical implications for Awsworth Parish and its residents. Awsworth Parish Council referenced the funding amount and questioned whether it would cover inflation. It was concerned about equitable spending across the CCA area, in particular to smaller parish-level projects. It also expressed concerns about the roles of Nottinghamshire County Council and Broxtowe Borough Council being weakened over time, which could then place greater demands on the Parish precept.



# Appendix G - Technical note on coding

## Receipt and handling of responses

The handling of responses was subject to a rigorous process of checking, logging and confirmation in order to support a full audit trail. All original electronic and hard copy responses remain securely filed within Ipsos, catalogued and serial numbered for future reference.

## Development of initial code frame

Coding is the process by which free-text comments, answers and responses are matched against standard codes from a coding frame Ipsos compiled to allow systematic statistical and tabular analysis. The codes within the coding frame represent an amalgam of responses raised by those registering their view and are comprehensive in representing the range of opinions and themes given.

The Ipsos coding team drew up an initial code frame for each open-ended free-text question using the first thirty to forty response form responses. An initial set of codes was created by drawing out the common themes and points raised across all response channels by refinement. Each code thus represents a discrete view raised. The draft coding frame was then reviewed before the coding process continued. The code frame was continually updated throughout the analysis period to ensure that newly emerging themes within each refinement were captured.

## Coding using the Ascribe package

Ipsos used the web-based Ascribe coding system to code all open-ended free-text responses found within completed response forms and from the free-form responses (i.e. those that were letters and emails etc.). Ascribe is a proven system which has been used on numerous large-scale projects. Responses were uploaded into the Ascribe system, where the coding team worked systematically through the verbatim comments and applied a code to each relevant part(s) of the verbatim comment.

The Ascribe software has the following key features:

- Accurate monitoring of coding progress across the whole process, from scanned image to the coding of responses.
- An “organic” coding frame that can be continually updated and refreshed; not restricting coding and analysis to initial response issues or “themes” which may change as the consultation progresses.
- Resource management features, allowing comparison across coders and question/issue areas. This is of particular importance in maintaining high quality coding across the whole coding team and allows early identification of areas where additional training may be required.
- A full audit trail – from verbatim response, to codes applied to that response.

Coders were provided with an electronic file of responses to code within Ascribe. Their screen was divided, with the left side showing the response along with the unique identifier, while the right side of the screen showed the full code frame. The coder attached the relevant code or codes to these as appropriate and, where necessary, alerted the supervisor if they believed an additional code might be required.

If there was other information that the coder wished to add they could do so in the “notes” box on the screen. If a response was difficult to decipher, the coder would get a second opinion from their supervisor or a member of the project management team. As a last resort, any comment that was illegible was coded as such and reviewed by the Coding Manager.

### **Briefing the coding team and quality checking**

A small, core team of coders worked on the project, all of whom were fully briefed and were conversant with the Ascribe package. This team also worked closely with the project management team during the set-up and early stages of code frame development.

The core coding team took a supervisory role throughout and undertook the quality checking of all coding. Using a reliable core team in this way minimises coding variability and thus retains data quality.

To ensure consistent and informed coding of the verbatim comments, all coders were fully briefed prior to working on this project. The Coding Manager undertook full briefings and training with each coding team member. All coding was carefully monitored to ensure data consistency and to ensure that all coders were sufficiently competent to work on the project.

The coder briefing included background information and presentations covering the questions, the consultation process and the issues involved, and discussion of the initial coding frames. The briefing was carried out by Ipsos’s executive team.

All those attending the briefings were instructed to read, in advance, the consultation document and go through the response form. Examples of a dummy coding exercise relating to this consultation were carefully selected and used to provide a cross-section of comments across a wide range of issues that may emerge.

Coders worked in close teams, with a more senior coder working alongside the more junior members, which allowed open discussion to decide how to code any particular open-ended free-text comment. In this way, the coding management team could quickly identify if further training was required or raise any issues with the project management team.

The Ascribe package also afforded an effective project management tool, with the coding manager reviewing the work of each individual coder, having discussions with them where there was variance between the codes entered and those expected by the coding manager.

To check and ensure consistency of coding, at least 10% of coded responses were validated by the coding supervisor team and the executive team, who checked that the correct codes had been applied and made changes where necessary.

## Updating the code frame

An important feature of the Ascribe system is the ability to extend the code frame “organically” direct from actual verbatim responses throughout the coding period.

The coding teams raised any new codes during the coding process when it was felt that new issues were being registered. In order to ensure that no detail was lost, coders were briefed to raise codes that reflected the exact sentiment of a response, and these were then collapsed into a smaller number of key themes at the analysis stage. During the initial stages of the coding process, meetings were held between the coding team and Ipsos executive team to ensure that a consistent approach was taken to raising new codes and that all extra codes were appropriate and correctly assigned. In particular, the coding frame sought to capture precise nuances of participants’ comments in such a way as to be comprehensive.

A second key benefit of the Ascribe system is that it provides the functionality of combining codes, revising old codes and amending existing ones as appropriate. Thus, the coding frame grew organically throughout the coding process to ensure it captured all of the important “themes”.

# For more information

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## About Ipsos Public Affairs

Ipsos Public Affairs works closely with national governments, local public services and the not-for-profit sector. Its c.200 research staff focus on public service and policy issues. Each has expertise in a particular part of the public sector, ensuring we have a detailed understanding of specific sectors and policy challenges. Combined with our methods and communications expertise, this helps ensure that our research makes a difference for decision makers and communities.



# EMCCA Devolution Proposal Stakeholder Engagement

## 1. Introduction

- i. As part of the consultation process for the EMCCA devolution proposals, a programme of engagement activities and events was undertaken in order to promote public awareness of the proposals, encourage participation in the consultation survey, and ensure key stakeholder groups and communities of interest and identity were engaged in the consultation process.
- ii. The engagement programme, developed collaboratively across the four Constituent Councils to ensure consistency and geographical parity, enabled those diverse audiences to engage and have their voices heard.
- iii. The following report details the rationale for the engagement programme, and summarises the activities undertaken and how they contributed to the wider consultation process.

## 2. Background

- i. The public consultation to help inform the decision on whether the draft EMCCA devolution proposals should progress to the next stage in the process before being submitted to Government took place between 14<sup>th</sup> November 2022 and 9<sup>th</sup> January 2023. As part of the process, a number of engagement activities took place throughout the consultation period with the general public and stakeholder groups. The objective of these activities was to help raise awareness of the draft devolution proposals amongst the general public, encourage people to complete the formal consultation survey, and facilitate participation in the consultation of groups identified as needing targeted communication and engagement.
- ii. Various types of engagement activities took place as part of this process including online events, in person events, chat forum engagement and promotion of the consultation to a range of stakeholders to participate through targeted emails and newsletters
- iii. In the course of these engagement activities, Leaders and Senior Officers (and their proxies) from the four Constituent Councils of Derbyshire, Nottinghamshire, Derby and Nottingham, took the opportunity to be a visible presence in outlining the draft devolution proposals. The meetings and events attended allowed leaders and senior officers to answer questions from the public about the draft proposals, their potential implications and the overall devolution process.
- iv. Across the four Constituent Council areas a total of 24 engagement meetings and events took place, predominantly targeted at groups of citizens with protected characteristics or otherwise identified as being vulnerable and/or disadvantaged. At each of these meetings it was made explicit from the outset that while the aim was to promote the consultation, individuals could if they so wished, have their

views recorded so that they could be fed into the consultation. In the event, there were no submissions of this nature.

- v. The two main public engagement events were held online on Microsoft Teams Live to ensure all members of the public could engage with the process irrespective of where they lived. The second of these incorporated an audience of businesses from D2N2. The other 22 meetings were more targeted in nature. An estimated 400 people took part in these targeted meetings and events. These events were targeted towards specific groups highlighted as part of the Equality Impact Assessment (EIA) and to ensure a broad geographical spread across the proposed EMCCA area.
- vi. Including the numbers estimated to have taken part in the two online public engagement events, an estimated total of 500 people engaged directly either in-person or online in the engagement activity during the consultation period.

### 3. Engagement approach

- i. In preparation for consultation on the draft Devolution proposals, the four Constituent Councils outlined their approach to consultation and engagement in respect of the different groups being engaged, including seldom heard groups, stakeholder organisations, businesses and the general public.
- ii. Planning and oversight of the engagement events programme was led by Nottingham City and supported by officers from the other three Constituent Councils, working together in a dedicated working group. The events that took place in each council area and across the whole of the proposed EMCCA area were coordinated and delivered by the four Constituent Councils in collaboration with each other.
- iii. The engagement programme drew on the findings of the EIA undertaken to assist the Constituent Councils to fully understand the relevance and potential effects of the draft devolution proposals. The EIA stated that communication would take place with a range of citizens and stakeholders including:
  - Residents (in Derbyshire, Nottinghamshire, Derby and Nottingham)
  - Businesses (in Derbyshire, Nottinghamshire, Derby and Nottingham)
  - Charity organisations (in Derbyshire, Nottinghamshire, Derby and Nottingham)
  - Local councils including Town and Parish councils in Derbyshire and Nottinghamshire
  - Local MPs (in Derbyshire, Nottinghamshire, Derby and Nottingham)
  - D2N2 Local Enterprise Partnership (LEP) and other East Midlands based business organisations
  - Universities and colleges in Derbyshire, Nottinghamshire, Derby and Nottingham (HE and FE institutions)
  - NHS organisations in Derbyshire, Nottinghamshire, Derby and Nottingham
  - Police and Crime Commissioners for Derbyshire and Nottinghamshire
  - Fire and Rescue services in Derbyshire, Nottinghamshire, Derby and Nottingham

- iv. An engagement events toolkit was developed to support the consultation and engagement activity. This included a slide presentation, key messages, easy read summary and FAQs. The easy read summary allowed for greater accessibility to individuals who, for example, may have learning difficulties or have trouble with reading. The easy read summary was also available to be translated upon request for those who did not have English as their first language and other formats upon request.

### General public engagement

- v. To maximise public access and awareness of the consultation survey and draft proposals, the two main engagement events were held online using the Microsoft Teams Live platform, hosted by Nottingham City on behalf of the partnership. Events were publicised through the East Midlands Devolution consultation website and through other communications and marketing methods. One event was held in the afternoon, the other in the evening with a panel of Leaders, Chief Executives and Senior Officers from three of the four Constituent Councils at the first event and all four at the second event. The option of two events ensured two opportunities for the public to attend an engagement event at a suitable time to meet their needs.
- vi. Following a slide presentation highlighting the draft devolution proposals, a live Q&A session was held with a panel of Leaders, Chief Executives and Senior Officers, fielding questions and comments from the audience. Each event had a peak attendance of 35 locations, including multiple viewers from some locations, giving an estimated audience of 50 participants at each event, or 100 in total.

### Businesses and stakeholder organisations engagement

- vii. A dedicated stakeholder conference for public, private and voluntary sector organisations was held on 5<sup>th</sup> December 2022 at the Crowne Plaza Hotel in Nottingham. The proceedings of this are detailed in Appendix 1.
- viii. The second online public engagement event incorporated an audience of businesses engaged through the D2N2 Local Enterprise Partnership, in place of a dedicated engagement event for business.

### Seldom heard groups engagement

- ix. In respect of engagement with underrepresented and hard to reach communities, the engagement programme drew on the findings of the EIA undertaken to assist the Constituent Councils to fully understand the relevance and potential effects of the draft Devolution proposal.
- x. The engagement activities carried out supported the objectives of the EIA by ensuring the consultation was wide-ranging and employed a range of different formats and methods, in order to access as many people as possible across the proposed EMCCA area. Active steps were taken to promote the consultation, to

encourage participation and to ensure that the consultation was accessible to all, including seldom heard groups, for example, the digitally disadvantaged and those with protected characteristics.

- xi. In addition, the consultation survey could be tailored to needs on request (for example, paper, large print, translation provided, braille, BSL etc). To achieve this objective, the survey was made available in hard copy in local libraries and other civic venues, and this was well publicised. In addition, a hard copy was available on direct request from Ipsos UK. These measures helped ensure that digitally excluded people could access the survey.
- xii. Where appropriate, promotional activities took place to reach out to those seldom heard groups who it was felt would be unlikely to require a tailored event (for example the Poverty Commission), or where it was felt an event would not be feasible due to the inability or impracticality of convening one. The consultation was therefore promoted even where events had not been set up specifically for a group or groups.

### Communication approach

- xiii. Institutional stakeholders, including within the Derbyshire, Nottinghamshire, Derby and Nottingham area, including local councils, Police and Crime Commissioners, Fire and Rescue services, NHS organisations, the D2N2 Local Enterprise Partnership (LEP) and other East Midlands based business organisations, and universities and colleges, were contacted through a variety of methods, including marketing communications, newsletter contact and communication in the stakeholder contact. Residents, businesses and charities were reached through a variety of communications and targeted engagement.
- xiv. The groups with protected characteristics identified in the EIA were engaged with in the process through a variety of methods. Depending on the composition of the voluntary sector in each area, the nature and extent of engagement varied.
- xv. Given the widespread and diverse nature of people with protected characteristics, and the difficulty of identifying those communities in some of our local authority areas, we believe our approach offered multiple means of engagement.

## **4. Findings and recommendations from the engagement process**

- i. Participants involved in the various engagement events and processes outlined in this report were informed about the formal consultation process and signposted to available resources such as the EMCCA Devolution website to submit a formal response, should they wish to do so. All questions and comments received during the programme of engagement are therefore set against this context (as referred to previously). As such, any sentiments expressed by individuals or businesses during the engagement events may or may not have translated into formal survey data depending on whether they in fact completed the consultation survey. Whilst the engagement events were not part of the formal consultation process, a number of issues were raised during discussions that are worthy of note. These



issues were also reflected in the consultation survey responses. The Constituent Councils' response to these points is laid out in an appendix to the main report.

- ii. In terms of the main focus of discussion at many of the events, there were questions about the governance structure of the EMCCA, with voluntary and community sector groups, business organisations and education partners all keen to know how they might be involved in mayoral decision making, and how they could hold the Mayor's office to account. Participants also raised questions about the funding settlement, its potential strengths and weaknesses, and implications on future investment and government funding.
- iii. The issue of the desirability of having a mayoral body was raised multiple times, with some expressing a view that the proposed arrangements would not be accountable and would add an unnecessary and expensive layer of bureaucracy to local government. However, most people attending events who expressed a view were supportive of the need for the increased investment in the region and acknowledged the benefits of having a strong regional leader figure with devolved powers.
- iv. Of the various priorities in the draft proposals, transport was of consistent interest, with comparison made to other devolved areas in terms of potential for region-wide ticketing policy and better integration of public transport systems. There were fewer questions relating specifically to adult skills, net-zero and housing, however these were often referred to tangentially through discussion of powers and funding.
- v. There were feelings from various protected characteristic representative groups, expressed especially by the Disability Inclusion Group in Nottingham City, that they could not see how they could be a part of the process beyond the public consultation. Similarly, some groups highlighted the fact they felt like a box to be ticked and are only consulted when the council needs something. It was expressed that there is a perception of a lack of continuous communication between local government and groups with protected characteristics.
- vi. A recommendation therefore would be to consider how voluntary and community sector groups and individuals with protected characteristics are engaged with throughout the process in delivering the devolution proposals, subject to the decision to progress to the next stage in the process; and how they would be represented in the structure of the mayor's decision-making apparatus and administration.

## 5. Stakeholder engagement events

- i. The following table shows the targeted stakeholders engagement events that took place, groups were engaged with, and the form of engagement.

Council	Stakeholder	Who (Group)	Type of engagement	Date	Geographical Area
Derbyshire County Council	Disabilities	Derbyshire Stakeholder Engagement Group	In-person meeting	16.12.22	Derbyshire
Derbyshire County Council	Age	Derbyshire Youth Network	Online meeting	20.12.22	Derbyshire
Derbyshire County Council	Race and ethnic origin	Derbyshire BME Forum	Online meeting	13.12.22	Derbyshire (with some Derby)
Derby City Council	Disabilities	Access, Equality and Inclusion Hub	Joint Conference and Online meeting	7.12.22	Derby
Derby City Council	Disabilities	Deaf Forum	Joint Conference and Online meeting	14.12.22	Derby
Derby City Council	Age	60+ Forum	Joint Conference and Online meeting	7.12.22	Derby
Derby City Council	Race and ethnic origin	Race Equality Hub	Joint Conference and Online meeting	7.12.22	Derby
Derby City Council	Race and ethnic origin	Black, Asian and Minority Ethnic Employee Network	Joint Conference and Online meeting	7.12.22	Derby

Nottinghamshire County Council	Disabilities	Mental Health and Wellbeing (MHFA)	Online meeting	23.11.22	Nottinghamshire
Nottinghamshire County Council	Disabilities	Mental Health and Wellbeing	In-person meeting	6.11.22	Nottinghamshire
Nottinghamshire County Council	Age	Newark & Sherwood CVS	In-person and Teams meeting	21.11.22	Nottinghamshire
Nottinghamshire County Council	Sexual Orientation	LGBT+ Network	Online Meeting	08.12.22	Nottinghamshire
Nottinghamshire County Council	Race and ethnic origin	Black Workers Group	Online meeting	16.11.22	Nottinghamshire
Nottinghamshire County Council	Race and ethnic origin	Black Workers Group	Online meeting	21.12.22	Nottinghamshire
Nottinghamshire County Council	Race and ethnic origin	Caribbean Elders' Luncheon Club	In-person meeting	8.12.22	Nottinghamshire
Nottinghamshire County Council	Voluntary and community sector groups	Ashfield Voluntary Action & Citizens Advice Ashfield	Online meeting	13.12.22	Nottinghamshire
Nottingham City Council	Multiple characteristics	Faith, Age and Voluntary Sector	In-person meeting	12.12.22	Nottingham
Nottingham City Council	Voluntary and community sector groups	NCVS member groups	Online meeting	15.12.22	Nottingham
Nottingham City Council	Disadvantage/Deprivation	One Nottingham Partnership	In-person meeting	12.12.22	Nottingham

Nottingham City Council	Young People	Youth Cabinet	In-person meeting	14.12.22	Nottingham
Nottingham City Council	Disadvantage/Deprivation	All protected characteristics	In-person meeting	21.12.22	Nottingham and Nottinghamshire
Nottingham City Council	Disabilities	Disability Inclusion Group	In-person meeting	6.1.23	Nottingham

ii. Targeted stakeholder groups reached through promotion

These included:

Dis-ability Employee Network, Derbyshire 50+ Network, Derbyshire LGBTQ+, BME Employee Network, Multi Faith Centre Derby University, Derbyshire LGBTQ+, Belper Pride (Organisation), DCC Pride Network, Derbyshire Community directory, East Midlands Veteran’s Advisory and Pensions Committee, Thriving Communities localities, Disabled Employees Network, Poverty Commission, Self Help UK (currently registered as Self-Help Nottingham), Inspire: Culture, Learning and Libraries, Age UK Nottingham & Nottinghamshire, Notts Women's Aid, Bassetlaw CVS, Community Accounting Plus, One Nottingham, Disability Inclusion Group, Nottingham City Youth Cabinet, Nottingham Council for Voluntary Services, Trans Unite.

## Appendix 6

### Equality Impact Analysis Record Form Proposal for an East Midlands Combined County Authority

March 2023

Constituent Councils	Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council – DCC, NCC, DC, and NC respectively
EMCCA	East Midlands Combined County Authority
The Deal	East Midlands Devolution Deal signed on 30 August 2022
FEA	Functional Economic Area - areas that share a number of similar economic factors with boundaries that ideally reflect the drivers of the local economy
The Area	The Area covered by the proposed East Midlands Combined County Authority (EMCCA)
The Proposal	A proposal for the establishment of an East Midlands Combined County Authority
LEP	Local Enterprise Partnership

## Part 1. Introduction and context

Scope of review		A proposal for an East Midlands Combined County Authority			
EIA Team:		Wes Downes (Derbyshire County Council), John Cowings (Derbyshire County Council), Laura Howe (Derbyshire County Council), Chennour Wright (Nottinghamshire County Council), Ann Webster (Derby City Council), Saema Mohammad (Nottingham City Council),			
Date analysis commenced	22 February 2023	Date completed	7 March 2023	Date approved	10 March 2023
<b>Description of proposal to be assessed</b>					
<p>On 30 August 2022, the Leaders of Derbyshire County Council, Derby City Council, Nottinghamshire County Council, and Nottingham City Council (“Constituent Councils”) signed a £1.14 billion devolution deal for Derbyshire, Derby, Nottinghamshire, and Nottingham with the Government (“the Deal”). The Constituent Councils are proposing that a Combined County Authority with a directly elected Mayor is established to lead collaboration between the Constituent Councils and to act as the recipient of powers and funding from Government under the Deal (“the Proposal”). The Proposal sets out the detailed background and context to the Proposal, the Constituent Councils’ ambitions for the EMCCA, the EMCCA’s proposed governance arrangements and next steps.</p> <p>This EIA does not seek to replicate information contained in the Proposal and should be read in conjunction with it. This EIA examines the possible equalities impacts arising from the Proposal.</p>					
<b>What outcomes will be achieved with the new or changing policy/ service?</b>					
The Constituent Councils’ ambitions for the EMCCA are described in detail in the Proposal. That Proposal describes the Constituent Councils’ shared objectives for the EMCCA, their priority focus areas, planned activities in each of those focus areas, and the outcomes the EMCCA is expected to achieve for residents in the Area.					
<b>Please list any associated policies, services, or functions?</b>					

The proposed Combined County Authority will be a public body and as such will be subject to the Public Sector Equality Duty (PSED) (both the general duty and the specific duties). Once established, the EMCCA will need to consider what systems, processes, and resources it will need to put in place to ensure that it complies with the PSED in the performance of its functions. The Constituent Councils are themselves subject to the PSED and as such they will need to comply with their own respective policies and procedures as they plan, prepare for, and implement the transition to a formal EMCCA. Copies of the Constituent Councils' equality and diversity policies and procedures are available on their respective websites.

**Please list the main people or groups that this policy/ service is designed to benefit and any other stakeholder involvement?**

The proposed EMCCA covers a large and diverse area encompassing the outstanding natural assets of Sherwood Forest and the Peak District, the UK's original National Park, the growing, vibrant cities of Derby and Nottingham and historic market towns such as Buxton, Chesterfield, Mansfield, Newark-on-Trent, and Worksop, serving culturally and environmentally rich rural hinterlands.

- The Proposal will impact everyone who lives or works in the Area, including the following stakeholders, who were contacted as part of the consultation (in accordance with Part 2 of this EIA below:
- Residents (in Derbyshire, Nottinghamshire, Derby and Nottingham)
- Businesses (in Derbyshire, Nottinghamshire, Derby and Nottingham)
- Charity organisations (in Derbyshire, Nottinghamshire, Derby and Nottingham)

Local councils:

- Derby City Council
- Derbyshire County Council
- Nottingham City Council
- Nottinghamshire County Council
- Amber Valley Borough Council
- Bolsover District Council
- Chesterfield Borough Council
- Derbyshire Dales District Council
- Erewash Borough Council

- North-East Derbyshire District Council
- High Peak Borough Council
- South Derbyshire District Council
- Ashfield District Council
- Bassetlaw District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Newark and Sherwood District Council
- Mansfield District Council
- Rushcliffe Borough Council
- All Town and Parish Councils in Derbyshire and Nottinghamshire
- Local MPs (in Derbyshire, Nottinghamshire, Derby and Nottingham)
- D2N2 Local Enterprise Partnership (LEP)
- All universities and colleges in Derbyshire, Nottinghamshire, Derby and Nottingham (HE and FE institutions)
- NHS organisations in Derbyshire, Nottinghamshire, Derby and Nottingham
- Police and Crime Commissioners for Derbyshire and Nottinghamshire
- Fire and Rescue services in Derbyshire, Nottinghamshire, Derby and Nottingham
- East Midlands Chamber of Commerce
- East Midlands Development Corporation
- East Midlands Freeport

**Will the policy/service and any changes impact on any other organisations such as community and voluntary sector groups?**

The EMCCA will benefit from the devolution of additional powers from Westminster and other public bodies (such as the Homes and Communities Agency). The EMCCA will also hold some powers and functions that are currently exercisable by the Constituent Councils acting alone, or by the district and borough councils of Derbyshire and Nottinghamshire. In most cases those powers and functions will also be retained by the Constituent Councils and districts/boroughs, and in some cases the EMCCA exercise of those powers and functions is additionally subject to the



consent of the relevant council; but there are some instances where powers or functions of the Constituent Councils will be exclusively available to the EMCCA either from creation of the EMCCA, or after a certain defined period of time.

The proposed powers and functions which will be available to the elected Mayor and to the EMCCA are described in the Proposal and set out in detail in an annex to the Proposal. The Proposal also explains how the EMCCA will exercise those powers in a way that ensures that the identities and interests of all communities within Derbyshire, Derby, Nottinghamshire, and Nottingham are fully represented.

The Proposal explains how business interests and other interests will be represented on the EMCCA through additional Memberships and advisory bodies.

## 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:**

An open public consultation to help shape the final EMCCA devolution Proposal prior to submission to Government took place between 14th November 2022 and 9th January 2023.

An online consultation portal was established by the four Constituent Councils. The portal included an online response form for people to respond to the devolution Proposal. There were a number of formal channels through which individuals and stakeholder organisations could give their views:

- Online response platform, which could be accessed through the website;
- Hard copy response form, which was available to print out from the website and on request;
- A written letter, sent via the Freepost address listed on the paper response form;
- By email, via a dedicated consultation email address; and
- Accessible and alternative versions were available on request.

Hard copies of the response forms were also made available at various locations across the Area and the Constituent Councils ran a communications campaign prior to, and during, the consultation period.

Overall, there were 4,869 participants who responded to the consultation. The majority (4,751) participated online via the official response form. There were also 98 postal response forms and 20 responses via email to the dedicated consultation email address.

In addition to the above, a number of engagement activities took place throughout the consultation period with the general public and stakeholder groups. The objective of these activities was to help raise awareness of the Proposal amongst the general public, encourage people to complete the formal consultation survey, and facilitate participation in the consultation of groups identified as needing targeted communication and engagement.

Various types of engagement activities took place as part of this process including online events, in person events, chat forum engagement and promotion of the consultation to a range of stakeholders to participate through targeted emails and newsletters. Full details of the EMCCA Devolution Proposal Consultation and Stakeholder Engagement activities and can be found within Appendix 3 (the Consultation Report), and Appendix 4 (the Engagement Report) to the Council Report dated 22 March 2023.

### **Consultation Participants profile and key equality, diversity and inclusion findings**

Overall, consultation findings outlined in the East Midlands Combined Authority Devolution Deal Consultation Report produced by Ipsos UK are largely positive, indicating broad support for the Proposal. The following section sets out the participant profile against the demographic information provided by participants and shows the percentage point difference against the overall population breakdown for the EMCCA area. This is followed by a breakdown of significant differences by protected characteristic to the closed questions. The final part sets out the key equality, diversity and inclusion issues identified by respondents in open ended comments and email responses

#### **Participation**











Comparison of consultation respondents and 2021 population aged 16+ by sex











Sex	Consultation Responses		Population 16+ (Census 2021, ONS)		% point difference (Respondents - Population)		
	Number	%	Number	%			
Female	1,691	40%	929,745	51%	-11.0%		↓
Male	2,494	59%	882,685	49%	10.7%		↑
Other	15	0%					
<b>Total</b>	<b>4,200</b>	<b>100%</b>	<b>1,812,430</b>	<b>100%</b>			

Comparison of consultation respondents and 2021 population by age band

Age Band	Consultation Responses		Total population of CCA by age band (Census 2021, ONS)		% point difference (Respondents - Population)		
	Number	%	Number	%			
Under 18	68	2%	439,462	20%	-18.3%		↓
18 to 24	177	4%	199,345	9%	-4.8%		↓
25 to 34	419	10%	282,335	13%	-2.8%		↓
35 to 44	562	13%	266,448	12%	1.4%		↑
45 to 54	793	19%	296,340	13%	5.5%		↑
55 to 64	946	23%	288,936	13%	9.5%		↑
65 to 74	874	21%	232,045	11%	10.4%		↑
75+	342	8%	199,581	9%	-0.9%		↓
<b>Total</b>	<b>4,181</b>	<b>100%</b>	<b>2,204,492</b>	<b>100%</b>			

## Comparison of consultation respondents by ethnic group

Ethnic group	Consultation Responses		Population by ethnic group for CCA (Census 2021, ONS)		% point difference (Respondents - Population)	
	Number	%	Number	%		
Asian, Asian British or Asian Welsh: Bangladeshi	3	0.1%	4,172	0.2%	-0.1%	
Asian, Asian British or Asian Welsh: Chinese	7	0.2%	11,525	0.5%	-0.4%	
Asian, Asian British or Asian Welsh: Indian	36	0.9%	40,111	1.8%	-0.9%	
Asian, Asian British or Asian Welsh: Pakistani	10	0.2%	49,179	2.2%	-2.0%	
Asian, Asian British or Asian Welsh: Other Asian	17	0.4%	20,324	0.9%	-0.5%	
Black, Black British, Black Welsh, Caribbean or African: African	17	0.4%	32,135	1.5%	-1.0%	
Black, Black British, Black Welsh, Caribbean or African: Caribbean	24	0.6%	17,130	0.8%	-0.2%	
Black, Black British, Black Welsh, Caribbean or African: Other Black	1	0.0%	7,449	0.3%	-0.3%	
Mixed or Multiple ethnic groups: White and Asian	29	0.7%	13,569	0.6%	0.1%	
Mixed or Multiple ethnic groups: White and Black African	3	0.1%	6,084	0.3%	-0.2%	

Mixed or Multiple ethnic groups: White and Black Caribbean	15	0.4%	25,715	1.2%	-0.8%	
Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	22	0.5%	11,211	0.5%	0.028%	
White: English, Welsh, Scottish, Northern Irish or British	3,714	90.6%	1,832,324	83.1%	7.5%	
White: Irish	47	1.1%	11,697	0.5%	0.6%	
White: Gypsy or Irish Traveller	8	0.2%	1,815	0.1%	0.1%	
White: Roma	-	0.0%	3,111	0.1%	-0.1%	
White: Other White	125	3.0%	89,874	4.1%	-1.0%	
Other ethnic group: Arab	3	0.1%	6,660	0.3%	-0.2%	
Other ethnic group: Any other ethnic group	18	0.4%	20,368	0.9%	-0.5%	
<b>BAME</b>	<b>385</b>	<b>9.4%</b>	<b>372,129</b>	<b>16.9%</b>	<b>-7.5%</b>	
<b>Total</b>	<b>2,171</b>	<b>100%</b>	<b>2,204,453</b>	<b>100%</b>		

## Comparison of consultation respondents by religion

Religion	Consultation Responses		Religion for CCA (Census 2021, ONS)		% point difference (Respondents - Population)	
	Number	%	Number	%		
None	1,941	49.7%	953,168	46.4%	3.3%	↑
Christian	1,778	45.5%	978,903	47.6%	-2.1%	↓
Muslim	29	0.7%	83,519	4.1%	-3.3%	↓
Sikh	10	0.3%	21,284	1.0%	-0.8%	↓
Jewish	18	0.5%	2,186	0.1%	0.4%	↑
Hindu	12	0.3%	15,678	0.8%	-0.5%	↓
Any other religion	120	3.1%	997	0.0%	3.0%	↑
<b>Total</b>	<b>3,908</b>	<b>100%</b>	<b>2,055,735</b>	<b>100%</b>		

## Comparison of consultation respondents by disability

Disability	Consultation Responses		Disability for CCA (Census 2011, ONS)		% point difference (Respondents - Population)	
	Number	%	Number	%		
Yes, limited a lot	296	7%	200,463	9.5%	-2.4%	↓
Yes limited a little	684	16%	218,080	10.3%	6.0%	↑
No	3,216	77%	1,691,377	80.2%	-3.5%	↓
<b>Total</b>	<b>4,196</b>	<b>100%</b>	<b>2,109,920</b>	<b>100%</b>		

**Findings**

Overall, a slightly higher proportion of respondents across the Area disagreed with the proposed governance arrangements than agreed (45%: 42% respectively).

The following protected groups were more likely to agree with the proposed governance arrangements:

- Younger age groups up to the age of 44 were more likely to agree with the governance proposals, including those aged
  - 24 and under (69%)
  - 25-34 years (60%)
  - 35-44 years (46%)
- Minority Ethnic communities (63%)
- Females (47%)

Respondents with a health condition or impairment (45%) were more likely to disagree with the governance proposals along with older respondents aged 65-74 (49%) and those aged 75+ (47%).

**Q2: To what extent do you agree or disagree with the proposals relating to homes?**

Overall, a higher proportion of respondents across the Area agreed with the proposals relating to homes than disagreed (46%: 39% respectively).

The following protected groups were more likely to agree with the proposals relating to homes:

- Younger age groups, particularly those aged
  - 24 and under (73%)
  - 25-34 years (64%)
- Minority Ethnic communities (83%)
- Females (51%)
- Respondents with a health condition/impairment (49%)

**Q3: To what extent do you agree or disagree with the proposals relating to skills?**

Overall, a higher proportion of respondents across the Area agreed with the proposals relating to skills than disagreed (52%: 32% respectively).

The following protected groups were more likely to agree with the proposals relating to skills:

- Younger age groups, particularly those aged
  - 24 and under (74%)
  - 25-34 years (65%)
- Minority Ethnic communities (69%)
- Females (59%)

**Q4: To what extent do you agree or disagree with the proposals relating to transport?**

Overall, a higher proportion of respondents across the Area agreed with the proposals relating to transport than disagreed (53%: 35% respectively).

The following protected groups were more likely to agree with the proposals relating to transport:

- Younger age groups, particularly those aged
  - 24 and under (80%)
  - 25-34 years (67%)
- Minority Ethnic communities (72%)
- Females (57%)

**Q5: To what extent do you agree or disagree with the proposals relating to reducing carbon/net zero?**

Overall, a higher proportion of respondents across the Area agreed with the proposals relating to reducing carbon/net zero than disagreed (51%: 33% respectively).

The following protected groups were more likely to agree with the proposals relating to reducing carbon/net zero:

- Younger age groups, particularly those aged
  - 24 and under (73%)



- 25-34 years (67%)
- Minority Ethnic communities (66%)
- Females (59%)
- Respondents with a health condition/impairment (52%)

**Q6: To what extent do you agree or disagree with the proposals relating to public health?**

Overall, a higher proportion of respondents across the Area agreed with the proposals relating to public health than disagreed (51%: 33% respectively).

The following protected groups were more likely to agree with the proposals relating to public health:

- Younger age groups, particularly those aged
  - 24 and under (74%)
  - 25-34 years (67%)
- Minority Ethnic communities (67%)
- Females (59%)
- Respondents with a health condition/impairment (55%)

Respondents were able to provide any comments via a free text option at the end of every section, and at the end of the questionnaire where any additional comments could be provided. Overall, there was little direct feedback on equality, diversity and inclusion issues. However, the following issues should be noted for the purposes of this assessment...

- One respondent questioned whether the Cabinet under the proposed EMCCA governance arrangements would include any input from people from the voluntary sector and with protected characteristics.
- Concern was expressed by stakeholders and non-stakeholders that the governance proposals were unclear as to how they would ensure an equitable approach towards the deployment of investment funding, particularly to ensure that the focus is not entirely on the two city areas.

- Concern was expressed that the city areas will benefit disproportionately from devolution and that the needs of more rural areas will be over-looked.
- One stakeholder felt that in respect of transport issues the Proposal was too concerned with mobility rather than accessibility

**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:**

N/A

**Please list or link to any relevant research, data or intelligence, or any other information that is available and will be used to help complete the analysis?**

#### **About the Area**

The EMCCA covers a large and diverse area; encompassing the outstanding natural assets of Sherwood Forest and the Peak District, the UK's original National Park, the growing, vibrant cities of Derby and Nottingham and historic market towns such as Buxton, Chesterfield, Mansfield, Newark-on-Trent and Worksop, serving culturally and environmentally rich rural hinterlands. Analysis of the 2011 Rural-Urban classification shows that over a quarter of the population in both Derbyshire (27.0%) and Nottinghamshire (27.1%) live in rural areas.

#### **Population**

On census day, 21 March 2021, the population of the Area was 2,204,500, an increase of 94,600 since the last Census in 2011. The rate of population growth for the EMCCA was 4.5%, lower than the overall growth for England (6.6%). Over the last ten years the majority of EMCCA districts have experienced a growth in population, with the exception of Chesterfield that is one of eighteen local authorities across England to have experienced a decline in population since 2011. South Derbyshire has seen the largest growth in population with an increase of 12,600 people since 2011. This equates to a 13.3% increase and ranks as the 25th (out of 309) fastest growing local authority across England.

According to the 2021 Census data the median average age varies considerably across the EMCCA. Residents in both Derbyshire and Nottinghamshire have an average age of 43 years, whilst the urban areas have much younger age profiles with the average age just 31 years in Nottingham, one of the lowest across the country, and 37 years in Derby. Derbyshire Dales has the highest average age of all the EMCCA districts at 51 years, 11 years higher than the England average of 40 years.

The latest Office for National Statistics (ONS) Sub-national population projections (2018) forecast that the EMCCA 's population is expected to increase by 11.9% (the equivalent of 263,401 people) by 2043, slightly higher than the 10.3% population increase for England. Nottinghamshire (14.7%) and Derbyshire (12.6%) are expected to experience the highest levels of growth, with Nottingham (7.6%) and Derby (6.6%) both forecast to experience below average population growth. Across the Area's districts population growth varies, ranging from lows of 5.2% in Chesterfield, 7.2% in Derbyshire Dales and 7.7% in Erewash to highs of 30.1% in South Derbyshire, 20.6% in Rushcliffe and 18.5% in Bassetlaw.

The EMCCA has an increasingly ageing population with the 65+ population forecast to increase by more than a third in all areas by 2043. This is likely to have significant implications for older people's services across the whole of the EMCCA. Additionally, the districts of South Derbyshire (17.2%) and Rushcliffe (14.6%) are forecast to have significant increases in 0 to 15-year-olds compared to the rest of the Area and England (-0.9%), placing increased demand on school places and children's services in these areas.

There were 941,800 households across the EMCCA area at the time of the 2021 Census. This represents an increase of 5.2% (46,500 more households) since 2011, just below the England increase of 6.2%. Nottinghamshire (6.8%) and Derbyshire (6.5%) saw the largest increase in households, Derby experienced a 3.3% increase whilst Nottingham saw a 1.0% decline in household numbers over the last ten years. Of all the EMCCA districts South Derbyshire saw the largest increase in households at 15.9% since 2011.

### **Economy**

The EMCCA faces a number of economic challenges which impact on the Area's economic growth:

- Productivity lags behind the UK average, requiring a 14.6% increase to close the gap
- Public spending per person has historically been below the UK average
- A loss of £4.5 billion in GVA during the first year of COVID-19
- Carbon emissions are 17.8% higher per capita than the UK average due to a high concentration of energy-intensive industries and industrial legacy
- 23% of jobs in the Area will be affected by the transition to a net-zero carbon economy requiring the upskilling of 104,000 thousand workers
- Poor East-West connectivity by road and rail, with many rural areas bypassed altogether
- A low skill low wage economy with the average weekly pay of both residents and workplaces in the Area being nearly 9% lower than the England average
- Seven of the Area's local authorities rank in the bottom 25% (quartile) of all authorities across England on gross weekly workplace pay
- Lower than average labour market participation with the Area's (75.0%) employment rate falling below the England (75.7%) average. Nine local authorities in the Area have an employment level lower than the England average

### **Inequality**

Across the Area there is significant variation by local authority across a range of levelling up indicators resulting in significant differences in life chances depending on where you live. Measures showing the greatest disparity are:

### **Deprivation**

- Parts of the EMCCA experience persistent and systemic deprivation with 219,600 people living within the most deprived 10% of areas across England
- Child poverty, in 2021, 16.1% of children aged 0 to 19 years (81,685) were living in low-income families in the EMCCA. Whilst this is below the overall England average of 18.5% there is significant variation across the Area. Both Derby (21.5%) and Nottingham (21.5%) have higher than average levels of child poverty with Derbyshire (13.4%) and Nottinghamshire (14.0%) having below average levels. In certain parts of the EMCCA child poverty

levels are particularly acute with over a third of children in some wards living in poverty, examples include Arboretum (43.9%), Normanton (42.4%) in Derby and Leen Valley (34.1%) in Nottingham

### **Health**

- Life expectancy, in other parts of England people on average live 15 years longer in good health than people living in Nottingham which has one of the lowest Healthy Life Expectancies across England
- Adult obesity, whilst Derbyshire Dales and Rushcliffe were in the best performing districts nationally, there were seven locally that were amongst those having the highest adult obesity across England, including North East Derbyshire that is ranked sixth from bottom

### **Education and skills**

- Educational attainment varies considerably with the EMCCA Area containing some of the worst performing areas across England at all levels of education. At the early years foundation stage, three of the four upper tier authorities fall below the England average on the expected level on early learning goals for 5-year-olds. Additionally, seven of the Area's seventeen local authorities (Chesterfield, Erewash, Derbyshire Dales, Derby, Mansfield, Nottingham and Bolsover) are in the poorest performing 25% of areas nationally, with the latter in the bottom ten of all local authorities across the country
- The Area contains some of the poorest performing localities across England in terms of pupils attaining the required standard for Maths and English at GCSE, with four districts falling in the bottom 20 of all authorities nationally. These are Mansfield (63.5%), Bolsover (62.3%), Ashfield (61.6%) and Nottingham (60.5%) all of which are well below the national average of 73.0%
- Fewer adults are qualified to NVQ level 3 or above than across England (56.5%: 61.4% respectively), with two of the Area's districts amongst the best performing in England (Derbyshire Dales (69.8%) and Rushcliffe 67.4%), whilst seven are ranked in the worst performing 25.0%, including Mansfield which in 2021 was the lowest of all local authorities across England at just 37.8%, over 20.0% below the England average (61.4%)
- Thirteen of the seventeen districts across the EMCCA are identified as 'social mobility cold spots'

### **Economy**

- Productivity, with three of the Area's local authorities having amongst the highest levels nationally in 2020 (South Derbyshire, Rushcliffe and Bolsover), but seven falling in the lowest performing, including Derbyshire Dales that ranked fourth bottom nationally
- Workplace pay, with Derby in the best 60 local authorities nationally where weekly pay is around 5% higher than the England average, but nine of the Area's authorities amongst the lowest ranking nationally including four districts (Bolsover, Gedling, Bassetlaw and Mansfield) where weekly pay is 15% or more below the England average
- Employment rate, with three district areas in the best performing nationally, but six in the worst 25.0%, including Mansfield ranked fifteen across England.

### **Housing**

- Housing supply, locally demand for housing has outpaced supply with an estimated 9,200 homes a year required to meet local need across the EMCCA. Over the last 5 years, an average of 9,070 homes a year have been completed. Based on these trends, there is likely to be a shortfall of over 1,000 homes over the next 10 years, adding to the existing lack of supply
- Decent Housing, the proportion of local authority housing deemed to be of a non-decent standard in the EMCCA area was 2.2% in 2020-21, well below the England figure of 5.0%, certain parts of the Area such as High Peak (17.4%) and North East Derbyshire (12.6%) had significantly high levels. Bassetlaw (3.2%) also showed a figure above the EMCCA average
- Homelessness is a significant issue, with both Derby (2.4%) and Nottingham (2.0%) having much higher proportions of households that were homeless or threatened with homelessness in 2021-22 than nationally (11.7%). Relatively high levels in the EMCCA area were also evident in Chesterfield (1.3%), High Peak (1.0%) and Mansfield (0.8%).

The following sites provide access to a wide range of local data and analysis about the individual EMCCA area including the latest demographic and socio-economic information:

- Derbyshire County Council's Derbyshire Observatory
- Nottinghamshire County Council's Nottinghamshire's Insight

- Derby City Council's Info4Derby
- Nottingham City Council's Nottingham Insight

**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)**

### **Protected characteristics**

According to the 2021 Census the EMCCA population stood at 2,204,500 people (please note, all analysis in this section uses data from the 2021 Census, unless stated otherwise).

The Area has 1,083,085 males (49.1% of the overall population) and over 1,121,369 females (50.9%). A total of 8,437 EMCCA residents identify with a gender different from their sex registered at birth according to the 2021 Census. This makes up just 0.47% of the EMCCA's population, just below the England average 1.0%. Of these, 1,476 (0.08%) residents identified as trans men and 1,436 (0.08%) as trans women along with 1,106 (0.06%) individuals who identified as non-binary and 680 (0.04%) who identified with a different gender identity. A further 3,739 (0.21%) EMCCA residents indicated their gender identity was different from their sex registered at birth but did not provide a response.

Children aged 0-15 represent 17.8% (392,049) of the EMCCA population, slightly lower than the England average of (18.6%) but an overall increase of 1.7% (6,689) increase in the age group since 2011. The number of 16-64-year-olds represent 62.6% of the population, slightly higher than the England average of 63.0%, with a 1.1% increase (14,770 people) since the last census. The number of people aged 65+ in the EMCCA has grown by 20.3% (72,920) since 2011, now representing 19.6% of the EMCCA's population, higher than the England average of 18.4%.

Just under 17.0% of the EMCCA's population, around 372,000 people are from a Black, Asian and Minority Ethnic communities, lower than the England figure of 26.5%. There has been a significant growth in the Black, Asian and Minority Ethnic population across the Area, with 114,600 more residents than ten years ago, taking the proportion of

residents from Black, Asian and Minority Ethnic Communities from 12.2% to 16.9%. This represents a 44.5% increase, higher than the national rise of 39.3%.

The Area's Black, Asian and Minority Ethnic population is predominantly concentrated in the city areas. Nottingham has the largest Black, Asian and Minority Ethnic population in the EMCCA at 42.7% followed by Derby (33.8%). Outside of the cities, in Nottinghamshire, Broxtowe (15.5%), Gedling (14.4%), Rushcliffe (13.9%) and Mansfield (12.7%) have the largest Black, Asian and Minority Ethnic populations. Within Derbyshire, the highest populations are in South Derbyshire (9.9%), Erewash (7.5%), Chesterfield (6.9%) and Bolsover (6.7%).

Across the EMCCA the largest Black, Asian and Minority Ethnic communities are Asian (5.7%), followed by Other white minority ethnic communities (4.8%), Black (2.8%), Mixed or multiple minority ethnic communities (2.6%). Other minority ethnic communities comprised 1.2% of the Area's population.

The most common language in the EMCCA is English, with over 2 million residents (94.0%) stating this as their main language as part of the 2021 Census. This is higher than the England average of 90.8%. Just 2.7% of EMCCA residents (57,500 residents) speak a European language as their main language. Across England, individuals with a European language as their main language account for 3.3% of the population. The most common European language is Polish, accounting for 1.3% (26,900) of the Area's residents, higher than the national average for Polish speakers (1.1%). For 1.4% (31,000) of EMCCA residents, South Asian languages are their primary language, the most common being Punjabi (0.5% or 31,000).

The EMCCA area has over 1,200 residents whose primary language is British Sign Language. While this only accounts for 0.1% of the Area's population, this is still a significant number. In fact, Derby has the largest population of Deaf people in the country.

The majority (89.9%) of EMCCA residents identify as straight or heterosexual. Just 2.7% of residents identified as any other sexual orientation including Gay or lesbian (1.4%), Bisexual (1.3%) or All other sexual orientations (0.3%). The proportion of residents not answering the question was 7.2%.



Around one in five EMCCA residents (19.6%) reported being a disabled person as defined under the Equality Act 2010 that limited day-to-day activities in some way at the time of the 2021 Census. This is equivalent to 431,425 people and is higher than the England average of 17.3%. Thirteen of the Area's fifteen districts have higher than average proportions of residents who are disabled people. The former mining communities of Chesterfield (23.0%), Bolsover (22.9%), Ashfield (22.0%) and Mansfield (22.0%) had particularly higher rates of disabled people.

Just over 1.1 million EMCCA residents (50.8%) hold religious beliefs, lower than the England average of 57.3%. The number of residents holding religious beliefs in the Area has declined since the 2011 Census from 63.5% but follows the national trend which also saw a decline from 68.1%. The most common religion is Christianity (44.4%). A relatively small percentage (6.5%) of the Area's residents hold non-Christian beliefs.

Over 70,700 of EMCCA residents have previously served in the UK armed forces, equating to 3.9% of the population, just above the England figure of 3.8%. Of the veterans, 76.1% (53,820 people) previously served in the regular armed forces, 19.5% (13,820 people) in the reserve forces and 4.4% (3,123 people) served in both the regular and reserve forces.

Across the EMCCA area the majority of districts have above average levels of residents who have previously served in the UK armed forces, the exception being the city areas where levels are lower. Newark and Sherwood and Bassetlaw have the highest proportions of veterans both at 5.1%.

**If there is insufficient information, please outline any plans to remedy this?**

Further data from the 2021 Census will continue to be released over coming months. The Constituent Council's will be able to update and broaden their understanding of their communities and data on protected characteristics as this information is released by ONS. However, sufficient information exists to properly assess equalities impacts in line with the PSED.

**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.

<b><i>Protected Characteristic or Group</i></b>	<b><i>Actual or potential positive outcome/ impact</i></b>	<b><i>Actual or potential negative outcome/ impact</i></b>
<b>1. All protected characteristics</b>	<p>The Proposal has the potential to have a significant positive impact on all communities and on all people with protected characteristics including intersectionality.</p> <p>It is anticipated that the devolution of new powers to the EMCCA, additional investment into the Area, and the commissioning and delivery of services at scale, should all result in improved services for residents and service users in the Area, including those with protected characteristics and from protected groups.</p>	<p>There is a risk that the exercise of certain functions by the EMCCA will mean that decisions will be taken further from those groups and individuals who are most reliant upon the services provided by local government in the Area. However, this risk will be mitigated by the safeguards set out in the Proposal, which include: -</p> <ul style="list-style-type: none"> <li>• the Constituent Councils' membership of the EMCCA,</li> <li>• the role and participation of district and borough councils in the EMCCA,</li> <li>• the role and participation of other groups and voices in the EMCCA,</li> </ul>

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
		<ul style="list-style-type: none"> <li>• the EMCCA's proposed governance arrangements and decision-making processes, and</li> <li>• the phased transfer of some powers to the EMCCA over time.</li> </ul> <p>A respondent to the consultation suggested that there was a risk that transport proposals will address mobility rather than accessibility issues. This risk is addressed by the fact that the Proposal document sets out the scope of responsibilities and powers of the EMCCA rather than setting the policies to be followed. The Transport policy direction of the EMCCA will be set through the drafting of the new single Local Transport Plan. This will include seeking the right balance between mobility and accessibility and will have a robust equality impact assessment involving disabled people to make sure accessibility is fully addressed.</p>
<b>2. Age</b>	The Proposal has the potential to have a significant positive impact on communities and on people of all ages, but especially	Under the Proposal no specific decisions have yet been made about where investment will occur to generate employment opportunities

<b><i>Protected Characteristic or Group</i></b>	<b><i>Actual or potential positive outcome/ impact</i></b>	<b><i>Actual or potential negative outcome/ impact</i></b>
	<p>on younger people, older workers/ longstanding workers in traditional forms of employment, and for older people. Investment in the local economy, in skills and retraining will enhance qualification levels, access and suitability for employment, result in a workforce with the right skills for the region to compete successfully with others in the future, and in turn attract more investment and relocation to the East Midlands Combined County Authority Area.</p> <p>The focus on improving supply and access to housing can have a direct positive impact upon those households without their own housing and or who are more prone to homelessness, which can include younger adults and families, but also help improve the supply of suitably designed and built housing for older people. Improving transport and connectivity benefits many communities and can be crucial to enable people to travel for work, education and to access services. Having good access significantly impacts upon individuals and communities</p>	<p>or in education and improving skills. Spreading investment across all parts of the Area and ensuring they are available could affect the impact upon younger and older people in some areas. The proposed EMCCA will need to establish mechanisms for considering and ensuring that investment is appropriately distributed. These mechanisms will be reinforced and bolstered by the proposed governance arrangements and decision-making processes set out in the Proposal.</p>

<b><i>Protected Characteristic or Group</i></b>	<b><i>Actual or potential positive outcome/ impact</i></b>	<b><i>Actual or potential negative outcome/ impact</i></b>
	<p>with less access to their own means of transport, and who are reliant upon public transport, which can include younger people, older people, households on lower incomes and people living in rural areas.</p> <p>During the coronavirus pandemic many peoples' patterns of travel altered and this has led to reduced passenger numbers using public transport on many bus and train routes. This in turn requires greater support from transport authorities to ensure services can be retained and serve people at times when they are needed. Making it easier and more affordable to travel across different providers through integrated planning and ticketing is likely to benefit many people who rely upon public transport and enable people to access employment and other opportunities.</p> <p>Net zero ambitions which are also integrated into the proposals for economic development, housing and transport, and which are made more affordable and accessible will benefit all communities but</p>	

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
	will need to be expanded to become more available for disadvantaged individuals and communities.	
<b>3. Disability</b>	<p>The Proposal in terms of investment in economic improvement and regeneration and skills could be hugely positive for disabled people, many who are excluded from or experience greater discrimination when seeking to access jobs or training. Removing the barriers to employment and including the commitment of employers to employ disabled people is fundamental, along with access to transport and training opportunities. This could help close the employment gap between disabled people and all people aged 16 – 64.</p> <p>Making transport affordable, much more accessible and timely would benefit many disabled people, enabling access to employment, social activities and other opportunities, reducing isolation and creating more inclusion as well as allowing people to realise their goals and ambitions.</p>	<p>The Proposal will not negatively impact disabled people and should benefit and impact positively upon disabled people providing that when more detailed decisions are taken, they are seen as a priority group within the work and projects to support employment, skills and qualifications, transport and housing. However, see 1 above.</p>

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
	<p>The supply of accessible housing for disabled people remains limited. Specially built or adapted housing is more expensive, whilst many disabled people may have lower incomes or fewer resources with which to afford this more expensive housing. Within the proposals, any opportunities to increase the supply of affordable and rented accessible housing could have an important positive impact for disabled people and their carers if they have one. Accessible housing opportunities within a range of price brackets would offer much more options for disabled people's choice of home.</p>	
<p><b>4. Gender re-assignment</b></p>	<p>As with other communities, Trans people can experience additional barriers to employment, housing and abuse whilst using public transport or in the places where they live. Accepting that the proposals will benefit people across the Area, then it should be likely that the improvements should be available to people who identify as Trans/ people who are or have undergone gender re-assignment.</p>	<p>Whilst negative impact is unlikely, ensuring that investment in jobs and skills can benefit those more likely to face barriers in employment due to prejudice will need to be a principle which underpins the decisions which are made over the allocation of funds and once the EMCCA is operational.</p> <p>Trans people who have or are undergoing gender re-assignment do face barriers when seeking access to employment, services,</p>

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
	If the work and programmes arising out of the proposals seek to encourage inclusion and diversity in areas such as investment/ employment/ skills, in transport and housing, then this community can enjoy a positive impact.	housing and when using transport. However, see 1 above.
<b>5. Marriage &amp; civil partnership<sup>1</sup></b>	The Proposal should benefit people across the Area irrespective of their marital or civil partnership status.	It is believed unlikely that the Proposal will adversely impact or result in any type of prohibited conduct upon people with this protected characteristic. Additionally, see 1 above.
<b>6. Pregnancy &amp; maternity</b>	The Proposal in relation to investment, employment and skills may also benefit women who wish to re-enter employment after having a family. The availability of good and reliable public transport can be particularly important for families which have no access to their own vehicle or to single vehicle owning households, to enable them to access services.	It is believed unlikely that the Proposal will adversely impact or result in any type of prohibited conduct upon people with this protected characteristic. However, see 1 above.
<b>7. Race &amp; ethnic origin</b>	The proportion of people from Black, Asian and Minority Ethnic communities varies significantly across the Area, with	The creation of the EMCCA is unlikely to negatively impact people from Black, Asian and Minority Ethnic communities, and

<sup>1</sup> Under EA 2010 – someone in a CP must not be treated less favourably than a married person



<b><i>Protected Characteristic or Group</i></b>	<b><i>Actual or potential positive outcome/ impact</i></b>	<b><i>Actual or potential negative outcome/ impact</i></b>
	<p>higher proportions living in Derby and Nottingham, compared to Derbyshire and Nottinghamshire. The Black, Asian and Minority Ethnic community is from many different backgrounds. The Census 2021 data for these communities is due to be released towards the end of 2022.</p> <p>Within the Black, Asian and Minority Ethnic community many people experience disadvantage and discrimination based on prejudice and racism in education, employment, housing, health and access to services, although this is not universally the case, and some communities experience higher levels of disadvantage or discrimination than others, and there are geographical differences too.</p> <p>The Proposal has the potential to challenge this and to offer improved opportunities to people from the different communities which make up the Area's population. This is especially the case with the proposals around employment and skills, support to businesses and</p>	<p>opportunities exist to positively impact those groups. However, see 1 above.</p>

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
	<p>investment, where opportunities could be generated. Improvements in transport would also benefit Black, Asian and Minority Ethnic communities, offering greater access to areas where investment takes place and employers locate/ relocate their operations.</p> <p>The proposals may also provide support to people seeking to expand or improve their skills and qualifications, and thus progress or improve their earnings potential. This is of course dependent upon opportunities available to Black, Asian and Minority Ethnic communities and individuals as investment and projects are developed.</p>	
<p><b>8. Religion/ belief<sup>2</sup></b></p>	<p>There are no grounds to believe that the Proposal will impact adversely on communities on grounds of religion and belief, including non-belief. However, the decisions which are subsequently made by the EMCCA could result in different impacts for different communities/protected characteristics and</p>	<p>It is believed unlikely that the Proposal will result in adverse impact or any type of prohibited conduct upon people with this protected characteristic. Additionally, see 1 above.</p>

<sup>2</sup> Under EA 2010 – must also consider non-religious belief

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
	to examine what these might be, it is recommended that the proposed EMCCA develops its own processes for meeting the Public Sector Equality Duty, including by adopting a clear process for demonstrating that it exercises due consideration of the potential impacts when making decisions and allocating resources.	
<b>9. Sex</b>	<p>The Area's economy is varied but includes traditional industries or sectors where the workforce is either primarily male or female. This can mean that women especially face barriers when seeking to enter those industries. Women are also much more likely to hold part-time employment than their male counterparts across the Area, meaning that there is a gender pay gap across many areas of the Area's economy.</p> <p>The Proposal has the potential to address both of these factors. The success of the EMCCA in addressing these issues will depend upon more detailed plans and decisions made around skills investment and training, and whether they support</p>	It is believed unlikely that the Proposal will result in adverse impact or any type of prohibited conduct upon people with this protected characteristic, although this will be dependent upon the more detailed programmes which are developed. Additionally, see 1 above.

<b>Protected Characteristic or Group</b>	<b>Actual or potential positive outcome/ impact</b>	<b>Actual or potential negative outcome/ impact</b>
	<p>women into technical roles for example, and older men to retrain. Lower earnings levels can also impact on the ability of households to access home ownership, including affordable housing and housing in the private sector.</p> <p>Improving public transport is also important in that women may be more likely to rely upon public transport if they live in a household where there is limited car ownership.</p>	
<b>10. Sexual orientation</b>	<p>Although we still rely upon estimates of LGBTQ+ people in the population we know from a range of surveys of LGBTQ+ people that they experience discrimination and disadvantage in relation to a number of life factors, including in education, employment, when accessing services, personal safety and harassment, and in relation to health, including mental health. They can also experience higher levels of homelessness. The Proposal has the potential to positively impact upon LGBTQ+ people especially if within programmes additional measures are</p>	<p>The proposed priorities can help address some aspects of discrimination experienced by people with this protected characteristic, but this will be dependent upon programmes including commitments to equality, diversity and inclusion, and may include specific programmes relating to LGBTQ+ people. It is unlikely to lead to improved outcomes if such steps are not taken. Additionally, see 1 above.</p>

<b><i>Protected Characteristic or Group</i></b>	<b><i>Actual or potential positive outcome/ impact</i></b>	<b><i>Actual or potential negative outcome/ impact</i></b>
	included to address the needs of our diverse communities, including LGBTQ+ people.	
<b>11. Human Rights</b>	It is unlikely that the proposed EMCCA, its priorities and proposed consultation will infringe upon human rights.	None envisaged

#### **Part 4. Summary of main findings**

The Proposal has the potential to provide huge benefits to all communities, but specifically for people from the protected characteristic groups and deprived communities. This will be dependent upon the way in which the Proposal is implemented and the systems and processes the Constituent Councils put in place for ensuring that the proposed EMCCA, if established, seeks to address inequality as an integral part of everything it does and every decision it makes.

The public consultation and its findings provided an important first step in expanding the evidence base upon which this EIA relies. The consultation took steps to specifically target people from the protected characteristic groups and deprived communities, to ensure that their voices, concerns and preferences were considered and resulted in amendments required made to the Draft Proposal, and in the final decision on whether to submit the Proposal to Government.

The proposed EMCCA will constitute a public body and become subject to the Public Sector Equality Duty under the Equality Act 2010. This will require the authority to set equality objectives, publish annual equalities information and have due regard for equality matters when carrying out its functions, including when making decisions and delivering projects and programmes. It may wish to give early thought to how it can begin to meet these and other duties, especially as it further develops its priorities, begins to get established and finalises its workstreams and Board composition. The Constituent Councils are themselves subject to the PSED and as such they will need to comply with their own respective policies and procedures as they plan, prepare for and implement the transition to a formal EMCCA (according to the transition process set out in the Proposal).

## Part 5. Equality Action Plan

Please complete this Action Plan for any negative or unknown impacts identified in the Analysis above.

<b>Issue identified</b>	<b>Action required to reduce impact/ mitigate</b>	<b>Timescale and responsibility</b>	<b>Monitoring and review arrangements</b>
The proposed EMCCA will become a public body and subject to the PSED.	Consider how the new authority will meet the requirements of the Public Sector Equality Duties as it develops, is established and take appropriate actions.	Shadow EMCCA All Constituent Councils	Ongoing monitoring, review and action during the planning, preparation and implementation of the transition to a formal EMCCA
Further EIAs will be required as proposals go forward to	Consider establishing a workstream for equality, diversity and inclusion to	All Constituent Councils Shadow EMCCA	Ongoing monitoring, review and action during the planning, preparation and

assess more detailed plans and proposals	inform the development of a programme of EIAs until such time as the new authority has resources in place of its own		implementation of the transition to a formal EMCCA
Ensuring continued engagement and interest in the development of the EMCCA by people from protected characteristic groups	Agree a method for analysing consultation responses and reporting back on the outcome of consultation to those who took part, explaining how their feedback will be used to further shape the development of the new authority	All Constituent Councils	Following submission of the final Proposal to each Constituent Council for final decision

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## Summary of Devolution Consultation Communications and Publicity

A consultation publicity campaign took place in the build up to and during the consultation, which took place from 14 November 2022 to 9 January 2023.

Communications and marketing colleagues across the four constituent councils (Derbyshire County Council, Nottinghamshire County Council, Derby City Council, and Nottingham City Council) were given a target of achieving 4,000 responses, a benchmark based on comparable figures from other areas. Through a mixed-media campaign approach, the team achieved 122% of this target, with nearly 5,000 responses.

### Libraries and other public buildings

- Paper copies of the consultation survey, printed copies of the proposal, and paper copies of the summary document were made available at 45 libraries in Derbyshire, 12 libraries in Nottinghamshire, 15 libraries in Derby, and 13 libraries in Nottingham.
- Paper copies of the consultation survey were also made available at other public buildings, such as the Council House in Derby.
- As well as physical copies mailed out, electronic versions of the survey were provided so that copies could be printed out locally or sent on as needed.
- The photo below shows materials at Arnold Library during the consultation period.



### Press releases

Five press releases relating to the devolution consultation were sent out to local media:

- One as the decision on whether to go to public consultation was put to the four constituent councils, sent on 24 October 2022: [www.nottinghamshire.gov.uk/newsroom/news/114-billion-east-midlands-devolution-deal-plans-to-go-to-councils-for-approval-on-public-consultation](http://www.nottinghamshire.gov.uk/newsroom/news/114-billion-east-midlands-devolution-deal-plans-to-go-to-councils-for-approval-on-public-consultation)
- The second announcing that the decision had been made, and a consultation would begin on 14 November 2022: [www.nottinghamshire.gov.uk/newsroom/news/public-consultation-on-114-billion-devolution-deal-to-begin-in-november](http://www.nottinghamshire.gov.uk/newsroom/news/public-consultation-on-114-billion-devolution-deal-to-begin-in-november)
- The third on the day the consultation started, sent 14 November 2022: [www.nottinghamshire.gov.uk/newsroom/news/consultation-on-114-billion-devolution-plans-begins](http://www.nottinghamshire.gov.uk/newsroom/news/consultation-on-114-billion-devolution-plans-begins)
- The fourth relating to the stakeholder conference, which also highlighted the consultation, sent on 13 December 2022: [www.nottinghamshire.gov.uk/newsroom/news/local-leaders-discuss-114-billion-east-midlands-devolution-plans](http://www.nottinghamshire.gov.uk/newsroom/news/local-leaders-discuss-114-billion-east-midlands-devolution-plans)

- The fifth highlighting that the end of the consultation period was approaching, sent on 9 January 2023 [www.nottinghamshire.gov.uk/newsroom/news/consultation-on-114-billion-devolution-proposal-ends-on-9-january](http://www.nottinghamshire.gov.uk/newsroom/news/consultation-on-114-billion-devolution-proposal-ends-on-9-january)

These releases, and other publicity leading up to and during the consultation period, resulted in dozens of pieces of coverage between November and January, including radio and broadcast pieces, and the articles below:

- [Nottingham agrees to public consultation on £1.14bn devolution deal | TheBusinessDesk.com](#) 1 November 2022
- [All four councils agree to consult public as £1.14bn East Midlands devolution deal edges closer - Notts TV News | The heart of Nottingham news coverage for Notts TV](#) 4 November 2022
- [Find out more about what devolution could mean – Mansfield, Ashfield & Sherwood News Journal \(news-journal.co.uk\)](#) 7 November 2022
- [Chance to have your say on the East Midlands new £1.14bn devolution deal | Worksop Guardian](#) 8 November 2022
- [Public consultation on £1.14 billion East Midlands devolution plan begins - Nottinghamshire Live \(nottinghampost.com\)](#) 14 November 2022
- [Consultation launched over £1.14bn East Midlands devolution deal - Gedling Eye](#) 15 November 2022
- [East Midlands devolution deal plans: Consultation begins - Quest Media Network - Tameside Radio, Tameside Reporter, Oldham Reporter, Glossop Chronicle](#) 18 November 2022
- [East Midlands Chamber urges region's businesses to get involved with devolution consultation - East Midlands Chamber \(emc-dnl.co.uk\)](#) 21 November 2022
- [East Midlands Devolution \(ageuk.org.uk\)](#) 25 November 2022
- [Can devolution close the skills gap? - Issue 16 - University of Derby](#) November 2022
- [East Midlands devolution: 'Still a work in progress' | Local Government Chronicle \(LGC\) \(lgcplus.com\)](#) 10 December 2022
- [Region's £1.14bn devolution plans discussed at conference - Marketing Derby](#) 15 December 2022
- [Rowley: committed to 'empower' East Midlands through devolution - Room 151](#) 15 December 2022
- [Have your say on the East Midlands Devolution... | Nottingham College](#) 21 December 2022
- [How £1.14 billion East Midlands deal could affect you as deadline nears to have your say - Nottinghamshire Live \(nottinghampost.com\)](#) 1 January 2023
- [Public consultation on Nottinghamshire and Derbyshire devolution plan to end next week - Nottinghamshire Live \(nottinghampost.com\)](#) 5 January 2023
- [Public consultation on £1.14bn East Midlands devolution proposal for for Nottinghamshire, Derbyshire, Nottingham and Derby ends on January 9 \(newarkadvertiser.co.uk\)](#) 5 January 2023
- [Consultation on £1.1bn devolution deal set to end | TheBusinessDesk.com](#) 9 January 2023
- [Last chance to have say on £1.14bn East Midlands devolution deal - BBC News](#) 9 January 2023

Local councils also publicised the consultation on their websites.

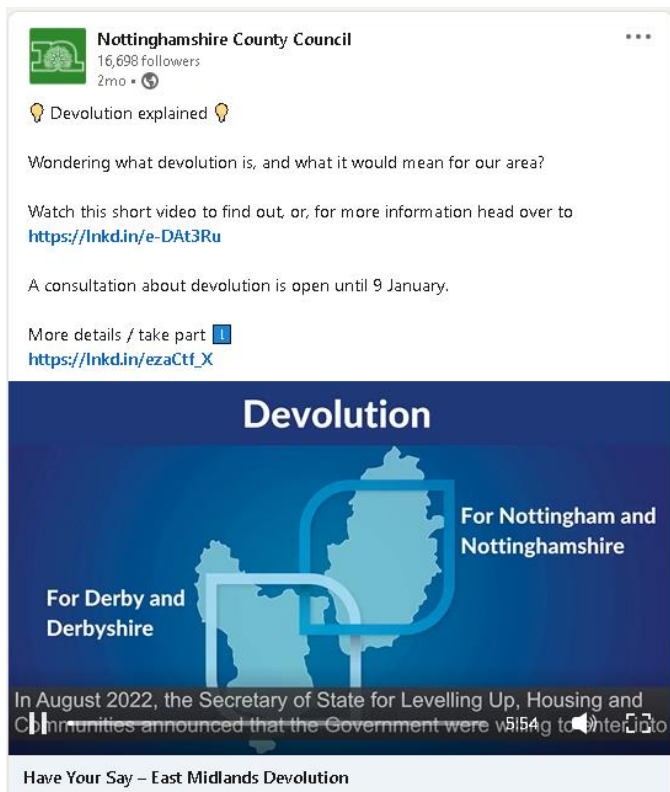
### Targeted social media

- The campaign included social media promotions targeted at people in Derbyshire, Nottinghamshire, Derby, and Nottingham with a total combined reach (people who saw the posts) of 406,300.
- The promotions resulted in 9,776 link clicks, taking people to the devolution website.
- The total number of impressions (how many times the promotion was displayed on a screen) of 978,276.



### Native social media

- The four constituent councils repeatedly posted about the consultation on their own social media channels. For example, Nottinghamshire County Council posted more than 50 times during the consultation period, linking to the website and online survey.
- This content included video clips, like this one, encouraging residents and local stakeholders to take part in the consultation: [www.facebook.com/watch/?v=1273818313399347](https://www.facebook.com/watch/?v=1273818313399347) and a video animation shown on different social media channels explaining what was happening with devolution, and the consultation: [www.linkedin.com/feed/update/urn:li:ugcPost:7010257485148082176/](https://www.linkedin.com/feed/update/urn:li:ugcPost:7010257485148082176/)



- Social media content was shared with local partners, such as district and borough councils, universities, and other organisations, for them to use, and posts were also shared natively on platform.

### Consultation toolkit

A public consultation toolkit was sent out to local organisations, including district and borough councils, explaining the consultation, giving relevant background, providing social media assets, key information, content which could be used on websites or in newsletters, FAQs, and other details. Parish councils were also notified.

### E-newsletters, emails, and print material

Content was made available to be used in e-newsletters or emails to residents, or, where possible, in printed publications, and appeared in print and digital material. For example:

- An article about devolution appeared in the winter 2022 edition of Gedling Borough Council's 'contacts' publication, with a link to the devolution website.
- E-newsletters were sent to Nottinghamshire subscribers (approximately 141,000 people) on 24 November 2022, which correlated to a rise in the number of responses to the consultation.
- The Nottingham Arrow (Nottingham City Council print material) was sent to 130,000 homes in Nottingham during the consultation period and included an article about devolution.
- The devolution consultation was featured in two editions of the Derbyshire Now printed magazine for residents which was distributed to 350,000 households (96%) both prior to and during the consultation.
- The devolution consultation was also featured in five of the Nottingham leader's bulletins, each sent out to 49,000+ people. It was also mentioned in specialist news bulletins about housing, transport, and energy, sent to 22,000+ people in Nottingham.
- Parish councils and community groups were contacted through Derbyshire's Community News e-newsletter on 22 November and 6 December (4000+ recipients). Parish councils in Nottinghamshire were also contacted by email and provided with background information and material.
- The constituent councils also let their own staff know about the devolution consultation through internal newsletters / news channels.

### Supporting in-person and online events

E-newsletters, social media posts, and other content sent out during the consultation also highlighted online and in person events taking place, where residents and local stakeholders would have the opportunity to ask questions of council leaders, for example, this social media post highlighting the in-person event at Nottingham Council House:

[www.facebook.com/nottinghamshire/photos/a.236752559709581/5977016302349816/](https://www.facebook.com/nottinghamshire/photos/a.236752559709581/5977016302349816/)

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Given extensive efforts to publicise the consultation through different channels throughout the consultation period, the constituent councils are confident that the publicity meets legal requirements.

The views of all interested parties were welcomed and encouraged, with opportunities to ensure everyone had the chance to share their views. Specific efforts were made to engage with harder to reach groups, and stakeholders, including those who would be affected by the proposed changes, were contacted directly.

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**Wednesday, 22 March 2023**

**Report of the Managing Director**

**Council Plan and Departmental Service Plans Refresh 2023-25**

**1. Purpose**

- 1.1 To seek approval of the authority's Council Plan Refresh 2023-25 and Departmental Service Plans Refresh 2023-25.

**2. Information and Analysis**

- 2.1 The Council Plan sets out the Council's ambition and values together with the outcomes that the Council is seeking to achieve, working with partners and local communities. Service Plans set out how each department will contribute to the outcomes and priorities set out in the Council Plan and deliver their own operational priorities. In March 2021, Council approved the new Council Plan 2021-25, to drive forward activity over the forthcoming four years and new Service Plans for 2021-25.
- 2.2 The Council Plan and Service Plans are refreshed annually with a light touch refresh of Plans taking place to ensure they remain up to date and fit for purpose for the period 2023-25.
- 2.3 The draft Council Plan for 2023-25 continues to be structured around the following four key priorities:
- 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

2.4 In addition, the draft Plan outlines the key achievements for the Council during 2022-23, which include:

- Working with partners to secure a £1.14bn devolution deal for the East Midlands, covering Derbyshire, Nottinghamshire, Derby, and Nottingham, which will secure additional powers and functions from central government and guarantee income streams of £38m each year over the next 30 years
- Delivering 350 road and footway maintenance projects, equating to £30m, including fixing over 100,000 potholes
- Securing £47 million to deliver a 3-year programme of improvements to local bus services
- Supporting local people facing financial hardship due to the rising cost of living by providing warm, safe spaces in Council buildings, and delivering the Household Support and Discretionary Funds
- Providing 70,000 holiday activity and food places to vulnerable children
- Welcoming over 1,200 Ukrainian refugees into Derbyshire
- Approving £900,000 of grants to help voluntary and community sector organisations to support their communities
- Achieving a 64% reduction in greenhouse gas emissions from Council land and property from our 2009-10 baseline, through activities such as rationalising our land and building assets and reducing the number of journeys undertaken for Council business
- Launching a Vision Derbyshire Climate Change Strategy and Natural Capital Strategy
- Investing over £890,000 on green energy and carbon reduction schemes through our Green Entrepreneurs Fund
- Delivering high quality services, with latest inspection activity showing a sustained level of improvement across services for care leavers, youth justice and children in need of help and protection
- Achieving our target of 91% of children's homes being judged good or outstanding
- Supporting more than 4,300 people to complete a Live Life Better Derbyshire Health and Wellbeing MOT
- Ensuring over 1,400 people with a learning disability and/ or who are autistic have an outcome focused plan in place
- Helping more than 13,650 people get home from hospital with support



2.5 The continued increase in demand for services, rising inflation and costs of living alongside reducing budgets, makes providing the services local people need and want within the available resources, incredibly challenging. The Plan acknowledges these challenges and also reflects the future aspirations the Council has for Derbyshire, which include:

- Delivering devolution, where the transfer of both powers and funding from government will help to improve local transport, adult skills and training opportunities, housing and the environment and encourage the creation of quality local jobs that give people a decent standard of living and a better quality of life
- Seeking further reductions in greenhouse gas emissions generated by the Council, moving towards our target of net zero by 2032 or sooner. This will involve actions to address the reduction in more difficult emissions and identifying how further reductions might be achieved through the use of appropriate carbon offsetting measures
- Working with communities, businesses and partners for a greener Derbyshire, to reduce greenhouse gas emissions generated across the county from our homes, transport and industry to net zero by 2050 or sooner through activities such as the installation of 1,000 electric vehicle charging points and provision of advice to home owners and renters on how to decarbonise their homes
- Exploring opportunities to drive heritage and tourism-based growth by delivering the Derbyshire Cultural Framework and maximising the potential of the Derwent Valley Mills World Heritage Site
- Completing the delivery of a £120m 3-year Local Transport Programme and implementing a £47 million Bus Service Improvement programme
- Working with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight
- Continuing our focus on delivering high performing services and providing effective early help for individuals and communities

2.6 The draft Council Plan 2023-25 is now attached at Appendix 2 for consideration. This is supported by an updated draft Delivery Plan, attached at Appendix 3, which sets out clear timescales and lead responsibility for identified activities. The Council will continue to assess progress through regular monitoring of the identified actions and key performance measures set out in the Plan. Council is asked to approve the draft Council Plan and draft Delivery Plan as recommended by Cabinet at the 16 March meeting. Any changes to published papers required by Cabinet will be reported back verbally to Council at this meeting.

- 2.7 Refreshed Service Plans 2023-25 and accompanying Delivery Plans set out how each department will contribute to the outcomes and priorities outlined in the Council Plan and deliver additional priorities identified by each of the four Council departments.
- 2.8 Detailed planning, to support the refresh of Service Plans for 2023-25, has been undertaken, to ensure the Council is able to deliver on its ambitions. This has included consideration of key risks, timescales for delivery, resource requirements, interdependencies and workforce planning alongside an outline of the commercial pipeline of procurement for each department.
- 2.9 Each Service Plan sets out a range of performance measures to monitor progress. Baseline and target information for a small number of measures are still to be confirmed due to the reliance on data that is not fully available until later in the year. Service Plans will be refreshed at appropriate points during the year to ensure that they include updated information, once available.
- 2.10 Draft Service Plans 2023-25 and Delivery Plans for the Council's four departments are now attached at Appendices 4 to 7 to this report respectively. Council is asked to approve the draft Service Plans as recommended by Cabinet at the 16 March meeting. Any changes to published papers required by Cabinet will be reported back verbally to Council at this meeting.

### **3. Consultation**

- 3.1 As part of the process for developing the four-year Council Plan for 2021-2025, consultation took place during 2021 for a period of six weeks. As a result of the consultation, a number of changes were made to help strengthen the Council Plan 2021-25.
- 3.2 Residents' responses to the 2022 Your Council, Your Voice residents survey which took place between 03 October and 14 November 2022 has helped to shape the refresh of the Council Plan and Service Plans. Respondents indicated that their three top priority service areas were highways services, supporting public and community transport and environmental policy. With key actions focusing on the local transport programme, bus and rail services, the Climate Change Strategy and the mitigation of flooding, the refreshed Plans clearly reflect the priorities of residents.
- 3.3 The refreshed Council Plan and Service Plans have also been shaped by ongoing consultation and engagement activity undertaken by

departments, including for instance, the Youth Network, Older People's Forum and Black and Minority Ethnic Communities Forum.

#### **4. Alternative Options Considered**

- 4.1 Alternative Option 1- Do Nothing. The Council could continue to progress the existing Council Plan and Service Plan documents until they expire in 2025. This option is not desirable as it would mean any new strategic and departmental priorities and activity would not be accounted for in the existing Plans.

#### **5. Implications**

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

#### **6. Background Papers**

- 6.1 Report to Council 24 March 2021 – Council Plan 2021-2025, including;
- Appendix A – Council Plan 2021-25
  - Appendix B – Council Plan Delivery Plan 2021-22
- 6.2 Report to Council 24 March 2021 – Departmental Service Plans 2021-2025, including:
- Appendix A – Departmental Service Plans

#### **7. Appendices**

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Council Plan Refresh 2023-25
- 7.3 Appendix 3 – Council Plan Delivery Plan Refresh 2023-24
- 7.4 Appendix 4 – Adult Social Care and Health Service Plan Refresh 2023-25
- 7.5 Appendix 4a – Adult Social Care and Health Delivery Plan
- 7.6 Appendix 5 – Children's Services Service Plan Refresh 2023-25
- 7.7 Appendix 5a – Children's Services Delivery Plan
- 7.8 Appendix 6 – Corporate Services and Transformation Service Plan Refresh 2023-25
- 7.9 Appendix 6a – Corporate Services and Transformation Delivery Plan
- 7.10 Appendix 7 – Place Service Plan Refresh 2023-25
- 7.11 Appendix 7a – Place Delivery Plan

#### **8. Recommendations**

That Council:

- a) Approves the authority's refreshed Council Plan 2023-25 Council as recommended by Cabinet at the 16 March meeting.
- b) Approves the authority's refreshed Council Plan Delivery Plan 2023-24 as recommended by Cabinet at the 16 March meeting.
- c) Approves the authority's refreshed Departmental Service Plans 2023-25 as recommended by Cabinet at the 16 March meeting.

## **9. Reasons for Recommendations**

- 9.1 The approval of the refreshed Council Plan will ensure that the Council's key strategic priorities and activity remain up to date.
- 9.2 The approval of the refreshed Council Plan Delivery Plan will ensure that clear timescales, lead responsibility and risks are identified for all activities.
- 9.3 The approval of the refreshed Service Plans will ensure that departmental plans encompass emerging key priorities and activity.

Report Author: Laura Howe

Contact details: [Laura.Howe@derbyshire.gov.uk](mailto:Laura.Howe@derbyshire.gov.uk)

## **Implications**

### **Financial**

- 1.1 Information regarding the Council's budget is set out in the Council Plan alongside the outcomes the Council is seeking to achieve. There are also a range of actions in the Council and Service Plans to ensure the Council continues to deliver value for money.
- 1.2 Budgetary resources required to deliver each of the key actions in the Council and Service Plans have been considered.
- 1.3 The capital and revenue programmes included in Service Plans accord with the revenue and capital budgets approved by Council in February 2023. A Commercial Pipeline of Procurement over the next 24 months is set out in the appendices to the Plans.

### **Legal**

- 2.1 There is no specific statutory requirement for the Council to have a Council Plan. However, it is important that the Council sets out its priorities and ambitions so that Members, staff, residents and stakeholders have a clear understanding of what the Council seeks to achieve. Legal advice will be provided on individual projects and initiatives included in the Council Plan and Service Plans as necessary.
- 2.2 The Commercial Pipelines of Procurement for each department are included in accordance with Financial Regulations.

### **Human Resources**

- 3.1 The Council Plan sets out the Council's aim to embed the Council's People Strategy.
- 3.2 As part of the Service Plan refresh departments have considered how they will work towards achieving the people priorities which are set out in the Council's People Strategy; key actions supporting this are set out in the Plans.
- 3.3 Workforce capacity to deliver the key actions in the Council Plan and Service Plans has been considered.

### **Information Technology**

- 4.1 Continuing developments in IT will support the Council's organisational transformation and delivery of the Enterprising Council ambitions as set out in the Plan.
- 4.2 Information Technology requirements to deliver the Plans have been considered for each key activity.

### **Equalities Impact**

- 5.1 The Council's commitment to enhancing the wellbeing of communities and individuals and promoting equality and diversity has been embedded throughout the Plans.

### **Corporate objectives and priorities for change**

- 6.1 The Council Plan clearly sets out the Council's ambition, outcomes, and priorities and the Service Plans support this.

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

#### **Health and Safety**

- 7.1 Activities to support health and safety will be taken forward as part of embedding the Council's People Strategy as set out in the draft Council Plan.

#### **Environmental Sustainability**

- 8.1 The draft Council Plan outlines the Council's ambition of achieving net zero emissions as a council by 2032, or sooner, and for the county of Derbyshire to be net zero by 2050. This includes a number of activities relating to climate change such as developing a Local Natural Recovery Strategy; reducing emissions from Council land, building and operations; working with partners, businesses, and communities to reduce carbon emissions across Derbyshire through the installation of 1,000 electric vehicle charging points and providing advice to home owners and renters on how to decarbonise homes by 2025. Scenario plans to offset residual carbon emissions will also be developed along with the planting of over 150,000 trees.
- 8.2 Departments have outlined in their draft Service Plans how they will contribute to achieving the Council's ambition of achieving net zero as a council by 2032, or sooner, and for the county of Derbyshire to be net zero by 2050.

8.3 The Council Plan also includes activities relating to rationalising Council land and buildings and improving the management of those that remain along with progressing the Council's approach to modernising working practices.

### **Property and Asset Management**

9.1 As part of the refresh of the Plans, departments have also considered their requirements regarding property and asset management to support the delivery of their priorities.

### **Risk Management**

10.1 In refreshing the Council Plan and Service Plans principal risks for all activity moving forward have been identified and included.

### **Safeguarding**

11.1 Activity to ensure that high quality safeguarding services are in place for adults, children and families is included within the Council Plan and the Service Plans for Children's Services and Adult Social Care and Health.

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# Council Plan

Refresh 2023-25

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# Foreword

Refreshing our Council Plan is important because it's our blueprint for the year ahead. It helps us to recognise and appraise the achievements of the last 12 months as well as giving us the opportunity to reassess and reshape our priorities where needed, ensuring we have strong, clear objectives in place.

Having a robust Plan which sets out what we want to achieve and how we intend to do it is essential, not only for us as a council, but for Derbyshire residents too.

We want our residents to feel assured that we are working hard for them, and that at the heart of all we do is a drive and determination to get things right, supporting individuals, families, communities and businesses at every given opportunity.

In refreshing the Council Plan we identify the challenges ahead and ensure we are prepared, with planned, clear strategies and plans in place. And it also means we can identify future opportunities so that we are ready to take advantage of them and can demonstrate our ambitions for our residents and the county as a whole.

There is no doubt looking ahead that there will be many challenges facing the council, and these will centre mainly on budget pressures due to factors outside our control.

We have always been and remain a well-run, responsible, enterprising and financially stable council, but like councils up and down the country we must acknowledge the forces beyond our control which will make this year and future years difficult, and we anticipate tough decisions will need to be made down the line.

These external forces include inflation, rising fuel and energy costs and a continuing increase in demand for adult social care and children's services.

Being aware of the challenges and pressures ahead makes us more determined than ever to ensure we are working as efficiently and effectively as we possibly can, finding savings where we can and ensuring everything we do offers the best value for money.



While it is difficult for us as a council, we recognise the pressure on Derbyshire households and businesses brought about by the cost of living rises.

Our work around providing warm, safe spaces in our buildings and providing grants to help voluntary, community and charity organisations to support their communities has been welcomed, and we will continue to do what we can to ensure support gets to those who need it most during challenging times.

Although budget pressures will loom large over our activities in the coming 12 months and beyond, we will ensure as an enterprising council, that no opportunities are missed, and will continue to work closely with all our partners to achieve the goals we know will improve the lives of residents, communities and our local economy.

One issue that is likely to dominate in a positive way, certainly over the course of this Plan, is the Industrial Revolution, with a deal worth over £1 billion to our region over the next 30 years.

The Industrial Revolution would bring more and better jobs and opportunities for training, improve the local economy, result in better transport and housing and accelerate our route to Net Zero. It is an opportunity not to be missed and we are doing all we can in close partnership to make this happen.

We continue to be extremely proud of all that we do and are confident our refreshed Council Plan sets out a clear direction for the future. This planning and focus will ensure we continue delivering the best we can for Derbyshire.



**Barry Lewis**  
Leader of Derbyshire  
County Council



**Emma Alexander**  
Managing Director

# About Derbyshire

- A county with a rich, diverse heritage with spectacular landscapes such as the Peak District National Park and other unique attractions
- Derbyshire is a largely rural county with many sparsely populated areas alongside larger built-up urban conurbations
- The county has a total population of 794,600 people
- Derbyshire's population is expected to increase by 13% by 2043
- Population growth varies across the county ranging from just 5% in Derbyshire Dales to 30% in South Derbyshire
- Derbyshire has an increasingly ageing population with the 85+ population set to double by 2043
- The county's Black and Minority Ethnic population has more than doubled over the ten last years, now representing 6% (50,256) of the county's population
- Derbyshire's economy is worth £16.7 billion with the largest sector being manufacturing which employs over 292,000 people
- Around 9.5 million people in the surrounding cities of Derby, Sheffield, Nottingham, Manchester, and Leicester live within easy reach of Derbyshire
- 28 market towns play a significant role in the local economy. Chesterfield is the county's largest town, with a population of 89,466

“ Derbyshire's economy is worth £16.7 billion with the largest sector being manufacturing which employs over 292,000 people ”



# About the 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 ”

## Values



### The way we work – we will:

- 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

## Outcomes



### We want Derbyshire to have:

- Resilient, thriving, and green communities which share responsibility for improving their areas and supporting each other
- Happy, safe, and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse, and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential
- Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all
- High quality public services that work together alongside communities to deliver services that meet people's needs

# Our Strategic Approach

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**Thriving Communities**  
Supporting greater collaboration with and across our communities to bring about change, ensuring people and places thrive.



**Thriving Communities**  
working with our communities to succeed



**Vision Derbyshire**  
working with our partners to succeed

**Vision Derbyshire**  
Collaborating with partners in new and powerful ways, maximising existing resources to collectively address complex challenges and shape future services to deliver better outcomes for local people and places.



**Enterprising Council**  
working within our organisation to succeed

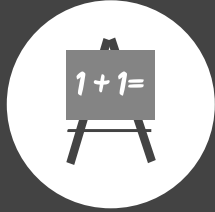
**Enterprising Council**  
Transforming the organisation, working as one council, ensuring we are prepared for the future and able to respond to the challenges and opportunities that lie ahead.



# Our Services



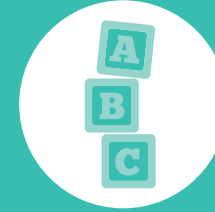
A total of 64 elected members represent the residents of Derbyshire



Supports 420 schools to offer the best education



Provides safe, stable homes for almost 900 children in our care



Dealt with more than 28,000 concerns about child safety or wellbeing



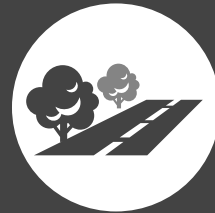
Supports nearly 15,000 older and disabled people to live independently at home



Dealt with more than 32,300 requests for adult social care assessments, advice, and information



Runs 45 branch libraries and 2 mobile libraries



Maintains 3,597 miles of roads and 2,796 miles of pavements and footways each year



Looks after 1,182 bridges, 495 footbridges, over 3,000 miles of rights of way and 89,942 streetlights

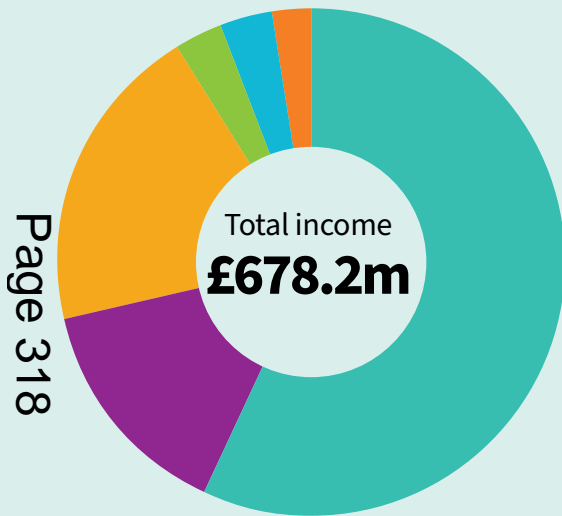


Runs nine household waste recycling centres and disposes of more than 414,819 tonnes of waste each year

# Budget

The Council employs more than 11,200 people and has a budget of £678.2m in 2023-24 that is used to deliver a broad range of services including its statutory responsibilities. This money comes from six main sources and is spent on the following service areas:

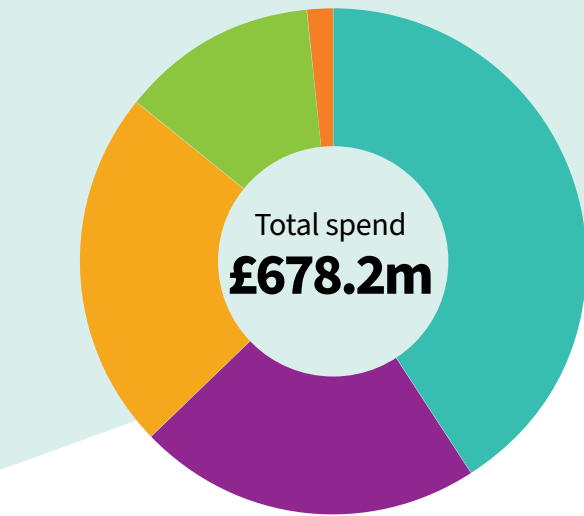
## Where the money comes from (£m)



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- Council Tax (**£387.0m**)
- Business rates top up grant (**£97.8m**)
- General grants (**£134.6m**)
- Business rates (**£19.4m**)
- Use of reserves (**£23.7m**)
- Revenue support grant (**£15.7m**)

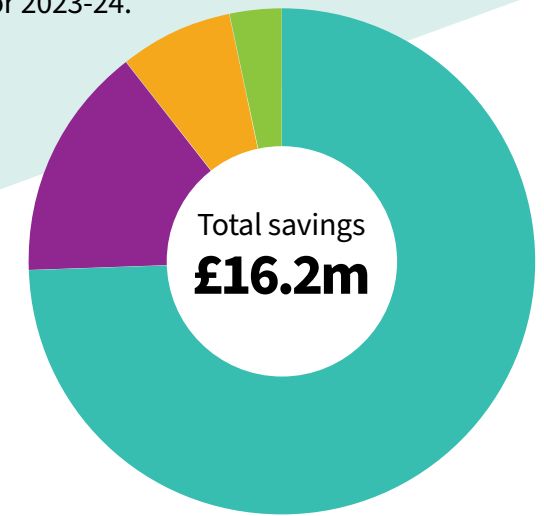
## How the money will be spent (£m)



- Adult Care (**£278.1m**)
- Children's Services (**£148.8m**)
- Other services, contingency, interest, receipts and debt charges (**£155.3m**)
- Place (**£86.1m**)
- Health and Communities (**£9.9m**)

## Savings (£m)

The Council needs to make total savings of £46.4m by the end of 2027-28, of which the following £16.2m savings have been identified for 2023-24.



- Adult Care (**£12.1m**)
- Other services and contingency (**£2.4m**)
- Place (**£1.2m**)
- Children's Services (**£0.5m**)

# Our Achievements



Worked with partners to secure a £1.14bn. devolution deal for the East Midlands, guaranteeing income streams of £38m each year over the next 30 years



Released over £1.2 million for commissioning new Voluntary and Community Sector services and activities



Approved £900,000 of grants to support local community activity



Welcomed over 1,200 Ukrainian refugees into Derbyshire



Provided over 9,700 instances of support as part of the Thriving Communities Programme



Secured £47 million to deliver a 3-year programme of improvements to local bus services



Delivered 350 road and footway maintenance projects, equating to £30m, including fixing over 100,000 potholes



Invested over £890,000 on green energy and carbon reduction schemes through our Green Entrepreneurs Fund



Launched a Vision Derbyshire Climate Change Strategy and a Natural Capital Strategy



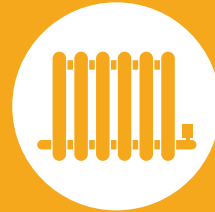
Achieved a 64% reduction in carbon emissions from the Council's estate and operations since 2009-10



Secured £250,000 funding to facilitate the planting of trees in Derbyshire



Awarded 21,132 Emergency Cash Payments worth over £2.2 million from the Derbyshire Discretionary Fund to support those facing financial hardship



Offered 23,926 residents £100 cost of Living payment to help with autumn heating costs through the Household Support Fund



Supported more than 4,300 people to complete a Live Life Better Derbyshire Health and Wellbeing MOT



Installed 270 grant funded adaptations to dwellings to enable people to continue to live at home



Provided 70,000 holiday activity and food places to vulnerable children



Over 1,400 people with a learning disability and/ or who are autistic now have an outcome focused plan in place



Helped more than 13,650 people get home from hospital with support



Latest inspection activity showed sustained improvements across services for care leavers, youth justice and children in need of protection



On track to raise £2.9 million from the disposal of Council land and buildings



# Our Plan for 2023-25

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# Challenges & Opportunities

## Rising costs of living

The increase in the cost of food, fuel and energy prices is affecting all residents and business across the county. For those who were already in need of support or facing disadvantage the rise in the cost of living is putting these people at an even greater risk of severe financial hardship. The Council is working to ensure support gets to those who need it most during these challenging times, including the delivery of the Household Support and Discretionary Funds, providing warm, safe spaces in our buildings and providing grants to help voluntary, community and charity organisations to support their communities.

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## Budget pressures

As common with other organisations, the Council is dealing with rising inflation levels, disruption to supply chains and the costs of fuel and energy. This, together with the continued increase in demand for adult social care, children's safeguarding services and for the Council to meet its responsibility as a corporate parent for children in the Council's care, is making the provision of services that local people need within the available resources incredibly challenging.

“ The Council is working to ensure support gets to those who need it most during these challenging times... ”



Alongside this we can be called upon in our role of supporting communities to be safe and resilient, whether responding to public health challenges or welcoming refugees to Derbyshire and assisting in their resettlement. These circumstances create their own service pressures and in addition, many Council departments continue to face difficulties recruiting and retaining staff with the appropriate skills in a competitive labour market.

The Council is committed to finding a way through these difficult times by reviewing and changing the way that we work. This includes lobbying central government for additional resources, making additional budget savings, and transforming the way in which we operate. The Council recognises that many of the challenges cannot be faced alone, and we are committed to working collaboratively with our partners to combine resources and find solutions to deliver better outcomes for local people.

## Climate Change

Urgent action is needed to prevent further changes to the global climate. Locally, the increase in global temperatures has led to more frequent extreme weather events such as heatwaves, droughts, storms, and extreme rainfall. This has led to significant flooding in parts of the county, causing damage to homes, businesses and the county's transport and highways infrastructure.

**“ The Council also recognises that many of the challenges cannot be faced alone, and we are committed to working collaboratively with our partners to combine resources and find solutions to deliver better outcomes for local people. ”**



The Council is committed to reducing the harmful levels of greenhouse gas in the environment to help limit the devastating impact such events can have upon communities as well as the natural and built environment. To achieve our ambitious target of reducing the greenhouse gas emissions generated by the Council to net zero by 2032, or sooner, the Council has been working hard to review and rationalise our land and building assets and reduce emissions from operations such as streetlighting and travel for Council business. The latter has included reducing the number of journeys taken and encouraging employees to use sustainable transport or the Council's pool of electric vehicles rather than their own cars.

These and other actions have enabled the Council to achieve a 64% reduction in greenhouse gas emissions from its own estate and operations to date. As well as continued rationalisation of assets, further effort will be focused on tackling the more challenging emissions such as those resulting from heating Council buildings and the further reductions required from business travel activity. Supplementary work is now underway to explore how the further reductions needed might be achieved, including the use of appropriate offsetting measures.

The Council is also helping reduce greenhouse gas emissions generated across the county from our homes, transport and industry to net zero by 2050 or sooner, by working with people in our communities, businesses, local councils, interest groups, other partners and government to take action and deliver the Council's Climate Change Strategy: Achieving Net Zero (2021-2025).





## Our aspirations for the future

Despite the challenging times that lie ahead, our aspirations for Derbyshire remain as strong as ever.

Moving forward the Council will continue to work with partners to drive forward Vision Derbyshire, a collaborative working model across all local authorities in Derbyshire and explore opportunities to maximise heritage and tourism-based growth, making the most of the county's rich assets.

Alongside Nottinghamshire County Council, Derby City Council and Nottingham City Council, the Council has agreed a £1.14 billion devolution deal with government and the councils will work together to create a new Mayoral Combined County Authority for the East Midlands. This will see funding and powers move from national to regional level to improve transport, adults skills training, housing, the environment, and to encourage the creation of quality local jobs that give people a decent standard of living and a better quality of life.

Devolution also offers local people a much greater say over issues that affect them and will provide the funding and tools to help the area recover fully from COVID-19 and the current challenging economic climate, ensuring support and opportunities are available to all, to build a fairer, more inclusive future for the county.

**“ Alongside Nottinghamshire County Council, Derby City Council and Nottingham City Council, the Council has agreed a £1.14 billion devolution deal with government and the councils will work together to create a new Mayoral Combined County Authority for the East Midlands. ”**



# Priorities

We will focus our efforts and resources on the following priorities



**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**

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# Key Actions



# Resilient, healthy and safe communities

## In the next year we will:

Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight

Provide support to people and communities in need, including financial help from our Discretionary Fund, and other activities that promote financial inclusion and tackle cost of living pressures

Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-25

Work with partners to welcome refugee families into Derbyshire and developed a Countywide response to the implementation of asylum dispersal

Ensure the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and Violence Against Women and Girls

Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council

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

## By 2025 we will have:

Worked with people to make a difference to their health and enabled them to live healthier and happier lives through a range of support

Ensured individuals and communities most in need are supported and protected

Effectively responded with partners to emerging community safety threats so that there is reduced prevalence of crime and victimisation

Mainstreamed the thriving community approach to reduce demand for high cost services and enable people to live their best lives

School transport which meets young people's needs and contributes to the council's climate targets

# Resilient, healthy and safe communities

## In the next year we will:

Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

Refresh and implement our Library Strategy to ensure a modern, efficient and improved service

Further develop the Council's approach to supporting the voluntary and community sector to ensure it can grow and thrive

Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity

## By 2025 we will have:

Enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on public services

Modernised the library service, relocating three libraries as part of a wider town centre renewal programme, and improved accessibility through a renewed mobile library service and digitisation

New Strategic approach to grants funding has maximised opportunities for local people to contribute to the wellbeing of people and places in Derbyshire

# High performing, value for money and resident focused services

## In the next year we will:

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

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

Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system

Work with partners and central government to deliver an East Midlands Combined County Authority and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero

Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform

Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council

Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money

Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall

## By 2025 we will have:

Continued to work with schools to ensure they increase the percentage of children in good or outstanding schools to above the national average

Maintained effective children's social care services

Embedded a comprehensive approach to customer service, improving residents' experience of interacting with the Council and enabling the authority to anticipate demand for services

Secured improved outcomes for people and places through effective partnership working at a local, regional and national level

Transformed and modernised the Council securing improved outcomes and value for money

# High performing, value for money and resident focused services

## In the next year we will:

Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment

Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities

Continue to centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management and a single point of accountability for budgets and costs

Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain

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

## By 2025 we will have:

Worked as a strong integrated partnership with NHS partners, Integrated Care partners and local Place Alliances to improve health and wellbeing outcomes for the population of Derbyshire

Become an employer of choice attracting and retaining a talented and diverse workforce

Rationalised our land and building assets and improved the management of those that remain

Maintained the lowest possible Council Tax

# Effective early help for individuals and communities

## In the next year we will:

## By 2025 we will have:

Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services

Embedded a culture of prevention and demand management across the Council

Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention

Supported more people to manage their own mental health and wellbeing

Work with District and Borough Council and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people

Continued the implementation of the Older Peoples Housing, Accommodation and Support Strategy

Finalise 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

Put in place a new way of working that connects older people and disabled people to our local communities

Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home

Put in place a new model of care supported by Assistive Technology

Improve outcomes for victims of domestic abuse and their families by focusing on prevention, early intervention, work with perpetrators and commissioning specialist support.

Protected those who experience domestic abuse through effective multi-agency working and reduced fear of crime amongst women and girls in Derbyshire



# A prosperous and green Derbyshire

## In the next year we will have:

Complete the delivery of a £120 million 3-year Local Transport Programme to provide well managed roads and highways and address road safety concerns

Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midlands Mainline Electrification and implementation of Restoring Your Railways programme

Submit a planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse emissions

Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO2e by 2024 and net zero by 2032

Reduce 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

Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021 for the coordinated benefit of Derbyshire's natural environment

## By 2025 we will have:

Invested in improvements to the highway network to bring forward more jobs and homes for the county

Developed and implemented the agreed transport and growth interventions in response to the Integrated Rail Plan recommendations, securing better jobs and cleaner growth for Derbyshire

Subject to a positive viability assessment, and securing government grant funding, delivered the Chesterfield to Staveley regeneration route

Continued to implement the Climate Change Strategy, working with partners, communities and businesses to reduce the county's greenhouse gas emissions and lessen the effects of climate change

# A prosperous and green Derbyshire

## In the next year we will have:

Develop and deliver a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking

Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability

Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology

Refresh and implement our approach to increasing levels of inward investment into the county

Work 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

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

Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities

Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site, that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential

## By 2025 we will have:

New Local Transport Plan approved and implemented

Ensured access to superfast infrastructure for all residents and businesses in Derbyshire

Created more jobs through increased levels of domestic and international inward investment into the county

Ensured that children, young people and adults are empowered to realise their ambitions and maximise their potential

Conserved and promoted Derbyshire's unique heritage to bring greater economic and community benefits, including highlighting our key globally important assets such as the Derwent Valley Mills World Heritage Site

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# Delivering the Plan

The Council Plan is supported by the Council's Financial Plan and an overarching Delivery Plan, and each department has a Service Plan which sets out how the department will deliver the actions in the Council Plan.

In addition to monitoring progress on the actions set out above, the following measures will also be monitored on a quarterly basis to show how we're progressing in delivering the Council Plan. For further information, the Financial Plan, Council Plan Delivery Plan, Departmental Service Plans and Quarterly Performance Reports on Council Plan progress are available on the Derbyshire County Council website.

## Council Plan Measures

### Overarching Measures

- Percentage of residents who are satisfied with the Council
- Percentage of residents agreeing that they feel informed about Council decisions
- Percentage of residents agreeing the Council provides good value for money

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## Resilient, healthy and safe communities



- Number of people with a learning disability and/or who are autistic with an outcome focused support plan
- Number of people with a learning disability and/or who are autistic recovering from mental ill health supported to move from 24-hour residential care to more independent supported living setting
- Number of people achieving a 4 week Quit (quarterly lag)
- Number of people participating in the Live Life Better Derbyshire (LLBD) smoking cessation programme
- Number of people participating in physical activity sessions organised by LLBD
- Number of individuals completing a LLBD health and Wellbeing MOT
- Equality and Diversity measures to be set

## High performing, value for money and resident focused services



- Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted
- Rate of improvement in the proportion of secondary pupils attending good or better schools
- Rate of improvement in the proportion of primary pupils attending good or better schools
- Proportion of practice areas within reflective case reviews judged to be good or better
- Children's social work assessments completed within 45 days
- Initial child protection conferences within 15 days
- Early help assessments completed within 45 days
- Number of services available online via the Council's Customer Relationship Management system
- Achievement of in year budget savings
- Amount of money raised from the disposal of council land and buildings
- Time to hire (Days between a job vacancy shortlisting and contract offer)
- Sickness as a percentage of available working hours

## Effective early help for individuals and communities



- Number of older people and disabled people entering residential and nursing care
- Number of older people and disabled people able to access short term assistance to regain or increase independence
- Numbers of older people and disabled people with eligible social care needs accessing Assistive Technology

## A prosperous and green Derbyshire



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- Total amount of expenditure on the delivery of the Local Transport Programme
- Percentage of residents satisfied with highways and transport services
- Percentage of Principal roads where maintenance should be considered
- Percentage of Non-principal classified roads where maintenance should be considered
- Percentage of the Unclassified road network where maintenance should be considered
- Percentage of road defects repaired within target
- Percentage of pupils achieving the expected level in Phonics
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics
- Percentage of pupils achieving a grade 5 or above in English and Maths at GCSE
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving a grade 5 or above in English and Maths at GCSE
- Percentage of 17-18 year olds in employment, education, and training
- Amount of Apprenticeship Levy transferred to businesses
- Percentage reduction in greenhouse gas emissions from council land and operations from 2010 baseline
- Percentage of premises across the county that have access to Superfast broadband (>30Mbps)

# Have Your Say

We would very much welcome your views on our priorities and the Council Plan. If you would like to discuss any part of it, are interested in getting involved, have any comments or require more information then please contact:



**Policy and Research**  
**Derbyshire County Council**  
**County Hall**  
**Matlock**  
**Derbyshire**  
**DE4 3AG**



**[policy@derbyshire.gov.uk](mailto:policy@derbyshire.gov.uk)**



**Call Derbyshire: 01629 533190**

# Council Plan Delivery Plan 2023-24

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# Derbyshire County Council Delivery Plan 2023-24

This Delivery Plan has been developed to provide more detail on the implementation of the Council Plan 2023-24. It will also help the Council monitor the progress of its work. Timescales are provided though these sometimes extend outside the period of this plan reflecting the long-term ambition and implementation periods required.

## Key

- \* These columns will be used for internal monitoring only
- ASCH Adult Social Care and Health
- CST Corporate Services and Transformation
- CS Children's Services
- Place Place



## Priority: Resilient, healthy, and safe communities

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight</p> <p><b>Lead Department and Officer</b> ASCH – Assistant Director of Public Health</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resources of Public Health Grant</li> <li>• Within existing staffing resource</li> <li>• Commissioning and procurement of e-cigarettes to support people quit smoking, a data management system for stop smoking service, a stop smoking app</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Change in policy position to increase use of E-cigarettes as a tool to enable an individual to stop smoking could create reputational risk for council</li> <li>• Increased demand in Council Services if this activity is not delivered to a high quality</li> <li>• Supply issues with stop smoking medications may prevent effective service delivery</li> <li>• Procurement of E Cigarettes may not complete as planned impacting service delivery</li> <li>• Recruitment and retention of staff may limit service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people participating in the Live Life Better Derbyshire LLBD smoking cessation programme</li> <li>• Number of people achieving a 4 week Quit through LLBD smoking cessation programme</li> <li>• Number of people participating in LLBD weight management programme</li> <li>• Number of people participating in physical activity sessions organised by LLBD</li> <li>• Number of individuals completing LLBD health and Wellbeing MOT</li> <li>• Roll out of E Cigs for LLLBD clients who wish to stop smoking</li> <li>• Delivery of Tobacco Dependency Treatment project at Chesterfield Royal Hospital and University Hospitals of Derby and Burton</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures</p> <p><b>Lead Department and Officer</b> ASCH/ All departments – Assistant Director of Public Health</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Within existing Public Health staffing resource</li> <li>• Commissioning and Procurement</li> <li>• Children’s Services and Public Health are working together on the Derbyshire Discretionary Fund (DDF)</li> <li>• Allocated funding from Department for Work and Pensions for Household Support Fund</li> <li>• Possible additional short-term funding from Contain Outbreak Management Fund or Public Health Reserves</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Partner organisations</li> <li>• Supports corporate priorities regarding cost of living</li> <li>• Children’s Services</li> <li>• Adult Social Care</li> <li>• Voluntary Sector partners</li> <li>• Wider advisory services</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of living pressures may result in service pressures and additional activity being required by Public Health or other departments</li> <li>• Increased demand in Council Services if this activity is not delivered to a high quality</li> <li>• Funding not yet confirmed nor detail of scheme criteria that may be set by Department for Work and Pensions</li> <li>• Legacy impact of service pressure in following year 2024-2025</li> </ul>	<ul style="list-style-type: none"> <li>• Number of awards from the DDF for emergency cash payments</li> <li>• Amount of funds released from the DDF</li> <li>• Numbers of people supported regarding benefits maximisation</li> <li>• Number of claims and appeals supported</li> <li>• Number of awards from the Household Support Fund</li> <li>• Public Health Advisory Service operational by October 2023</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
		<ul style="list-style-type: none"> <li>Department for Work and Pensions</li> <li>District and borough councils</li> <li>Call Derbyshire</li> </ul>		
<p>Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-25</p> <p><b>Lead Department and Officer</b> CST/ All departments - Director of Transformation and Strategy</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing staff resources within Strategy team</li> <li>Resources deployed from departments to lead workstream approach and ensure priorities and actions are embedded across broader council activity</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Workstream approach will require resource and delivery from all Council departments</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources available which will impact on implementation of strategy</li> <li>Potential lack of capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed workstream activity delivered to agreed timescales in line with reporting schedules and performance targets</li> <li>Equality considerations are embedded across the Council's strategies and service plans</li> <li>Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality</li> <li>Annual Equality Report is published and shared publicly</li> </ul>
Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Through grant funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Delivery is dependent on support from other Council departments and partners</li> </ul>	<ul style="list-style-type: none"> <li>The Council does not receive funding to support Asylum Dispersal</li> <li>The cumulative impact of the various resettlement schemes and the roll out of Asylum Dispersal sit outside the Councils control but places</li> </ul>	<p>Refugee families will be welcomed and resettled within Derbyshire communities and achieving positive outcomes including:</p> <ul style="list-style-type: none"> <li>Engaging in English for speakers of other Languages courses</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p><b>Lead Department and Officer</b>                      CST/ All departments -                      Director of Organisation                      Resilience, People and                      Communications</p>			<p>significant pressure on the Council and its partners</p>	<ul style="list-style-type: none"> <li>• Accessing education where appropriate</li> <li>• Volunteering in their local communities</li> <li>• Health needs being addressed</li> <li>• Being in employment</li> <li>• Families feel welcome in their community</li> <li>• Settling into their own homes</li> <li>• Asylum Dispersal will be rolled out in line with the national requirements and the Council will provide support whilst advocating to minimise the impact on local services and communities</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Ensure the Council’s strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and Violence Against Women and Girls</p> <p><b>Lead Department and Officer</b> CST - Director of Organisation Resilience, People and Communications</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets</li> <li>• National funding to support the implementation of the new Serious Violence Duty to be administrated through the Police and Crime Commissioner</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery is dependent on support from other Council departments and partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Resources to implement new statutory duties will not be administered through the Council</li> <li>• Anticipated requirement to implement Offensive Weapons Homicide Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on existing priorities such as Serious Violence, Modern Slavery, Hate Crime, Counter Terrorism, Violence against Women and Girls, Online Harm and Anti-Social Behaviour and Neighbourhood Crime</li> <li>• New and effective governance arrangements in place</li> <li>• Reduced prevalence of crime and victimisation</li> <li>• Increased use of evidence-based approaches</li> <li>• Emerging issues are identified, and an effective response is implemented</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council</p> <p><b>Lead Department and Officer</b> CS and ASCH/ All departments - Executive Director Children's Services and Executive Director Adult Social Care and Health</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Approach dependent on capacity of Council and partners to support Connected Teams</li> <li>• Approach supports demand management ambitions of Council and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy will take time to develop and embed</li> <li>• Challenge of Council joining up existing activities resulting in missed opportunities</li> <li>• Cost of living crisis and pressure on local communities may result in additional pressures and demands being placed on council services</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy in place</li> </ul>
<p>Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources</p> <p><b>Lead Department and Officer</b> CS/ Place - Strategic Lead for Schools and Learning/ Director of Economy and Regeneration</p>	March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• External market forces</li> <li>• Pressures on transport providers e.g., cost of fuel</li> </ul>	<ul style="list-style-type: none"> <li>• No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• Best value achieved for transport</li> <li>• Feedback gathered from schools and families</li> <li>• Opportunities identified for reducing the impact of travel on the environment</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals</p> <p><b>Lead Department and Officer</b> ASCH - Service Director Transformation and Partnerships</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• NHS mental Health providers</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational activities are not fulfilled due to demand on adult social care and workforce capacity to deliver change</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people with a learning disability and/ or autism with an outcome focused support plan</li> <li>• Number of people with a learning disability, those recovering from mental ill health and/ or who are autistic supported to move from 24-hour residential care to more independent supported living setting</li> </ul>
<p>Refresh and implement our Library Strategy to ensure a modern, efficient and improved service</p> <p><b>Lead Department and Officer</b> Place - Director of Economy and Regeneration</p>	<p>March 2026</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Portfolio Management Office support</li> <li>• Dedicated project manager</li> <li>• Officer resources, including corporate to support Community Managed Library transfer</li> <li>• County Transport resources – mobile libraries</li> <li>• Regeneration officers – relocation and town centre renewal</li> </ul>	<ul style="list-style-type: none"> <li>• Communities not willing to take on library management due to unknown costs, unable to resolve lease and ownership issues</li> <li>• Limited funding opportunities for relocation</li> <li>• Funding for new mobile vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Transferred up to three libraries to community management by March 2024</li> <li>• Relocated at least three libraries to the heart of communities/ town centres</li> <li>• Increased footfall and issues from 2022 baseline</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Further develop the Council’s approach to supporting the voluntary and community sector to ensure it can grow and thrive</p> <p><b>Lead Department and Officer</b> CST - Director of Transformation and Strategy</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>From existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Delivery and further development require support from departments</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources available to support activity resulting in focus on demand led activity</li> <li>Lack of resources across council to support development of council wide approach to volunteering</li> </ul>	<ul style="list-style-type: none"> <li>Further developed the Council wide VCS infrastructure model to improve sector support</li> <li>Increased the number of volunteers supporting community services and local activities</li> <li>Explored a whole Council approach to volunteering</li> <li>New council wide grant funding policies and protocols in place</li> </ul>

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Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity</p> <p><b>Lead Department and Officer</b> CST/ All departments - Director of Transformation and Strategy</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• £1.65 million allocated from general reserve</li> <li>• Resources to be reallocated across Team and Council to support delivery following potential budget savings</li> <li>• Systems to be implemented (Granicus system and work through the new channel shift approach)</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery and further development require support from departments</li> <li>• Contributes to departments and partners priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increase in number of applications as a result of reduced public sector resources elsewhere making process unmanageable</li> <li>• Reduced resources to administer scheme may result in delays in administration and decision making</li> <li>• Reduced resources impact on delivery of council wide approach and delivery of other team priorities and deliverables</li> <li>• Inability to modernise approach through wider roll out of Granicus system due to focus on administration of funds</li> </ul>	<ul style="list-style-type: none"> <li>• Received applications and awarded new grants to meet the Council's priorities</li> <li>• Further developed the approach and embedded the framework across the authority</li> </ul>

**Priority: High performing, value for money and customer focused services**

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally</p> <p><b>Lead Department and Officer</b> CS - Strategic Lead for Schools and Learning</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget and resources</li> <li>Levelling up funding (TBC)</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Levelling up white paper</li> <li>Collaborative approach requires support and contribution from partners</li> </ul>	<ul style="list-style-type: none"> <li>No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>Rate of improvement in the proportion of secondary pupils attending good or better schools</li> <li>Rate of improvement in the proportion of primary pupils attending good or better schools</li> </ul>
<p>Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire</p> <p><b>Lead Department and Officer</b> CS – Service Director Early Help and Safeguarding</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget and resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Stable staffing capacity and demand</li> <li>Requires support from other departments and agencies</li> <li>Contributes to other departments and partners' priorities</li> </ul>	<ul style="list-style-type: none"> <li>Failure to recruit and retain experienced staff</li> <li>Challenges with succession planning which in turn may impact on service delivery</li> </ul>	<ul style="list-style-type: none"> <li>External peer review supports internal evaluation of quality</li> <li>All children's homes maintain inspection rating of good or outstanding</li> <li>Social work vacancy rate and agency rate remain lower than national.</li> <li>Average social work caseloads within the range (15-20)</li> <li>Majority of reflective case review outcomes continue to be good or better</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system</p> <p><b>Lead Department and Officer</b> CST/ All departments - Director of Organisation Resilience, People and Communications</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>From existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Requires support across departments to embed the Customer Relationship Management system in service delivery</li> <li>Contributes to departments achieving their customer service measures</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient staff and funding capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> <li>Insufficient service capacity to engage with programme effectively</li> </ul>	<ul style="list-style-type: none"> <li>10 further services online by March 2024</li> <li>Customer feedback system in place in all departments by March 2024</li> <li>100% statutory compliance achieved</li> <li>Improved reporting delivering a tangible, defined and measurable contribution to performance monitoring</li> <li>A 20% reduction in the number of complaints received about the feedback procedure by March 2025</li> <li>A 30% increase in the number of compliments and comments received from residents by March 2025</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero net zero</p> <p><b>Lead Department and Officer</b> All departments - Managing Director</p>	<p>June 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Currently through existing budgets</li> <li>• Alignment with Vision Derbyshire programme resources required once established</li> <li>• External consultants as required</li> <li>• Additional staffing resource to be identified to support Phase 2</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Significant partnership working across the four upper tier councils, central government departments and wider stakeholders across the region</li> <li>• Delivery and further development require support from partners</li> <li>• Contributes to departments and partners priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in approval of the Levelling Up and Regeneration Bill through Parliament</li> <li>• Outcome of consultation process impacts on proposals to establish the EMCCA</li> <li>• Significant work required to take forward Phase 2 proposal which cannot be met through existing resources</li> </ul>	<ul style="list-style-type: none"> <li>• New Combined County Authority and devolution deal agreed locally and approved with central government</li> <li>• Powers, flexibilities, and funding secured</li> <li>• Operating model and regional and sub-regional governance developed and established</li> <li>• Pipeline of projects developed</li> </ul>

Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform

**Lead Department and Officer**  
All departments - Managing Director

March 2024

**Resources:**

- Within £0.175m budget for Vision Derbyshire
- Vision Derbyshire pooled budget will provide an additional six posts to support programme delivery. Staffing appointments have to be made

**Interdependencies:**

- Delivery and further development require support from partners and departments
- Contributes to departments and partners priorities

- Inability to recruit to Vision Derbyshire Team as part of transfer of hosting arrangements
- Light touch review may suggest an alternative approach to governance which will require additional resources and work to embed across Derbyshire

- Review of Vision Derbyshire approach completed, and future approach and governance arrangements agreed with Derbyshire councils
- Revised Joint Committee and associated governance structures in place and operating effectively
- Resource including programme team in place and deployed to support delivery of agreed priorities
- Implementation and delivery plan reviewed and further developed with key priority activity delivered
- Developed an initial scope and briefing to develop a shared understanding of social mobility across the Council and partner agencies

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
				<ul style="list-style-type: none"> <li>Worked through Vision Derbyshire governance arrangements to explore options and develop a collaborative approach to social mobility targeting underperforming areas across the county</li> </ul>
<p>Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council</p> <p><b>Lead Department and Officer</b> CST/ All departments - Executive Director Corporate Services and Transformation</p>	<p>December 2023</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Currently through existing budgets</li> <li>Additional resource to be identified through programme start-up</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>It assumes that there will be a new Business Strategy. The Strategy itself will have interdependencies (e.g. Digital, People and Property Strategies)</li> </ul>	<ul style="list-style-type: none"> <li>Delay to the development and approval of the new Business Strategy which would mean a delay to the Programme</li> </ul>	<ul style="list-style-type: none"> <li>A programme is in place that meets all requirements (e.g., follows Managing Successful Programmes good practice and is in line with the DCC framework)</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money</p> <p><b>Lead Department and Officer</b> CST/ All departments – Director of Transformation and Strategy</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Currently through existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Significant opportunities exist with the Strategy Team, including strategy and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient staff and funding capacity across the Council to embed approach in existing areas of work, and take forward previously agreed priority areas of work</li> <li>• Insufficient buy-in and management time commitment, including service level resistance to change, to make the approach work</li> <li>• Inability to capitalise on the synergy with Strategy and Performance</li> </ul>	<p>There is a well-established Project Portfolio Management Office and all projects and Programmes are:</p> <ul style="list-style-type: none"> <li>• Visible to the Portfolio Direction Group (PDG)</li> <li>• Have an approved mandate</li> <li>• Meet all minimum requirements e.g. governance, finance</li> <li>• There is evidence of change activity being stopped or prioritised</li> <li>• There is a pipeline of projects</li> <li>• Council’s transformation maturity level has increased (PDG self-assessed) against Portfolio and Project management maturity matrix 1.5 aim during 2024-25</li> </ul>
<p>Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Through existing programme budgets</li> <li>• Additional staffing resource to be</li> </ul>	<ul style="list-style-type: none"> <li>• Delay to the review of MWOW which means the projects within it are not properly governed or monitored as the programme stalls</li> </ul>	<ul style="list-style-type: none"> <li>• The future of MWOW is properly managed with appropriate handovers and closure reports as required</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p><b>Lead Department and Officer</b> CST/ All departments – Director of Transformation and Strategy</p>		<p>identified as part of the review</p> <ul style="list-style-type: none"> <li>Funding reallocated to reflect focus on County Hall</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>The review of Enterprising Council and support Business Strategy</li> <li>Property 2025</li> </ul>		<ul style="list-style-type: none"> <li>There is a clear audit trail for all decisions and each project and workstream is dealt with appropriately</li> </ul>
<p>Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment</p> <p><b>Lead Department and Officer</b> ASCH – Executive Director Adult Social Care and Health/ Director of Public Health</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Within existing Public Health budgets</li> <li>Within existing Public Health staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Adult Social Care</li> <li>Public Health</li> <li>Childrens Services</li> <li>NHS services</li> <li>District and borough councils</li> <li>Voluntary sector</li> </ul>	<ul style="list-style-type: none"> <li>No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>Joint Strategic Needs Assessment is regularly reviewed, updated and utilised to support decision making across health, public health and social care</li> <li>Implementation of Integrated Care Strategy for which the Council is identified as lead</li> <li>Refresh of Derbyshire Health and Wellbeing Strategy to align with requirements of Integrated Care Strategy and Integrated Care Board Plan</li> </ul>



Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities</p> <p><b>Lead Department and Officer</b> CST/ All departments - Director of Organisation Resilience, People and Communications</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Senior HR Business Partners and Departmental Management teams to lead the development and deployment of people plans</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Wider organisational strategies aligned to cultural change (i.e. digitalisation, asset rationalisation)</li> </ul>	<ul style="list-style-type: none"> <li>ICT capacity to support required HR systems and data changes</li> <li>Senior Leaders' capacity to engage</li> </ul>	<ul style="list-style-type: none"> <li>Improved employee engagement</li> <li>Reduced average days from shortlist to contract</li> <li>Sickness absence targets achieved</li> <li>Reduced agency spends</li> <li>Improved accident/incident performance</li> </ul>
<p>Centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management and a single point of accountability for budgets and costs</p> <p><b>Lead Department and Officer</b> CST - Director of Property</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Specialist resource in place to lead programme, establish priorities and coordinate workstreams</li> <li>Additional resources to support service areas in drawing up Service Level Agreements (SLA) for each asset may be identified in the business case</li> <li>Additional resource to monitor budgets</li> <li>Service area finance business partners will be</li> </ul>	<ul style="list-style-type: none"> <li>Budgets are insufficient to support property running costs. To mitigate it has been agreed that cost will transfer, not budget, but this may leave services with a shortfall, if they are not aware of the true cost</li> <li>Budgets for property are being allocated for other expenditure, again leaving services with a shortfall</li> <li>Service expectations of SLA need to be managed, as we will not</li> </ul>	<ul style="list-style-type: none"> <li>Preferred delivery model and framework for asset optimisation through corporate landlord identified</li> <li>Resources required to deliver this established</li> <li>Money raised from the disposal of land and buildings</li> <li>Identify where all existing property budgets currently sit and where existing property costs are captured</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
		<p>involved in identifying budgets and spend against assets</p> <ul style="list-style-type: none"> <li>Data gathering and cleansing will be a challenge and may require resourcing</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Will require involvement and support from all departments</li> <li>Supports reduction in carbon emissions</li> </ul>	<p>have additional money to improve buildings</p> <ul style="list-style-type: none"> <li>Insufficient resource available to monitor the budgets and costs</li> <li>Double counting, where service areas have already identified property budgets for savings targets</li> </ul>	<ul style="list-style-type: none"> <li>Identify where existing property management resources sit across the various service areas</li> <li>Identify the gap between the true cost of managing the estate and the budgets allocated</li> <li>The gap is managed down over time</li> <li>Ability to provide effective reporting on the true cost of running the service assets, and therefore the cost of running the service</li> </ul>



Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain</p> <p><b>Lead Department and Officer</b> CST - Director of Property</p>	<p>March 2025</p>	<p>Resources: Additional budget to accelerate programme would be required for:</p> <ul style="list-style-type: none"> <li>• Property agents and legal fees</li> <li>• Commercial Appraisal Officers</li> <li>• Decommissioning, Dilapidations and staff relocations</li> <li>• Co-ordination Pool</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Supports deliverables on land and property assets and budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough resource to deliver the outcomes from the asset plans in line with the planning</li> <li>• Difficulties accessing data for some assets</li> <li>• Significant invest to save monies required to improve retained assets</li> <li>• Where service redesign is involved, contractual implications and other logistics can slow the process down</li> <li>• Wider implications from disposal of specific assets</li> </ul>	<ul style="list-style-type: none"> <li>• All assets have a plan in place, with an agreed outcome</li> <li>• True cost of running the estate, and therefore our services, for the next 25 years is known</li> <li>• Pipeline of disposals produced, with capital receipts projected</li> <li>• Increased and maintained compliance</li> <li>• Meeting our carbon reduction targets</li> </ul>



Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
		<ul style="list-style-type: none"> <li>• Reduces excess capacity in the estate, so that every asset is optimised</li> <li>• Supports deliverable on carbon reduction</li> <li>• Supports One Public Estate</li> <li>• Will require involvement and support from all service areas</li> <li>• Joint ventures are key to delivery of outcomes</li> <li>• Service redesign is required in some cases and team moves in most cases</li> </ul>		
<p>Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement</p> <p><b>Lead Department and Officer</b> CST - Director of Finance and ICT</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Utilising existing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping Council Tax low results in the loss of additional base income to support services and provide financial sustainability</li> <li>• In failing to lobby, Government does not provide adequate funding to meet demand and inflationary pressures</li> </ul>	<ul style="list-style-type: none"> <li>• To have responded to Government consultations</li> <li>• Comparison with other similar county councils</li> </ul>

## Priority: Effective early help for individuals and communities

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services</p> <p><b>Lead Department and Officer</b> ASCH - Assistant Director of Public Health</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Within existing Public Health staffing resources</li> <li>• Contain Outbreak Management Fund</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Adult Social Care</li> <li>• Call Derbyshire</li> <li>• Voluntary sector</li> <li>• Local partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for service could be high and impact service delivery</li> <li>• Increased demand in Council Services if this activity is not delivered to a high quality</li> </ul>	<ul style="list-style-type: none"> <li>• Number of introductions to Health and Wellbeing Coaches</li> <li>• Percentage of people supported by Health and Wellbeing coaches with a shared agreement</li> </ul>
<p>Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention</p> <p><b>Lead Department and Officer</b> ASCH/ CS - Assistant Director of Public Health - Health Improvement/ Strategic Lead for Schools and Learning</p>	September 2023	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resources of Public Health Grant</li> <li>• Within existing Public Health staffing resource</li> <li>• Contain Outbreak Management Fund</li> <li>• NHS England funding</li> <li>• Commissioning and procurement</li> <li>• Wellbeing for Education Recovery Grant</li> </ul>	<ul style="list-style-type: none"> <li>• Increased demand for Council Services if this activity is not delivered to a high quality</li> <li>• Sustainable funding approach to all activity required to maximise impact</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the Derbyshire Self-harm and Suicide Prevention Partnership Forum, running four meetings a year</li> <li>• Deliver the Whole School Approach to 50 schools</li> <li>• Run 3 mental health promotional campaigns</li> <li>• Update on Mental Health and Suicide Awareness Training</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
		Interdependencies: <ul style="list-style-type: none"> <li>• Public Health</li> <li>• Adult Social Care</li> <li>• Childrens Services</li> <li>• Voluntary sector</li> <li>• NHS Services</li> <li>• Partner organisations</li> <li>• Partner contributions</li> </ul>		<ul style="list-style-type: none"> <li>• Update on wellbeing support for VCSE</li> <li>• Update on Mental Health and Suicide prevention outreach programme</li> <li>• Update on the peer support for men</li> <li>• Wellbeing for Education Recovery initiative implemented for children and young people on part-time timetables or not accessing their full entitlement to education, for reasons relating to social, emotional, and mental health issues</li> <li>• Children and young people participating improve their attendance</li> <li>• Children and young people out of education who participate in the programme return to full-time education</li> <li>• Programme effectiveness evaluated by September 2023</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Work with District and Borough Council and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people</p> <p><b>Lead Department and Officer</b> ASCH - Assistant Director of Commissioning and Contracting</p>	<p>March 2035</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• District and borough councils</li> </ul>	<ul style="list-style-type: none"> <li>• Older people's outcomes will not be met if the volume of age-appropriate accommodation is not increased</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new developments that meet the needs set out in our accommodation strategies</li> <li>• Develop and publish new Adult and Specialist Accommodation Support Strategies</li> <li>• Launch an interactive mapping portal showing existing provision and geographical gaps in age-appropriate housing</li> </ul>
<p>Finalise 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</p> <p><b>Lead Department and Officer</b> ASCH - Service Director Transformation and Partnerships</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Best Life Derbyshire programme</li> <li>• NHS Team Up programme</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational activities are not fulfilled due to demand on adult social care and workforce capacity to deliver change</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of the number of older people and disabled people entering residential and nursing care</li> <li>• Increase the number of older people and disabled people able to access short term assistance to regain or increase independence</li> </ul>



Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home</p> <p><b>Lead Department and Officer</b> ASCH - Assistant Director Commissioning and Contracting</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Commissioning</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational activities are not fulfilled due to demand on adult social care and workforce capacity to deliver change</li> </ul>	<ul style="list-style-type: none"> <li>• Procure new assistive technology service in 2023-24</li> <li>• Numbers of older people and disabled people with eligible social care needs accessing Assistive Technology</li> </ul>
<p>Improve outcomes for victims of domestic abuse and their families by focusing on prevention, early intervention, work with perpetrators and commissioning specialist support</p> <p><b>Lead Department and Officer</b> CST – Director of Organisation Resilience, People and Communications</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Grant funding will be available from the Department of Levelling Up, Housing and Communities to deliver the accommodation-based elements of support, this has been underwritten by the Council to allow longer term commissioning</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery is dependent on support from other Council departments and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Requirement to secure funding contributions from co-commissioners</li> </ul>	<ul style="list-style-type: none"> <li>• Successful commissioning of specialist services providing support to victims of domestic abuse and their families</li> <li>• Adherence to the statutory requirements of the Domestic Abuse Act 2021</li> </ul>



## Priority: A prosperous and green Derbyshire

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns</p> <p><b>Lead Department and Officer</b> Place – Director of Highways</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• New staff to be recruited to support the programme</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Reliant on external suppliers contracted to support delivery of the programme</li> <li>• Dependent upon availability and cost of materials</li> <li>• Dependent on weather conditions to deliver programme</li> <li>• Development of the new Derbyshire Highway transformation programme</li> </ul>	<ul style="list-style-type: none"> <li>• Staff resource not in place as a result of recruitment barriers</li> <li>• Materials supply shortage</li> <li>• Procurement and contracts not in place with external suppliers</li> <li>• Impact of weather conditions and incremental weather events</li> <li>• Inflation and cost increases</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements to the condition of highway assets</li> <li>• Improved satisfaction with Highway Services</li> <li>• Expenditure on LTP</li> <li>• Percentage of road defects repaired within target</li> </ul>
<p>Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme</p> <p><b>Lead Department and Officer</b></p>	March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>• External funding from Department for Transport (DfT)</li> <li>• Network Rail</li> <li>• Access to DCC match funding</li> </ul> <p>Interdependencies:</p>	<ul style="list-style-type: none"> <li>• Change in government priorities</li> <li>• Lack of government funding</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Strategy in place</li> <li>• Reopening of the Barrow Hill/ Ivanhoe Lines progressing on time, including 2 new passenger stations in Derbyshire</li> <li>• Midland Mainline electrification progressing on time</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
Place – Director of Economy and Regeneration		<ul style="list-style-type: none"> <li>Partnership approach across D2, N2, L2 and Sheffield City Region</li> <li>Government priorities and associated risk</li> </ul>		
<p>Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration</p>	March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>DCC funding, DfT funding and local developer contribution</li> <li>Project management</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Chesterfield Borough Council support</li> <li>Land assembly and Compulsory Purchase Order processes</li> <li>Developer support</li> </ul>	<ul style="list-style-type: none"> <li>Securing local funding contribution</li> <li>Delivery programme not commencing on time</li> <li>DfT Outline Business Case (OBC) sign off</li> <li>Land assembly not in place</li> </ul>	<ul style="list-style-type: none"> <li>Design and Build contractor secured</li> <li>OBC signed off by government</li> <li>Planning consent achieved</li> <li>Full Business Case signed off by government</li> </ul>

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Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse gas emissions</p> <p><b>Lead Department and Officer</b> Place/ All departments – Executive Director for Place</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Recruitment of new staff within team and across the Council in key areas</li> <li>Funding to decarbonise the Council's estate relevant services and vehicles using the dedicated £4 million reserve fund for climate change</li> <li>£0.150 million of funding from the £4 million Earmarked Reserve for Council net zero projects to fund specialist support to review the Council's corporate property carbon reduction policies, plans and projects, verify the work conducted to-date on developing plans to decarbonise the corporate estate, and help with the preparation of a Carbon Reduction Strategy (Corporate Property) to 2031-32</li> </ul>	<ul style="list-style-type: none"> <li>The Council does not have either direct or indirect control over approximately 60% of county-wide emissions meaning it is extremely challenging to tackle emissions from some sources</li> </ul>	<ul style="list-style-type: none"> <li>Required outcomes from priority actions within the Strategy achieved</li> <li>Targets within the Climate Change Strategy which the Council has direct control over are achieved</li> <li>Climate Change Strategy and action plan produced with borough and district partners is being delivered and is on track</li> <li>The co-benefits of climate action for the health and well-being of people and our environment are established and used to prioritise resources</li> <li>All owner occupiers and renters to have access to information to decarbonise their homes by 2025</li> <li>Deliver 1,000 EV charging points for public use by the end of 2025 in collaboration with partners</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
		<p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Skills and knowledge of climate change across the Council</li> <li>• Behaviour changes of staff to consider climate change implications</li> </ul>		
<p>Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO2e by 2024 and net zero by 2032</p> <p><b>Lead Department and Officer</b> Place/ CST – Executive Director for Place and Director of Property</p>	<p>March 2032</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Recruitment of new staff within team and across the council in key areas</li> <li>• Funding to decarbonise the Council’s estate, relevant services, and vehicles</li> <li>• Recruitment of a new Fleet Commercial Manager</li> <li>• Endorsed use of the £4 million reserved for project delivery</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Skills and knowledge of climate change across the Council</li> <li>• Behaviour changes of staff to consider climate change implications</li> </ul>	<ul style="list-style-type: none"> <li>• There is a shortfall in the emissions reduction necessary to achieve the target of net zero emissions from the Council’s estate and operations by 2031-32</li> </ul>	<ul style="list-style-type: none"> <li>• On track to meet target of net zero greenhouse gas emissions by 2032 or sooner using annual targets and forward emissions projections</li> <li>• Reduce grey fleet mileage across all departments</li> <li>• Increase percentage of Core Fleet vehicles that are Clean Air Zone compliant</li> <li>• Delivery of the Carbon Reduction Strategy for Corporate Property</li> <li>• Produce scenario plans for council actions to sequester carbon and offset residual emissions</li> <li>• 157,600 trees have been planted as part of the Million Trees project</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Reduce 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 support and develop flood resilience measures</p> <p><b>Lead Department and Officer</b> Place – Director of Highways</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Recruitment of staff</li> <li>Reliant on obtaining external grant funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Communities participating in schemes, such as the flood warden scheme</li> </ul>	<ul style="list-style-type: none"> <li>Lack of staff resource due to recruitment difficulties</li> <li>Securing external grant funding</li> <li>Low take up of funding available to residents and businesses and lack of support from our local communities</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Derbyshire Local Flood Risk Management Strategy</li> <li>Consent responses completed</li> <li>Increased customer satisfaction with flooding services support and responses</li> <li>Delivery of flood mitigation schemes</li> <li>Increased resilience and awareness for residents in respect to flooding</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment</p> <p><b>Lead Department and Officer</b> Place – Director of Environment and Transport</p>	December 2023	<p>Resources:</p> <ul style="list-style-type: none"> <li>Assistant Director for Climate Change and Environment</li> <li>Head of Conservation, Heritage, and Design</li> <li>Conservation, Design, and Heritage Team Ecologist</li> <li>Natural England</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Government secondary legislation arising from the Environment Act 2021</li> <li>The Council's Natural Capital Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Government secondary legislation not being issued</li> <li>Officer capacity within the Conservation, Design, and Heritage team</li> <li>Lack of effective engagement with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>The Council's approval to a long-term strategy that will drive the delivery of nature recovery in Derbyshire</li> </ul>
<p>Develop and deliver a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>DfT Capability and Ambition Fund, and Active Travel Funds</li> <li>DCC Highways and Transport Fund, Bus Service Improvement Plan (BSIP) and LEVI Funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>BSIP</li> <li>LTP and Devolution deal</li> </ul>	<ul style="list-style-type: none"> <li>LTP preparation as part of wider Combined County Authority proposals</li> <li>Availability of suitable staff resources</li> <li>Access to external funding</li> <li>Availability of DCC capital match funding</li> <li>Land assembly</li> </ul>	<ul style="list-style-type: none"> <li>Progress against Key Cycle Network and Local Cycling and Walking Infrastructure Plan (delivery plans)</li> <li>Number of electric vehicle charge points in place</li> <li>Number of Mobility Hubs in place</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability</p> <p><b>Lead Department and Officer</b> Place – Director of Environment and Transport</p>	<p>March 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• 3 years funding however Years 2/3 dependent on successful progress in Year 1</li> <li>• Staffing to be finalised</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Government and DfT</li> <li>• Partners including bus operators in Derbyshire</li> <li>• Council colleagues such as Highways teams</li> <li>• Delivery partners such as specialist engineers and consultants</li> <li>• Political interest e.g., MPs, Council Members, borough/district, borough and parish/town councils</li> </ul>	<ul style="list-style-type: none"> <li>• Programme delivery period compressed from 3 years to 2.4 years with Year 1 funding arriving November 2022</li> <li>• Resources to deliver – insufficient supply in marketplace nationally of skilled officers; inability to recruit and attract skills required</li> <li>• Reputational and political damage if such a high-profile programme fails</li> <li>• Lack of support and opposition to improvement in local communities e.g., bus priority measures</li> <li>• Council unable to continue supporting tendered bus network or provide match funding via the LTP, putting more pressure on BSIP positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and continuous operation of the Enhanced Partnership and Wider Stakeholder Groups</li> <li>• Implementation of a wide ranging and ambitious programme of BSIP capital and revenue investment in local bus services and infrastructure</li> <li>• Passenger growth in local bus services</li> <li>• Modal shift towards greater and more attractive offer</li> <li>• A strong and vibrant local bus network delivering ongoing investment towards low and zero emission fleet to address carbon reduction targets</li> <li>• Successful delivery of Year 1 measures leading to success in securing Year 2 and 3 funding</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Officer time</li> <li>Nottinghamshire County Council officers</li> <li>Government funding</li> <li>DCC digital gainshare</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Network providers</li> <li>Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Government commitment and funding</li> <li>Network providers</li> <li>Ability to agree suitable procurement and contract arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of premises across the county that have access to Superfast broadband (&gt;30Mbps)</li> </ul>
<p>Refresh and implement our approach to increasing levels of inward investment into the county</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>DCC officers</li> <li>Marketing Derbyshire</li> <li>Derbyshire Economic Partnership funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Relationship with Marketing Derby</li> <li>Relationship with borough/ district authorities</li> </ul>	<ul style="list-style-type: none"> <li>Global market conditions</li> <li>Level of investor confidence</li> <li>Securing additional external funding to deliver programme of activities</li> </ul>	<ul style="list-style-type: none"> <li>Programme of investment summits delivered across the county</li> <li>Derbyshire Festival of Business held</li> <li>Increased level of investor enquiries and new businesses</li> </ul>



Work 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

**Lead Department and Officer**  
CS – Strategic Lead for Schools and Learning

June 2023

Resources:

- Existing budget and resources
- Levelling up funding (to be confirmed)

Interdependencies:

- Levelling up white paper
- Collaborative approach requires support and contribution from partners
- Ongoing impact of Covid-19 pandemic

- Ongoing impact of disruption to children's education following Covid 19
- Catch up loss of learning
- Emotionally based non-attendance barriers to returning to normal education
- Long term impact may be that some children will fall behind expected outcomes with a possible impact on key stage 2 and GCSE results due to the long-term impact and implications of the pandemic

- Education outcomes in statutory tests and public examinations closing the gap to national
- Schools working collaboratively on the recovery curriculum and catch-up
- Lower rates of absence and exclusion for children in care and children with special educational needs and disabilities
- All our children in care reach attainment levels above or in line with their expectations
- Percentage of pupils achieving the expected level in Phonics
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in phonics
- Percentage of pupils achieving a grade 5 or above in English and Maths at GCSE

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
				<ul style="list-style-type: none"> <li>Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a grade 5 or above in English and Maths at GCSE</li> <li>Percentage of 17-18 year olds in employment, education, and training</li> <li>Ensure that children in care benefit fully from the COVID-19 learning catch-up programmes announced by government</li> </ul>
<p>Continue to work with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration</p>	March 2024	<p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Growth Hub, County and borough/ district council business support programmes</li> <li>Government restrictions on use of apprenticeship levy</li> </ul>	<ul style="list-style-type: none"> <li>Poor UK economic market conditions</li> <li>Businesses' appetite for taking on apprentices</li> </ul>	<ul style="list-style-type: none"> <li>Further 40 apprentices and 20 SMEs supported</li> <li>Additional £150,000 of levy committed</li> </ul>

Deliverable	End Date	Resources and Interdependencies*	Principal risks*	Success Measures*
<p>Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration and Director of Environment and Transport</p>	<p>March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Funding through Cultural Recovery Fund - £1m</li> <li>• Access to shared Prosperity Fund and Levelling Up Fund</li> <li>• Derbyshire Culture, Heritage and Tourism Board</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Links to town centre renewal</li> <li>• Partner cultural programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Limited take up of the Cultural Recovery grant</li> <li>• Limited voluntary and community sector capacity</li> <li>• Inability to recruit to the grant team</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Shine a Light events delivered</li> <li>• Increased visitor numbers at Shine a Light attractions</li> <li>• Cultural Framework Implementation Plan developed, approved and key priority activity delivered</li> <li>• Grant take-up from the Cultural Recovery Fund</li> </ul>
<p>Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential</p> <p><b>Lead Department and Officer</b> Place – Director of Economy and Regeneration and Director of Environment and Transport</p>	<p>March 2024</p>	<p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Links to Trent Valley Strategy</li> <li>• Links with Cultural Framework</li> <li>• Support from relevant district councils</li> <li>• Access to pump priming funds</li> <li>• Access to national programmes e.g. lottery</li> <li>• DVM partners</li> </ul>	<ul style="list-style-type: none"> <li>• Access to external funding</li> <li>• Inadequate level of support and resources from relevant local authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Produce a DVMWHS sustainable development framework</li> </ul>

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# Service Plan Refresh 2023-25

## (DRAFT)

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### Adult Social Care and Health

Simon Stevens

Interim Executive Director

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# Foreword

**Simon Stevens – Interim Executive Director of Adult Social Care and Health**



Welcome to the annual refresh of the Adult Social Care and Health Service Plan.

I'm really pleased to be able to add a personal introduction to this Service Plan because our work is taking on even more importance in the context of the challenges faced by the broader economy and therefore the people of Derbyshire. Our colleagues deliver to the best of their ability, despite not being separate to these challenges themselves.

Within this plan you will find a clear emphasis on both what we will deliver and the way in which we will do this. Evidence and co-production are at the heart of how we will undertake our role this coming year. We must work in partnership with residents, drawing on the wealth of knowledge and experience in our communities to fully understand how we can maximise our

impact. There is a wealth of data that shows people stay healthier when they feel connected and supported by their communities. Thriving communities improve the quality of life for our residents and help to reduce health inequalities. We are not alone in this area of work and you will see a focus on enhancing our relationships with other bodies and organisations. How we can support efficient multi-agency working will allow us, as a collective, to deliver what the people of Derbyshire need quickly and appropriately.

The budget constraints we are operating in are ever more acute. There is no getting away from this but I know my team and I are even more determined to deliver value for money and make careful, considered judgements which maximise our resources. It's often said, our people are our biggest asset and I've never felt that more strongly. Progress against our workforce priorities will nurture our talent so we can deliver, develop and grow within their professions.

Despite the clear difficulties facing us, I am confident this Service Plan puts us in a strong position to keep building on our achievements.

# Our Services

Adult Social Care and Health plays an important role in supporting the Council to achieve its ambition to be an enterprising and value for money council, enabling people and communities to thrive. With an annual budget exceeding £265 million, the department works collaboratively with a range of stakeholders to deliver key services and support functions for the Council.



**Ellie Houlston**  
**Director of Public Health**

**Public Health** acts as the system leader for health and wellbeing, discharging the local authority's duties in regard to:

- health improvement
- health protection
- reducing health inequalities as outlined in the Health and Social Care Act 2012 and other legislation.

The department also has statutory responsibility for developing a Joint Strategic Needs Assessment (JSNA). The department seeks to ensure people live healthy lives, protect the health and wellbeing of everyone, focuses on increasing healthy life expectancy and reducing inequalities.



**Simon Stevens**  
**Director of Adult Social Care**



**Linda Elba-Porter**  
**Service Director**

**Adult Social Care** acts as the system leader for social care, discharging the local authority's statutory duties regarding the Care Act 2014, the Mental Health Act 2017, the Mental Capacity Act 2005 and Health and Care Act 2022.

The department is primarily responsible for:

- Enabling people with care and support needs to identify a range of personal, community, voluntary, independent, and statutory support to meet those needs.
- Managing and commissioning the care services market across Derbyshire to ensure that there is the right type of high-quality services to meet both current and future demand.
- Directly providing care and support services and operates residential care homes, day centres and homecare with a focus on delivering short-term support to enable independence.
- Supporting Adult safeguarding activity via a commitment to follow the principles of making safeguarding personal to deliver strong, effective and person focused safeguarding enquiries, action and reporting.
- Meeting the further statutory responsibilities set out in the above legislation.



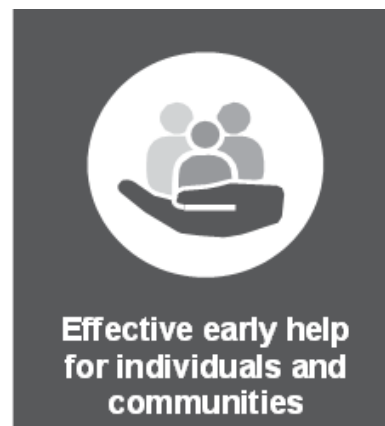
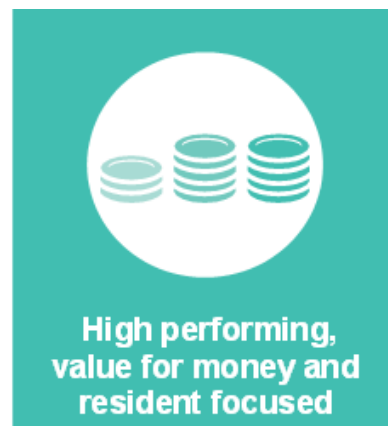
## Our Achievements 2022-23

The department has made excellent progress in delivering commitments set out in the Service Plan over the last year. Key achievements are that we:

- Ensured 1,400 people with a learning disability and/ or who are autistic now have an outcome focused plan in place
- Helped 54 people move from residential care into a home in the community and 49 people into paid employment through our Community Connectors Service
- Achieved target of 90% of our residential homes being rated good by CQC
- Added over 5,000 signs to benches as part of the 'Lets Chat Derbyshire' campaign to promote mental health support and prevent isolation
- Supported 5,540 people to leave hospital safely
- Supported 1,704 older people through our short-term reablement service and 339 people through our community support beds with 75% returning back home
- Approved 47 Covid-19 Community Fund grants worth £53,450 to help community groups across Derbyshire
- Helped signpost 19,440 people for occupational therapy and safeguarding, Mental Health Act and/or Best Interest assessments
- Awarded 21,132 Emergency Cash Payments worth over £2.2 million from the Derbyshire Discretionary Fund to support those facing financial hardship
- Offered 23,926 residents £100 Cost of Living Payment to help with heating costs through the Household Support Fund
- Reached over 22,000 people on Facebook with the Oral Health 'Let's Talk Teeth' campaign, with 700 new visits to the Oral Health webpage
- Supported over 4,300 people to complete a Live Life Better Derbyshire Health and Wellbeing MOT and 1,722 people to participate in a smoking cessation programme

# Our Priorities and Key Areas of Focus for 2023-24

We will direct our efforts and resource on the following four Council priorities:



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For **Adult Social Care** our priorities for 2023-2025 are as follows:

- Our work is outcome focused
- Short-Term Support
- Joining up support
- Co-production
- Supporting Carers and our workforce
- Standards and value for money

For **Public Health** our priorities for 2023-2025 are as follows:

- Ensure a JSNA in place and evidence informed decision making takes place
- The department is in a sustainable budget position
- An emerging strategy for Public Health is finalised and is supported by a revised business planning process for all parts of the department
- Programmes of work and our strategic approach is co-produced with colleagues and local residents and is outcome focused

# Delivering the Council Priorities

In support of the Council priorities the department has identified specific actions for 2023-24 for each of the priorities as detailed below.

## Resilient, healthy and safe communities

We will:

- Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight
- Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures
- Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-2025
- Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council
- Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals
- Deliver £1.5m of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity

## High performing, value for money and resident focused services

We will:

- Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system

- Further developed the Vision Derbyshire approach and aligned the programme and governance arrangements to the emerging East Midlands County Combined Authority to deliver agreed priorities and take forward opportunities for broader public sector reform
- Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council
- Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money
- Implement a contract and supply chain management regime across the Council to drive value for money throughout the contract lifecycle
- Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of adults and children in Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment
- Embed the Council's approved People Strategy and associated people priorities to deliver the council's people ambition
- Kept on track to achieve all planned annual budget savings

## Effective early help for individuals and communities

We will:

- Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services
- Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people, and suicide prevention
- Work with District and Borough Councils and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people
- Finalise 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
- Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home

## A prosperous and green Derbyshire

We will:

- Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions Delivering Operational Priorities

## Delivering Operational Priorities

To support departmental operational priorities, we will also work to deliver the following key actions in 2023-24:

### Public Health

We will:

- Develop a whole system approach to physical activity by implementing a Partnership Agreement to commission services
- Increase the size and scope of the Walk Derbyshire network and ensure the Active Neighbourhoods Pilot commences delivery
- Develop Feeding Derbyshire work to tackle issues related to food insecurity
- Support adults to recover from problematic drug and alcohol use
- Support children and young people to prevent or delay uptake, reduce harms, and complete treatment for drug and alcohol use
- Deliver the Disability Employment Service and increase opportunities for disabled people in employment
- Develop and implement a Derby and Derbyshire Sexual Health Strategy, which is overseen by the Sexual Health Alliance to coordinate work in relation to sexual health across the Integrated Care System
- Deliver a whole system approach to childhood obesity
- Deliver 'Know Your Numbers' sessions across Derbyshire to help individuals lower their risk of cardiovascular disease arising from undiagnosed hypertension
- Deliver and develop the Localities Programme to be more community focused and to ensure alignment with the emerging Integrated Care System
- Redevelop and maintain the health and wellbeing section and Joint Strategic Needs Assessment section of the Derbyshire

### Observatory

- Deliver NHS Health Checks to address health inequalities and prevent ill health
- Effectively commission 0-19 years Public Health Nursing, Oral Health Promotion and Infant and Toddler Nutrition as part of the Section 75 Partnership Agreement
- Deliver the 2023 My Life My View young people's emotional wellbeing survey to gain insight into factors contributing to young people's emotional health and wellbeing; and inform preventative approaches that enable early intervention and support
- Support the development of a perinatal mental health partnership to improve perinatal mental health support pathways to better coordinate support across Derbyshire
- Co-ordinate the refresh of the Derby and Derbyshire Air Quality Strategy 2020-2030 to update the population health outcomes and performance measure and align with Net Zero strategies
- Review our services to adapt to climate change and help our vulnerable communities be more resilient to health impacts
- Re-commission the Falls Exercise Prevention Programme

## Adult Social Care

We will:

- Support people to live to their best life independently at home, connected to the community and local resources, stepping in with more help where needed
- Help people recover and regain stability independence and control following a personal crisis or illness
- Work across the system with partners, carers, and citizens to provide support in a safe supportive homelike setting
- Develop more equal partnerships between people who use services, carers, and professionals to deliver better outcomes
- Recognise and value unpaid carers and our social care workforce, and the contribution they make
- Make sure there is an excellent choice of affordable care and support available across the county with a focus on people's experiences and improving quality

## Adult Social Care and Health

We will:

- Implement a contract and supply chain management regime across the Council to drive value for money throughout the contract lifecycle

# Workforce Priorities

The department has a workforce of 3,758 staff, (2,301 FTE) the breakdown by division is as follows:

- Public Health – 428 appointments (305 FTE)
- Adult Social Care – 3,330 appointments (1,454 FTE)

The ambitions set out in this Plan can only be achieved by enabling all our employees to deliver their roles in the best possible way. To support our employees, we will work towards achieving the five People Priorities from the Council's People Strategy as follows:

## **Attract and retain the best people in the most effective way possible:**

- Develop a clear and compelling employee offering to attract talent.
- Modernise our recruitment approach to ensure greater reach into talent pools.
- Grow the culture of mutual trust.

## **Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies:**

- Implement the internal elements of the Equality, Diversity and Inclusion Strategy to ensure our workforce reflects our communities.
- Create and deliver effective workforce plans to meet our current and future needs.
- Develop a sustainable financial and non-financial reward offering for employees at all levels to support attraction and retention.

## **Engage, nurture and develop our people and our future potential:**

- Enable professional and personal development aligned to successfully delivering organisational priorities.
- Undertake succession planning for critical roles.
- Develop and deploy a Talent Strategy that combines bringing new talent into the Department and growing existing people to achieve their potential.
- Expand the performance management pilot to continue to grow a performance culture.

### **Enable organisational transformation and effective employee relations:**

- Deliver organisational transformation and change in consultation with key stakeholders.
- Expert and professional guidance provided to managers to enable them to create a positive Employee Relations environment.
- Annual departmental people plan delivered which encompasses all five people priorities and drives strategic change.

### **Enable and ensure the wellbeing and safety of our people:**

- Reduce sick absence through root cause analysis and implementing mitigating actions.
- Promote physical and emotional wellbeing.
- Improve health, safety and wellbeing.

Adult Social Care and Health continue to adapt to working to meet the needs of local people, and to meet challenges, such as the cost of living, an ageing population and people preferring to be supported within their local communities. In addition, the health of the population continues to change, and inequalities exacerbated by Covid-19 are still being experienced across Derbyshire.

Integrated Care Systems have been implemented in the last 12 months, which has facilitated closer working between the NHS and Adult Social Care and Health. There is currently high level of recruitment competition across the region and significant workforce shortages across health and social care.

Local authority public health services continue to strive to be key players in the emerging new regional health structures as well as seek to retain talent. Retention is not a challenge limited to senior roles and statutory responsibilities, but is a wider risk due to resource issues. Public Health now needs a stable funded workforce plan that tackles both the short-term staff shortages, as well as planning ahead for its ageing workforce and pipeline development of the next generation of public health management.

The social care workforce shortage is not unique to Derbyshire. There are a number of local initiatives with the NHS via Joined up Careers Derbyshire, the Team-Up, retention and recruitment payments and regional initiatives with Association of Directors Adult Social Care Services underway. Adult Social Care continues to develop a workforce plan to tackle both short term staffing challenges as well as planning ahead for future demand and meeting the local and upcoming national requirements.



## Budget and Savings for 2023-24

The department's service delivery is supported by a budget of **£278.077 million** for 2023-24. The departmental budget includes agreed additional funding for service pressures for 2023-24 of £14.454 million ongoing, £2.306 million one-off funding and £22.830 million inflation ongoing contingency and £0.673 million one-off contingency, as set out in the table below:

Service Pressure funding	£million Ongoing	£million One off
<b>Demographic Growth</b> – Demographic pressures remain in Adult Social Care due to a number of factors.	<b>£5.711m</b>	
<b>Home First – new hospital discharge arrangements</b> - New hospital discharge grant funding for 2023-24.	<b>£5.000m</b>	
<b>Independent Living Fund (ILF)</b> – Allocation to continue funding following previously ring-fenced grant being rolled up into the Social Care Grant 2023-24.	<b>£2.534m</b>	
<b>Invest to Save Costs</b> - This reflects additional resources to deliver transformation activity and will reduce in future years as projects are delivered.	<b>£1.175m</b>	
<b>MOSAIC revised hosting arrangements</b> - Additional contract costs of the core case management system for Adult and Children's Social Care. This reflects revised hosting arrangements.	<b>£0.125m</b>	
<b>Derbyshire Discretionary Fund (DDF)</b> - The DDF is a financial assistance scheme to residents of Derbyshire who meet eligibility criteria. A review of the scheme is being undertaken with a view to aligning the level of assistance to the original base budget.		<b>£2.006m</b>
<b>Social Care Reform</b> – Whilst charging element of Social Care reform has been deferred some aspects of the system reform are continuing and will require one-off financial resources to implement.		<b>£0.300m</b>
<b>Inflation - Contract Fees paid to Care Providers</b> - There is an annual process to determine the inflation uplift payable to independent sector care providers.	<b>£22.830m</b>	
<b>Inflation - Transport and Catering Supplies</b> - This reflects the additional inflation pressure		<b>£0.673m</b>

Service Pressure funding	£million Ongoing	£million One off
associated with transport and catering contracts for directly provided care settings.		
<b>Total</b>	<b>£37.375m</b>	<b>£2.979m</b>

The Department will be managing the delivery of total proposed budget savings for 2023-24 of £12,139,000 as set out below. Full details of the department's budget are set out in the delivery plan.

**Continuation from Previous Years' Schemes: Best Life Derbyshire – Working Age Adults - £1,881,000**

This is part of the Council's four-year Best Life transformation programme that will build on best practice and innovate new ways of working to ensure that the Council's services support and promote greater independence for adults living with a disability across the whole county.

**Continuation from Previous Years' Schemes: Best Life Derbyshire - Older People's Pathway - £4,103,000**

This is part of a four-year Best Life transformation programme and will include ensuring consistency and equity of access to the Council's short-term services and promotion of independence through the implementation of consistent strength-based and outcome-focused assessments and reviews.

**Continuation from Previous Years' Schemes: Review of Housing Related Support - £300,000**

This is being reviewed as part of the Practical Housing Support Project to ensure value for money and effectiveness to meet adult social care priorities.

**Continuation from Previous Years' Schemes: Preparation and Planning for Disabled Children - £330,000**

This is part of the four-year Best Life transformation programme and will focus on improving the interaction between Children's and Adult Services to achieve improved outcomes and greater independence for young people transitioning into adulthood.

**Review of Legacy Community Alarm Provision - £300,000**

This is to be reviewed as part of the Assistive Technology project.

**Direct Care - £1,673,000**

This programme will determine which services the Council needs to retain, create a broader effective reablement, recovery and progression offer and ensure value for money.

**Best Life Derbyshire – Short Term Services: Optimising the Service - £602,000**

This is an extension of the four-year Best Life transformation programme and will focus on ensuring further consistency and equity of access to the Council's reablement short-term services, thereby supporting more older people and disabled people to achieve more independent outcomes.

**Direct Payments – Increased Uptake - £600,000**

The Care Act 2014 explicitly encourages the use of Direct Payments as they provide customers with increased flexibility, choice and control. Increased promotion and uptake of Direct Payments, as opposed to the use of local authority arranged services, will deliver this efficiency.

**Integrated Community Equipment Service (ICES) - £800,000**

A review and re-negotiation of the contributions made by partners to the ICES to align with the relative levels of prescribing more closely by various health and social care teams across Derbyshire.

**Direct Provision - £1,250,000**

The re-provision of in-house services will deliver net savings after funding the cost of alternative services.

**Other Contracts - £300,000**

Review and re-commissioning of long-term contracts.

**Public Health** expenditure is funded from a ring-fenced grant. The budget is largely spent on drug and alcohol treatment services, sexual health services, public health nursing, health protection and promoting activities to tackle smoking and obesity and to improve children's health. However, the ring-fenced grant amount outlined in the comprehensive spending review will place challenges on delivery as it does not increase in line with inflation. Public Health will have to manage NHS Agenda for Change pay rises for services commissioned from the NHS and additional costs associated with commissioning the HIV prevention drug Pre-Exposure Prophylaxis (PrEP), which was previously funded by NHS England. The Public Health Ring Fenced Grant for 2023-24 for Derbyshire is yet to be confirmed by Government.

# Monitoring the Plan

The ambitions set out in the Plan are supported by a detailed delivery plan which outlines how each of the actions set out in the Plan will be delivered, the details of the departmental budget and the department's forward plan of procurement. As well as monitoring the progress of the actions, the following measures will also be monitored:

## Council Plan Key Performance Measures

- Number of people achieving a 4 week Quit through Live Life Better Derbyshire smoking cessation programme
- Number of people participating in Live Life Better Derbyshire smoking cessation programme
- Number of people participating in Live Life Better Derbyshire weight management programme
- Number of people participating in Live Life Better Derbyshire physical activity programme
- Number of individuals completing Live Life Better Derbyshire Health and Wellbeing MOT
- Number of awards from the Derbyshire Discretionary Fund for Emergency Cash Payments
- Amount of funds released from the Derbyshire Discretionary Fund
- Numbers of people supported regarding benefits maximisation
- Number of benefit claims and appeals supported by the Welfare Rights Team
- Number of awards from the Household Support Fund
- Number of people with a learning disability and/ or autism with an outcome focused support plan
- Number of people with a learning disability and/ or who are autistic recovering from mental ill health supported to move from 24-hour residential care to more independent supported living settings
- Number of introductions to Health and Wellbeing Coaches
- Percentage of people supported by Health and Wellbeing coaches with a shared agreement
- Number of new developments that meet the needs set out in our accommodation strategies
- Reduction of the number of older people and disabled people entering residential care
- Increase the number of older people and disabled people able to access short term assistance to regain or increase independence
- People with social care needs receiving assistive technology

- Achievement of in year budget savings (ASCH figures)
- Sickness as a percentage of available working hours (ASCH figures)
- Average days between a job vacancy being ready to shortlist and the start of the contract being prepared for the successful candidate (ASCH figures)
- Spend on agency staff (ASCH figures)
- Carbon emissions from officers using their own vehicles (tonnes CO2e) (ASCH figures)

## Operational Key Performance Measures:

### Public Health

- Increased number of walking groups/routes promoted on Walk Derbyshire website
- Number of people supported by Disability Employment Service
- Number of people supported into work by Disability Employment Service
- Number of training opportunities accessed via support provided by Disability Employment Service
- Number of work experience/job trials accessed via support provided by Disability Employment Service
- Number of onward referrals by Disability Employment Service
- Number of volunteer placements accessed via support provided by Disability Employment Service
- Number of health, exercise and nutrition for the really young (HENRY) courses delivered
- Number of families participating in HENRY courses
- Number of individuals who have their blood pressure measured as part of 'Know Your Numbers' sessions
- Number of NHS Health Checks delivered by March 2024

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### Adult Social Care:

- Percentage of people approaching Adult Social Care who have been supported to retain their independence through early help and signposting
- Number of casefile audits completed per quarter and key themes
- Number of people with a learning disability and / or who are autistic supported to move from residential care or hospital into a community setting
- Number of people with a learning disability and / or who are autistic with an outcome support plan in place
- Number of young people we have supported to transition into adulthood with an outcome focused plan
- Reduction in the number of older people requiring permanent admission into long-term care
- Number of people following a safeguarding Section 42 enquiry say their outcome has been met
- Number of people who have received an Occupational Therapy Assessment which has supported them to retain their independence

- Percentage of people who have received a review of their care and support within the quarter
- Number of people accessing support through a Direct Payment has increased
- Number of people awaiting an assessment of their care and support needs
- Number of people rated red, amber, green on adult social care waiting list
- Number of people who have been supported through short-term homecare offer and have fully regained their independence
- Number of people who have been supported through the Community Connector offer and have been supported to access activities in their local community
- Number of people who have been supported through the Mental Health Enablement offer and have regained their independence
- Number of people who have been supported through the Community Bed offer and the percentage of people who have returned home
- Number of Carers accessing support service
- Number of Student Social Worker and Occupational Therapist placements
- Number of managers accessing a leadership course
- Number of grievances recorded from adult social care staff
- Percentage of colleagues compliant with mandatory training requirements
- Departmental savings are met
- Monitor quality of care provision across Derbyshire percentage of offer that is outstanding / good
- Number of internal management reviews completed and theme
- Number of disciplinaries
- Number of complaints (including Local Government and Social Care Ombudsman and themes)

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# Service Plan 2023-25

## Delivery Plan

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### Adult Social Care and Health

**Helen Jones**  
**Executive Director**

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# Delivering the Council Priorities

In support of the Council priorities the department has identified specific deliverables as detailed below. Principal risks have been considered and these along with risk mitigations are managed by the department in line with the Council’s risk management policy.

## Council Priority: Resilient, healthy and safe communities

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP01	Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight <b>Lead: Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resources of Public Health Grant</li> <li>• Within existing Public Health staffing resource</li> <li>• Commissioning and Procurement of e-cigarettes to support people quit smoking, a data management system for stop smoking service, a stop smoking app</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Change in policy position to increase use of E-cigarettes as a tool to enable an individual to stop smoking could create reputational risk for the Council.</li> <li>• Increased demand in council services if this activity is not delivered to a high quality.</li> <li>• Supply issues with stop smoking medications may prevent effective service delivery.</li> <li>• Procurement of E-cigarettes may not complete as planned impacting service delivery.</li> <li>• Recruitment and retention of staff may limit service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people participating in Live Life Better Derbyshire smoking cessation programme.</li> <li>• Number of people achieving a 4 week Quit through Live Life Better Derbyshire smoking cessation programme (quarterly lag).</li> <li>• Number of people participating in Live Life Better Derbyshire weight management programme.</li> <li>• Number of people participating in Live Life Better physical activity programme.</li> <li>• Number of individuals completing Live Life Better Derbyshire Health and Wellbeing MOT.</li> </ul>

					<ul style="list-style-type: none"> <li>• Roll out of E-cigarettes for Live Life Better Derbyshire clients who wish to stop smoking (Rag Rate).</li> <li>• Delivery of Tobacco Dependency Treatment support at Chesterfield Royal Hospital and University Hospitals of Derby and Burton.</li> </ul>
CP02	Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures <b>Lead: Director of Public Health</b>	April 2023 – March 2024	<b>Resources:</b> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Within existing Public Health staffing resource</li> <li>• Commissioning and Procurement</li> <li>• Children’s Services and Public Health are working together on the Derbyshire Discretionary Fund</li> <li>• Allocated funding from Department for Work and Pensions for Household Support Fund</li> <li>• Possible additional short-term funding from Contain Outbreak Management Fund or Public Health Reserves</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of living pressures may result in service pressures and additional activity being required by Public Health or other departments.</li> <li>• Increased demand in council services if this activity is not delivered to a high quality.</li> <li>• Funding not yet confirmed nor detail of scheme criteria that may be set by Department for Work and Pensions.</li> <li>• Legacy impact of service pressure in following year 2024-25.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of awards from the Derbyshire Discretionary Fund for Emergency Cash Payments.</li> <li>• Amount of funds released from the Derbyshire Discretionary Fund.</li> <li>• Numbers of people supported regarding benefits maximisation.</li> <li>• Number of benefit claims, and appeals supported.</li> <li>• Number of awards from the Household Support Fund.</li> <li>• Public Health Advisory Service operational by October 2023.</li> </ul>

			<p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Partner organisations</li> <li>• Supports corporate priorities regarding cost of living</li> <li>• Children’s Services</li> <li>• Adult Social Care</li> <li>• Voluntary sector partners</li> <li>• Wider advisory services</li> <li>• Department for Work and Pensions</li> <li>• District and borough councils</li> <li>• Call Derbyshire</li> </ul>		
P03 Page 401	<p>Implement key actions to reduce discrimination and tackle inequalities as set out in the Council’s Equality, Diversity and Inclusion Strategy 2022-25 <b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b></p>	<p>April 2023- March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing staff resources within Strategy team</li> <li>• Resources deployed from departments to lead workstream approach and ensure priorities and actions are embedded across broader council activity</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Workstream approach will require resource and delivery from all Council departments</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced resources available which will impact on implementation of strategy.</li> <li>• Potential lack of capacity across Council to embed approach in existing areas of work and to take forward previously agreed priority areas of work.</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed workstream activity delivered to agreed timescales in line with reporting schedules and performance targets.</li> <li>• Equality considerations are embedded across the Council’s strategies and service plans.</li> <li>• Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.</li> </ul>

					<ul style="list-style-type: none"> <li>• Annual Equality Report is published and shared publicly.</li> </ul>
CP06	Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council <b>Lead: Executive Director of Adult Social Care and Health</b>	April 2023-March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Approach dependent on capacity of Council and partners to support Connected Teams</li> <li>• Approach supports demand management ambitions of Council and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy will take time to develop and embed.</li> <li>• Inability of Council to join up existing activities resulting in a siloed approach.</li> <li>• Barriers faced by departments in embedding the approach into existing activities.</li> <li>• Cost of living crisis and pressure on local communities may result in additional pressures and demands being placed on council services.</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy in place.</li> </ul>

CP08	<p>Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals</p> <p><b>Lead: Service Director Transformation and Partnerships</b></p>	Ongoing to March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• NHS Mental Health providers</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational activities are not fulfilled due to demand on adult social care and workforce capacity to deliver change.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people with a learning disability and/ or autism with an outcome focused support plan.</li> <li>• Number of people with a learning disability and/or who are autistic recovering from mental ill health supported to move from 24-hour residential care to more independent supported living setting.</li> </ul>
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<p>CP11</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 404</p>	<p>Deliver £1.5m of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity</p> <p><b>Lead: Director of Public Health</b></p>	<p>April 2023- March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• £1.65m allocated from general reserve</li> <li>• Resources to be reallocated across Team and Council to support delivery following potential budget savings</li> <li>• Systems to be implemented (Granicus system and work through the new channel shift approach)</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery and further development require support from departments</li> <li>• Contributes to departments and partners priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Potential increase in number of applications as a result of reduced public sector resources elsewhere making process unmanageable.</li> <li>• Reduced resources to administer scheme may result in delays in administration and decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Received applications and awarded new grants to meet the Council's priorities.</li> <li>• Further developed the approach and embedded the framework across the authority.</li> </ul>
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## Council Priority: High performing, value for money and resident focused services

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP14	Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system <b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b>	April 2023-March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>From existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Requires support across departments to embed the CRM in service delivery</li> <li>Contributes to departments achieving their customer service measures</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient staff and funding capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work.</li> <li>In sufficient service capacity to engage with programme effectively.</li> </ul>	<ul style="list-style-type: none"> <li>10 further services online by March 2024.</li> <li>Customer feedback system in place in all departments by March 2024.</li> <li>100% statutory compliance achieved.</li> <li>Improved reporting delivering a tangible, defined and measurable contribution to performance monitoring.</li> <li>A 20% reduction in the number of complaints received about the feedback procedure by March 2025.</li> <li>A 30% increase in the number of compliments and comments received from residents by March 2025.</li> </ul>

CP16	<p>Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform</p> <p><b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b></p>	April 2023-March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• £0.175m as an agreed ongoing service pressure in the 2022-23 and 2023-24 Revenue Budget Report</li> <li>• Vision Derbyshire pooled budget will provide an additional six posts to support programme delivery. Staffing appointments have to be made</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery and further development require support from partners and departments</li> <li>• Contributes to departments and partners priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to recruit to Vision Derbyshire Team as part of transfer of hosting arrangements.</li> <li>• Light touch review may suggest an alternative approach to governance which will require additional resources and work to embed across Derbyshire.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Vision Derbyshire approach completed, and future approach and governance arrangements agreed with Derbyshire councils.</li> <li>• Revised Joint Committee and associated governance structures in place and operating effectively.</li> <li>• Programme resource including programme team in place and deployed to support delivery of agreed priorities.</li> <li>• Implementation and delivery plan reviewed and further developed with key priority activity delivered.</li> <li>• Developed an initial scope and briefing to develop a shared understanding of social mobility across the Council and partner agencies.</li> <li>• Worked through Vision Derbyshire governance</li> </ul>
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Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
					arrangements to explore options and develop a collaborative approach to social mobility targeting underperforming areas across the county.
CP17	Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council <b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b>	April 2023-December 2023	Resources: <ul style="list-style-type: none"> <li>• Currently through existing budgets</li> <li>• Additional resource to be identified through programme start-up</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• The strategy itself will have interdependencies (e.g. Digital, People and Property Strategies)</li> </ul>	<ul style="list-style-type: none"> <li>• Delay to the development and approval of the new Business Strategy which would mean a delay to the Programme.</li> </ul>	<ul style="list-style-type: none"> <li>• A programme is in place that meets all requirements (e.g., follows MSP good practice and is in line with the DCC framework).</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP18	Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money <b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b>	April 2023-March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Currently through existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Significant opportunities exist with the Strategy Team, including strategy and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient staff and funding capacity across the Council to embed approach in existing areas of work, and take forward previously agreed priority areas of work.</li> <li>• Insufficient buy-in and management time commitment, including service level resistance to change, to make the approach work.</li> <li>• Inability to capitalise on the synergy with Strategy and Performance.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a well-established PPMO.</li> <li>• All projects and Programmes are:</li> <li>• Visible to the Portfolio Direction Group.</li> <li>• Have an approved mandate.</li> <li>• Meet all minimum requirements e.g. governance, finance.</li> <li>• There is evidence of change activity being stopped or prioritised.</li> <li>• There is a pipeline of projects.</li> <li>• DCC's transformation maturity level has increased (PDG assessed).</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP19	Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall <b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b>	April 2023-March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Through existing programme budgets</li> <li>• Additional staffing resource to be identified as part of the review</li> <li>• Funding reallocated to reflect focus on County Hall</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• The review of Enterprising Council and support Business Strategy</li> <li>• Property 2025 programme</li> </ul>	<ul style="list-style-type: none"> <li>• Delay to the review of MWOW which means the projects within it are not properly governed or monitored as the programme 'treads water'.</li> </ul>	<ul style="list-style-type: none"> <li>• The future of MWOW is properly managed with appropriate handovers and closure reports as required.</li> <li>• There is a clear audit trail for all decisions and each project and workstream is dealt with appropriately.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP20	<p>Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of adults and children in Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment</p> <p><b>Lead: Executive Director Adult Social Care and Health and Director of Public Health</b></p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Within existing Public Health staffing resource</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Adult Social Care</li> <li>• Public Health</li> <li>• Childrens Services</li> <li>• NHS services</li> <li>• District and borough councils</li> <li>• Voluntary sector</li> </ul>	<ul style="list-style-type: none"> <li>• No risks identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Strategic Needs Assessment is regularly reviewed, updated and utilised to support decision making across health, public health and social care.</li> <li>• Implementation of Integrated Care Strategy for actions against which the council is identified as lead.</li> <li>• Refresh of Derbyshire Health and Wellbeing Strategy to align with requirements of Integrated Care Strategy and Integrated Care Board Plan.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP21	Embed the Council's approved People Strategy and associated people priorities to deliver the council's people ambition <b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b>	April 2023-March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Senior HRBPs and Departmental Management teams to lead the development and deployment of people plans</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Wider organisational strategies aligned to cultural change (i.e. digitalisation)</li> </ul>	<ul style="list-style-type: none"> <li>ICT capacity to support required HR systems and data changes.</li> <li>Senior Leadership engagement/capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Improve employee engagement.</li> <li>Time to hire.</li> <li>Sickness as a percentage of available working hours targets achieved.</li> <li>Reduce agency spends.</li> <li>Improve accident/incident performance.</li> </ul>

## Council Priority: Effective early help for individuals and communities

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP25	Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services <b>Lead: Director Public Health</b>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> <li>• Contain Outbreak Management Fund</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Adult Social Care</li> <li>• Call Derbyshire</li> <li>• Voluntary sector</li> <li>• Local partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for service could be high and impact effectiveness of service delivery.</li> <li>• Increased demand in council services if this activity is not delivered to a high quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of introductions to Health and Wellbeing Coaches.</li> <li>• Percentage of people supported by Health and Wellbeing coaches with a shared agreement.</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP26	<p>Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention</p> <p><b>Lead: Director of Public Health</b></p>	April 2023 – September 2023	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resources of Public Health Grant</li> <li>• Within existing Public Health staffing resource</li> <li>• Contain Outbreak Management Fund</li> <li>• NHS England funding</li> <li>• Commissioning and Procurement</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Public Health</li> <li>• Adult Social Care</li> <li>• Childrens Services</li> <li>• Voluntary sector partners</li> <li>• NHS Services</li> <li>• Partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Increased demand for Council Services if this activity is not delivered to a high quality.</li> <li>• Sustainable funding approach to all activity required to maximise impact which may not be able to resource.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the Derbyshire Self-harm and Suicide Prevention Partnership Forum, running four meetings a year.</li> <li>• Deliver the Whole School Approach to 50 schools.</li> <li>• Run 3 mental health promotional campaigns.</li> <li>• Update on Mental Health and Suicide Awareness Training.</li> <li>• Update on wellbeing support for voluntary and community sector.</li> <li>• Update on Mental Health and Suicide prevention outreach programme.</li> <li>• Update on the peer support for men.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP27	Work with District and borough councils and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people <b>Lead: Director Adult Social Care</b>	Ongoing to March 2035	Resources: <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• District and borough councils</li> </ul>	<ul style="list-style-type: none"> <li>• Older people's outcomes will not be met if the volume of age appropriate accommodation is not increased.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new developments that meet the needs set out in our accommodation strategies.</li> <li>• Develop and publish new adult and specialist accommodation support strategies.</li> <li>• Launch an interactive mapping portal showing existing provision and geographical gaps in age appropriate housing.</li> </ul>
CP28	Finalise 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 <b>Lead: Service Director Transformation and Partnerships</b>	Ongoing to March 2025	Resources: <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Best Life Derbyshire programme</li> <li>• NHS Team Up programme</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational activities are not fulfilled due to demand on adult social care and workforce capacity to deliver change.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of the number of older people and disabled people entering residential care.</li> <li>• Increase the number of older people and disabled people able to access short term assistance to regain or increase independence.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP29	Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home <b>Lead: Director Adult Social Care</b>	Ongoing to March 2025	Resources: <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Commissioning</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational activities are not fulfilled due to demand on adult social care and workforce capacity to deliver change.</li> </ul>	<ul style="list-style-type: none"> <li>• Procure new assistive technology service in 2023-24.</li> <li>• People with social care needs receiving assistive technology.</li> </ul>

## Council Priority: A prosperous and green Derbyshire

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP34	<p>Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions</p> <p><b>Lead: Executive Director of Adult Social Care and Health and Director of Public Health</b></p>	April 2023-March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>Recruitment of new staff within team and across the council in key areas</li> <li>Funding to decarbonise the Council's estate relevant services and vehicles</li> <li>£0.150m of funding from the £4m Earmarked Reserve for Council net zero projects to fund specialist support to review the Council's corporate property carbon reduction policies, plans and projects, verify the work conducted to-date on developing plans to decarbonise the corporate estate, and help with the preparation of a Carbon Reduction Strategy (Corporate Property) to 2031/32</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Skills and knowledge of climate change across the Council</li> <li>Behaviour changes of staff to consider climate change implications</li> </ul>	<ul style="list-style-type: none"> <li>The shortfall in the necessary emissions reduction of 8,710 tonnes CO2e by 2031-32 to achieve the Council's estate and operations net zero target.</li> </ul>	<ul style="list-style-type: none"> <li>Agree a governance structure with partners to develop a county-wide approach to understanding the sources of emissions and reducing them.</li> <li>Programme and theme level action plans in place.</li> <li>Annual update provided on progress against the delivery of the action plan and strategy.</li> </ul>

## Key Performance Measures

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Number of people achieving a 4 week Quit through Live Life Better Derbyshire smoking cessation programme	1,555	1,808	1,103 (Q3 forecasted)	1,050	1,200	1,225
Number of people participating in Live Life Better Derbyshire smoking cessation programme	New measure	2,645	1,722 (Q3)	Monitor	2,700	2,700
Number of people participating in Live Life Better Derbyshire weight management programme	New measure	1,841	1,570(Q3)	Monitor	1,700	1,700
Number of people participating in Live Life Better Derbyshire physical activity programme	New measure	New measure	1,369(Q3)	Monitor	1,300	1,300
Number of individuals completing Live Life Better Derbyshire Health and Wellbeing MOT	New measure	8,517	4,382 (Q2)	7,500	7,500	7,500
Number of awards from the Derbyshire Discretionary Fund for Emergency Cash Payments	21,520	18,890	21,132 (up to mid December)	Monitor	Monitor	Monitor
Amount of fund released from the Derbyshire Discretionary Fund	New measure	£1,449,279	£ 2,272,429.44 (up to mid December)	Monitor	Monitor	Monitor
Numbers of people supported regarding benefits maximisation	New Measure	19,115	18,855 (up to mid December)	Monitor	Monitor	Monitor
Number of benefit claims and appeals supported by the Welfare Rights Team	New Measure	10,307	9,340 (up to mid December)	Monitor	Monitor	Monitor

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Number of awards from the Household Support Fund	New measure	9,310	17,854 (up to mid December)	To be monitored	To be monitored	n/a
Number of people with a learning disability and/ or autism with an outcome focused support plan	New measure introduced 2020-21	1,255	179 (Q2)	150	120	To be set 2023-24
Number of people with a learning disability and/ or who are autistic recovering from mental ill health supported to move from 24-hour residential care to more independent supported living settings	New measure introduced 2020-21	33	13 (Q2)	40	36	To be set 2023-24
Number of introductions to Health and Wellbeing Coaches	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Percentage of people supported by Health and Wellbeing coaches with a shared agreement	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of new developments that meet the needs set out in our accommodation strategies	New measure introduced 2020-21	6	3	3	3	3
Reduction of the number of older people and disabled people entering residential care	New measure introduced 2020-21	711	740 (Q2)	932	932	932
Increase the number of older people and disabled people able to access short term assistance to regain or increase independence	New measure introduced 2020-21	2,868	1,416 (Q2)	3,588	3,588	3.588
Increase the numbers of older people and disabled people with eligible social care needs accessing Assistive Technology	New measure introduced 2020-21	900	658 (Q2)	600	600	600

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Achievement of in year budget savings (ASCH figures)	New Measure	New Measure	£6.291m	£9.381m	£12.139m	£11.435m
Sickness as a percentage of available working hours (ASCH figures)	6.6%	7.4%	8.3% (Apr to Dec 22)	6.5%	TBC April 2023	TBC
Time to Hire (Average days between a job vacancy being ready to shortlist and the start of the contract being prepared for the successful candidate) (ASCH Figures)	New measure in 2022-23	New measure in 2022-23	48.5 days (Jan 22 to Oct 22)	Baseline Year	TBC April 2023	TBC
Spend on agency staff (ASCH figures)	£5.153m	£5.284m	£4.096m	To be monitored	To be monitored	To be monitored
Carbon emissions from officers using their own vehicles (tonnes CO2e) (ASCH figures)	937 (3,285,790 miles)	511 (1,844,472 miles)	299 (1,090,073 miles) (Apr to Nov 22)	472 (1,718,551 miles)	420 (1,529,219 miles)	364 (1,325,323 miles)

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

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# Delivering operational priorities

To deliver operational priorities we will work towards achieving the following:

ASC = Adult Social Care PH= Public Health

## Public Health

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH6 Page 420	Develop a whole system approach to physical activity by implementing a Partnership Agreement to commission services <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing physical activity budgets</li> <li>• Within existing Public Health staffing resource</li> <li>• Public Health Commissioning team</li> <li>• Legal services</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Active Derbyshire</li> <li>• District and borough councils</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership agreement not agreed within timescales resulting in delayed launch to the partnership approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of a more coordinated commissioning approach to physical activity across the county in place via new Partnership Agreement which is working well.</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH7	Increase the size and scope of the Walk Derbyshire network and ensure the Active Neighbourhoods Pilot commences delivery <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resource</li> <li>• Within existing Public Health budgets</li> <li>• Staff time for steering group</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Active Derbyshire</li> <li>• District and borough councils</li> <li>• Partner organisations</li> <li>• Voluntary sector partners</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced effectiveness of Walk Derbyshire network and active neighbourhood pilots if scheme cannot fully operate.</li> </ul>	<ul style="list-style-type: none"> <li>• 4 active neighbourhood pilots in place and are co-designing solutions to increase physical activity levels in identified communities.</li> <li>• Training delivered so partners are confident in promoting walking.</li> <li>• Increased number of walking groups/ routes promoted on website.</li> </ul>
Page 421	Develop the Feeding Derbyshire work to tackle issues related to food insecurity <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Staff time for steering group</li> <li>• Staff time for quarterly contract meetings</li> <li>• Commissioning and Procurement</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Rural Action Derbyshire</li> <li>• Voluntary sector partners, including those delivering foodbanks and community pantries</li> </ul>	<ul style="list-style-type: none"> <li>• New provider for Feeding Derbyshire not procured which impacts on successful service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• New service for provision of Feeding Derbyshire commissioned and ready to commence operation in April 2024.</li> <li>• Set up an additional eight community pantries over next two years that become significantly self-financing and sustainable as not for profit/social enterprise.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH9	Support adults to recover from problematic drug and alcohol use <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Additional Office of Health Improvement and Disparities grant funding</li> <li>• Staff time for procurement, contract monitoring and development work</li> <li>• Commissioning and Procurement</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Provider services</li> <li>• Childrens Services</li> <li>• Community Safety Team</li> <li>• Adult Social Care</li> <li>• NHS Integrated Care Board</li> <li>• Derbyshire Constabulary</li> <li>• Probation</li> <li>• Office of Police and Crime Commissioner</li> <li>• Community of Lived Experience</li> <li>• Office of Health Improvement and Disparities (OHID)</li> <li>• Joint Combatting Drugs Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Health Improvement and Disparities additional grant funding insecure / fails to materialise which impacts on service delivery.</li> <li>• Recruitment and retention of staff limits service provision.</li> <li>• Re-procurement decisions and timescales undermine potential benefits of additional grant funding from OHID and disrupts existing services.</li> </ul>	<ul style="list-style-type: none"> <li>• Active co-production with Lived Experience community via the GRID voices project evidenced.</li> <li>• Developed and agreed with stakeholders a Drug and Alcohol Strategy for Derbyshire.</li> <li>• Established multi-agency Drug and Alcohol Strategic Partnership for Derby and Derbyshire.</li> <li>• Undertaken self-assessment against commissioning quality standards for substance misuse.</li> <li>• Undertaken local Health Needs Assessment to inform Partnership and service development for substance misuse.</li> <li>• Undertaken an Equality Impact Assessment to inform commissioning intentions for substance misuse.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH10	Support children and young people to prevent or delay uptake, reduce harms, and complete treatment for drug and alcohol use <b>Lead: Assistant Director of Public Health</b>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health budgets</li> <li>• Additional Office of Health Improvement and Disparities grant funding</li> <li>• Staff time for procurement, contract monitoring and development work</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Provider services</li> <li>• Childrens Services</li> <li>• Adult Social Care</li> <li>• Community Safety Team</li> <li>• NHS Integrated Care Board</li> <li>• Derbyshire Constabulary</li> <li>• Youth Offending Service</li> <li>• Office of Police and Crime Commissioner</li> <li>• Schools</li> <li>• Office of Health Improvement and Disparities (OHID)</li> <li>• Joint Combatting Drugs Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Office of Health Improvement and Disparities additional grant funding insecure / fails to materialise.</li> <li>• Recruitment and retention of staff limits service capability.</li> <li>• Re-procurement decisions and timescales undermine potential benefits of additional grant funding from OHID and disrupts existing services.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivered co-produced universal prevention activity and interventions within schools via the Coriell Award in relation to drugs and alcohol.</li> <li>• Completed the evaluation of the Coriell Award, which supports schools regarding drugs and alcohol education.</li> <li>• Established co-production to capture and amplify the voices of children and young people around drug and alcohol use.</li> <li>• Supported children and young people affected by other people’s drug and alcohol use.</li> <li>• Delivered harm reduction sessions to 16 – 25 years olds via face-to-face and social media activity.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH11	Deliver the Disability Employment Service and increase opportunities for disabled people in employment <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Disability Employer Engagement Derbyshire</li> <li>• Well for Work</li> <li>• Adult Social Care</li> <li>• Community Connectors</li> <li>• National Careers Service</li> <li>• DACES</li> <li>• Department of Work and Pensions</li> <li>• Futures Group</li> <li>• Derbyshire Supported Employment projects</li> </ul>	<ul style="list-style-type: none"> <li>• Staff recruitment and retention issues could result in reduced capacity for team.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people supported in Disability Employment Service.</li> <li>• Number of people into work by the Disability Employment Service.</li> <li>• Number of training opportunities accessed via support provided by Disability Employment Service.</li> <li>• Number of work experience/job trials accessed via support provided by Disability Employment Service.</li> <li>• Number of onward referrals by Disability Employment Service.</li> <li>• Number of volunteer placements accessed via support provided by Disability Employment Service.</li> </ul>
PH12	Develop and implement a Derby and Derbyshire Sexual Health Strategy, which is overseen by the Sexual Health Alliance to coordinate work in relation to sexual health across the Integrated Care System <b>Lead: Assistant Director of Public Health</b>	February 2023 – July 2023	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• No interdependencies identified</li> </ul>		<ul style="list-style-type: none"> <li>• Derby and Derbyshire Sexual Health Strategy agreed, and action planning initiated and implemented by July 2023.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH13	Deliver a whole system approach to childhood obesity <b>Lead: Assistant Director of Public Health</b>	April 2023 - March 2024	<b>Resources:</b> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> <li>• Additional contribution by Public Health to Derby City Council for contribution to Derby and Derbyshire Strategic Lead post which is hosted by the city council</li> <li>• Commissioning and Procurement</li> </ul> <b>Interdependencies:</b> <ul style="list-style-type: none"> <li>• Localities Programme</li> <li>• Early Years Service</li> <li>• Childrens Services</li> <li>• Childrens Healthier Weight Steering Group members</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of strategy relies on support and engagement from partners and wider stakeholders to maximise outcomes and impact, if not developed in partnership effectiveness of strategy will be limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivered the first Childrens Healthier Weight Summit in June 2023.</li> <li>• Continued to deliver place-based work in 3 communities, Clay Cross, Newhall, Kirk Hallam and develop 2 new areas by March 2024.</li> <li>• Implemented a Family Health Improvement offer.</li> <li>• Number of health, exercise and nutrition for the really young (HENRY) courses delivered and number of families participating.</li> <li>• Designed and delivered Child's Choice within 3 localities of the County to encourage children to become more active.</li> <li>• Developed a healthy maternity offer to support women and their families to make health choices with a focus on stop smoking, healthy eating and being active by March 2024.</li> <li>• Delivered the National Child Measurement Programme that weigh and measure children in Reception and Year 6.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH14	Deliver Know Your Numbers sessions across Derbyshire to help individuals lower their risk of cardiovascular disease arising from undiagnosed hypertension <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources</p> <ul style="list-style-type: none"> <li>• Funding from NHS</li> <li>• Integrated Care Board</li> <li>• Within existing Public Health staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Communications Team</li> <li>• NHS Services</li> <li>• Pharmacies</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment and retention of staff may impact on success of Know Your Numbers sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of individuals who have their blood pressure measured as part of 'Know Your Numbers' sessions.</li> </ul>
PH15	Deliver and develop the Localities Programme to be more community focused and to ensure alignment with the emerging Integrated Care System <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> <li>• Commissioning and Procurement</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• District and borough councils</li> <li>• NHS services</li> <li>• Voluntary sector partners</li> </ul>	<ul style="list-style-type: none"> <li>• Memorandum of Understanding with partners needs to be agreed to support successful programme activity delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Wellbeing Partnership members have fed back that the forum is a useful mechanism to drive provision of local services and network of support.</li> <li>• Evidence that Health and Wellbeing Partnerships have supported the implementation of place-based working alongside Local Place Alliances.</li> <li>• All partnerships have a signed Memorandum of Understanding in place, so that funding can be distributed at place to support health and wellbeing of population.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH16	Redevelop and maintain the health and wellbeing section and Joint Strategic Needs Assessment (JSNA) section of the Derbyshire Observatory <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	Resources: <ul style="list-style-type: none"> <li>• Power BI Licence</li> <li>• Power BI training</li> <li>• Staff time (training, development and authoring)</li> <li>• External Public Health skills training</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• ICT</li> <li>• Integrated Care Board</li> <li>• Joint Local Health and Wellbeing strategy</li> <li>• Integrated Care Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Power BI platforms currently not available to use which delays the launch of JSNA impacting on ability of organisation to provide shared system wide intelligence.</li> <li>• Lack of engagement by partners means use of JSNA is not maximised to support evidence-based decision making.</li> <li>• Poor quality information results in use of JSNA not being maximised by partners.</li> <li>• JSNA development not embedded into staff training and development plans, so delivery is delayed.</li> </ul>	<ul style="list-style-type: none"> <li>• Embedded the new approach to JSNA with partnership working in place by March 2024.</li> <li>• JSNA chapters developed and delivered and resources available online by March 2024.</li> <li>• Completion of Derbyshire Observatory JSNA web pages by March 2024.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH17	Deliver NHS Health Checks to address health inequalities and prevent ill health <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> <li>• Commissioning and Procurement</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Health Check System including providers (primary care)</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce pressures across clinical staff in primary care may limit ability to deliver NHS Health Checks.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people who have completed a NHS Health Check.</li> <li>• Completion of the proof-of-concept NHS Health Checks community project model evaluation report by March 2024 in order to influence a new commissioning model from April 2025.</li> <li>• Delivered NHS Health Check training for primary care staff.</li> </ul>
PH18	Effectively commission 0-19 years Public Health Nursing, Oral Health Promotion and Infant and Toddler Nutrition as part of the Section 75 Partnership Agreement <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Strategic Governance Group for 0-19 Public Health Service</li> <li>• Local maternity and neonatal partners</li> <li>• Joined Up Care Childrens Delivery Board</li> </ul>	<ul style="list-style-type: none"> <li>• System wide cost pressures impact on service delivery.</li> <li>• Workforce pressures, especially national shortage of health visitors and school nurses, could impact on service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Health Promotion and Infant and Toddler Nutrition Service transferring into Section 75 Partnership Agreement on 1 April 2023 and operates well during Quarter 1 and Quarter 2.</li> <li>• Developed the Strategic Governance Group to include oral health and infant and toddler nutrition by end of Quarter 1 2023-24.</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH19	Deliver the 2023 My Life My View young people's emotional wellbeing survey to gain insight into factors contributing to young people's emotional health and wellbeing; and inform preventative approaches that enable early intervention and support <b>Lead: Assistant Director of Public Health</b>	April 2023 – July 2023	Resources: <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resources</li> <li>• Within existing Public Health budgets</li> <li>• Commissioning and Procurement</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Results informs the place-based approach to children and young people's mental health, and priority setting across the system</li> <li>• Year 6 school nursing survey is also delivered within this contract</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity of Derbyshire secondary schools to engage in the survey limits potential insight gained.</li> </ul>	<ul style="list-style-type: none"> <li>• My Life My View survey is online and available to Derbyshire secondary schools from April 2023 until July 2023.</li> <li>• Increased engagement from 2022-23 My Life My View Survey shown by an increase in the number of secondary schools and students participating.</li> <li>• Summary of findings from the My Life My View survey shared across the system to support prevention March 2024.</li> </ul>
PH20	Support the development of a perinatal mental health partnership to improve perinatal mental health support pathways to better coordinate support across Derbyshire <b>Lead: Assistant Director of Public Health</b>	April 2023 – March 2024	Resources: <ul style="list-style-type: none"> <li>• Within existing Public Health staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Derbyshire Local Maternity and Neonatal System Board</li> <li>• NHS Integrated Care Board Mental Health Delivery Group</li> </ul>	<ul style="list-style-type: none"> <li>• No risks identified.</li> </ul>	<ul style="list-style-type: none"> <li>• System wide engagement in Perinatal Mental Health pathway discussions April 2023.</li> <li>• Partnership Perinatal Mental Health Sub-group established with clear governance within Joined Up Care Derbyshire by September 2023.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH21	Co-ordinate the refresh of the Derby and Derbyshire Air Quality Strategy 2020-2030 to update the population health outcomes and performance measures and to align with Net Zero strategies <b>Lead: Assistant Director of Public Health</b>	April 2023 – September 2023	Resources: <ul style="list-style-type: none"> <li>• Within existing staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Working Group members</li> <li>• National air quality targets and data</li> </ul>	<ul style="list-style-type: none"> <li>• Require sufficient capacity to support and implement the revised strategy to ensure key actions are completed within agreed timescales and delivered effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Derbyshire Health and Wellbeing Board and Derby and Derbyshire Health Protection Board approve Derby and Derbyshire Air Quality Strategy by September 2023.</li> <li>• Delivered the Annual Air Quality Action Plan so that the performance measures in the Strategy are achieved and there is progress towards the population outcomes.</li> </ul>
PH22	Review our services to adapt to climate change and help our vulnerable communities be more resilient to the health impacts <b>Lead: Assistant Director of Public Health</b>	April 2023 to March 2024	Resources: <ul style="list-style-type: none"> <li>• Departmental working group comprised of existing staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Corporate Climate Change Team in Corporate Services and Transformation</li> <li>• Communications Team in Corporate Services and Transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient capacity may not be available to review services resulting in services not maximising opportunities to mitigate against climate change within agreed timescales.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensured public health commissioned services manage risks or opportunities arising from climate change.</li> <li>• Identified priority health risks to vulnerable communities from climate change and adapt our Public Health offer to improve community resilience.</li> <li>• Public Health meets corporate mitigation strategies.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PH23	Recommission the Falls Exercise Prevention Programme <b>Lead: Assistant Director Public Health</b>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• From Improved Better Care Fund budget and existing budget</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Commissioning</li> <li>• Integrated Care Board Anticipatory Care workstream</li> <li>• Derbyshire Community Health Services falls clinics</li> <li>• Physical activity strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Systemwide cost pressures potentially limit programme delivery.</li> <li>• Sufficient engagement may not materialise from clinical services reducing overall impact of this programme.</li> </ul>	<ul style="list-style-type: none"> <li>• New Falls Exercise Prevention Programme commissioned ready to be implemented April 2024.</li> </ul>

## Adult Social Care

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
ASC01	<p>Support people to live to their best life independently at home, connected to the community and local resources, stepping in with more help where needed</p> <p><b>Lead: Director of Adult Social Care and Service Director Transformation and Partnerships</b></p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Best Life Derbyshire transformation programme</li> <li>• Quality Assurance work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Increased demand and failure demand on services.</li> <li>• Increased costs for service delivery.</li> <li>• Lack of affordable market capacity (e.g., homecare, nursing care), insufficient workforce skills, motivation and capacity, lack of system-wide capacity (e.g., NHS).</li> <li>• Increasing demand with reduced capacity to assess individuals (in the context of insufficient workforce), impacting on the delivery of quality assurance and compliance activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of people approaching Adult Social Care who have been supported to retain their independence through early help and signposting.</li> <li>• Number of casefile audits completed this quarter and key themes.</li> <li>• Number of people with a learning disability and / or who are autistic supported to move from residential care or hospital into a community setting.</li> <li>• Number of people with a learning disability and / or who are autistic with an outcome support plan in place.</li> <li>• Number of young people we have supported to transition into adulthood with an outcome focused plan.</li> <li>• Reduction in the number of older people requiring permanent admission into long-term care.</li> <li>• Number of people following a</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
Page 433					<p>safeguarding Section 42 enquiry say their outcome has been met.</p> <ul style="list-style-type: none"> <li>• Number of people who have received an Occupational Therapy Assessment which has supported them to retain their independence.</li> <li>• Percentage of people who have received a review of their care and support within the quarter.</li> <li>• Number of people accessing support through a Direct Payment has increased.</li> <li>• Number of people awaiting an assessment of their care and support needs.</li> <li>• Number of people rated red, amber, green on adult social care waiting list.</li> <li>• Redesign of the low-level support through a co-production approach completed.</li> </ul>
ASC02	<p>Help people recover and regain stability independence and control following a personal crisis or illness <b>Lead: Assistant Director Partnerships</b></p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p>	<ul style="list-style-type: none"> <li>• Lack of affordable market capacity (e.g., homecare, nursing care), insufficient workforce skills,</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people who have been supported through short-term homecare offer and have fully regained their independence.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures	
Page 434			<ul style="list-style-type: none"> <li>• Best Life Derbyshire transformation programme</li> <li>• NHS 'Team Up' programme</li> <li>• Commissioning</li> </ul>	<ul style="list-style-type: none"> <li>• motivation and capacity, lack of system-wide capacity (e.g., NHS).</li> <li>• Increasing demand with reduced capacity to assess individuals (in the context of insufficient workforce), impacting on the delivery of quality assurance and compliance activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people who have been supported through the Community Connector offer and have been supported to access activities in their local community.</li> <li>• Number of people who have been supported through the Mental Health Enablement offer and have achieved their identified outcomes.</li> <li>• Number of people who have been supported through the Community Bed offer and the percentage of people who have returned home.</li> </ul>	
	ASC03	Work across the system with partners, carers, and citizens to provide support in a safe supportive homelike setting <b>Lead: Service Director Transformation and Partnerships</b>	April 2023 – March 2024	Resources: <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• NHS Community Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of affordable market capacity (e.g., homecare, nursing care), insufficient workforce skills, motivation and capacity, lack of system-wide capacity (e.g., NHS).</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented the system transformation programme Team Up – quarterly milestones.</li> <li>• Implemented the system transformation programme Living Well - quarterly milestones.</li> </ul>
	ASC04	Develop more equal partnerships between people who use services, carers, and	April 2023 – March 2025	Resources: <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of affordable market capacity (e.g., homecare,</li> </ul>	<ul style="list-style-type: none"> <li>• Published a strategic action plan alongside our Adult Social Care Strategy</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
Page 435	professionals to deliver better outcomes <b>Lead: Service Director Transformation and Partnerships and Assistant Director Commissioning, Safeguarding, Quality and Performance</b>		<ul style="list-style-type: none"> <li>• Within existing divisional staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• NHS Commissioning and Provider partners</li> <li>• Healthwatch</li> </ul>	nursing care), insufficient workforce skills, motivation and capacity, lack of system-wide capacity (e.g., NHS). <ul style="list-style-type: none"> <li>• Increasing demand with reduced capacity to assess individuals (in the context of insufficient workforce), impacting on the delivery of quality assurance and compliance activity.</li> </ul>	detailing actions from engagement activity. <ul style="list-style-type: none"> <li>• Completed a six monthly survey of people who have accessed our support to update our strategic action plan (published annually).</li> <li>• Yearly stakeholder engagement sessions have taken place to update the annual update of the strategic action plan.</li> <li>• Published the Adult Social Care Digital Strategy.</li> <li>• Published the refreshed co-produced Carers Strategy.</li> <li>• Worked with system partners to co-produce an Autism Strategy.</li> <li>• Quarterly feedback provided by Healthwatch in relation to Adult Social Care.</li> </ul>
ASC05	Recognise and value unpaid carers and our social care workforce, and the contribution they make <b>Lead: Assistant Director Commissioning, Safeguarding, Quality and Performance; Assistant Director Commissioning and Contracting</b>	April 2023 – March 2025	Resources: <ul style="list-style-type: none"> <li>• Within existing divisional budget</li> <li>• Within existing divisional staffing resource</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Commissioning</li> <li>• Further/ higher educational establishments</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing demand with reduced capacity to assess and deliver (in the context of insufficient workforce), impacting on the delivery of quality</li> </ul>	<ul style="list-style-type: none"> <li>• Number of carers accessing support services.</li> <li>• Co-produces, with carers and stakeholders, a new all-age Carers Support Service to commence 1 April 2024.</li> <li>• Level of sickness absence in adult social care.</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
Page 436 AC06			<ul style="list-style-type: none"> <li>Learning and Development</li> </ul>	assurance and compliance activity.	<ul style="list-style-type: none"> <li>Retention and recruitment levels in adult social care.</li> <li>Number of Student Social Worker and Occupational Therapist placements.</li> <li>Number of managers accessing a leadership course.</li> <li>Number of grievances recorded from adult social care staff.</li> <li>Percentage of colleagues compliant with mandatory training requirements.</li> </ul>
	<p>Make sure there is an excellent choice of affordable care and support available across the county with a focus on people's experiences and improving quality <b>Lead: Assistant Director Commissioning, Safeguarding, Quality and Performance</b></p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Within existing divisional budget</li> <li>Within existing divisional staffing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Human Resources</li> <li>Local Government and Social Care Ombudsman</li> </ul>	<ul style="list-style-type: none"> <li>Increased demand and failure demand on services; Increased costs for service delivery.</li> <li>Increasing demand with reduced capacity to assess and deliver (in the context of insufficient workforce), impacting on the delivery of quality assurance and compliance activity.</li> </ul>	<ul style="list-style-type: none"> <li>Departmental savings met.</li> <li>Monitor quality of care provision across Derbyshire percentage of offer that is outstanding / good.</li> <li>Quality Assurance Board reporting quarterly on audits and learning (including from Safeguarding Adults Reviews) / action achieved.</li> <li>Number of internal management reviews completed and themes.</li> <li>Number of disciplinaries.</li> <li>Number of complaints (including Local Government and Social Care Ombudsman and themes.</li> </ul>



## Joint Adult Social Care and Health Operational priorities

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
ASCH 01	Support the implementation and contract and supply chain management regime across the Council to drive value for money throughout the contract lifecycle <b>Lead: Assistant Director Commissioning, Safeguarding, Quality and Performance and Assistant Director of Public Health</b>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Commissioning teams</li> <li>Adult Care Contracts Team</li> <li>County Procurement Team</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Will require involvement and support from county procurement team</li> </ul>	<ul style="list-style-type: none"> <li>Procurement staff recruitment and retention.</li> </ul>	<ul style="list-style-type: none"> <li>A council wide contract management framework has been established and implemented across the council and is being used in Adult Social Care and Health.</li> <li>Council staff who undertake contract management have undertaken training to understand the Councils CM framework.</li> <li>The department's high risk/high value contracts are identified and managed appropriately.</li> <li>The department understands how its contracts are performing.</li> <li>The department understands its backward supply chain for critical contracts.</li> </ul>

## Public Health Key Performance Measures

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Increased number of walking groups/routes promoted on the Walk Derbyshire website	New measure	New measure	New measure	65	150	200
Number of people supported by the Disability Employment Service. (unique individuals)	26	109	211	New measure no target set	200	200
Number of people supported into work by the Disability Employment Service	31	12	37	New measure no target set	35	35
Number of people accessed training via support provided by Disability Employment Service	70	14	69	New measure no target set	70	70
Number of people into work experience/job trials via support provided by Disability Employment Service	5	1	10	New measure no target set	10	10
Number of people supported to access additional services via support provided by Disability Employment Service	New measure	68	143	New measure no target set	140	140
Number of people supported into volunteer placements via support provided by Disability Employment Service	18	5	25	New measure no target set	25	25
Number of HENRY courses delivered	New measure	New measure	New measure	New measure	To be monitored	To be monitored
Number of families participating in HENRY courses	New measure	New measure	New measure	New measure	New measure	New measure
Number of people who have their blood pressure measured as part of 'Know Your Numbers' sessions	New measure	New measure	New measure	New measure	To be monitored	n/a as funding may not be available
Number of people who have completed a NHS Health Check	Programme paused due to Covid	Programme paused due to Covid	5,398 (Q1)	8,092	10,000	12,000

## Adult Social Care Key Performance Measures

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Percentage of people approaching Adult Social Care who have been supported to retain their independence through early help and signposting	New Measure	New Measure	New Measure	New Measure	50%	50%
Number of casefile audits completed this quarter and key themes	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of people with a learning disability and / or who are autistic supported to move from residential care or hospital into a community setting	New Measure	33	13 (Q2)	40	36	To be set 2023-24
Number of people with a learning disability and / or who are autistic with an outcome support plan in place	New Measure	1,255	179 (Q2)	150	120	To be set 2023-24
Number of young people we have supported to transition into adulthood with an outcome focused plan	New Measure	New Measure	New Measure	New Measure	38	38
Reduction in the number of older people requiring permanent admission into long-term care	New Measure	711	484 (Q2)	932	932	932
Number of people following a safeguarding Section 42 enquiry say their outcome has been met	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of people who have received an Occupational Therapy Assessment which has supported them to retain their independence	New Measure	New Measure	New Measure	New Measure	New Measure	To be monitored
Percentage of people who have received a review of their care and support within the quarter	New Measure	New Measure	U65 71% O65 61%	100%	100%	100%
Number of people accessing support through a Direct Payment has increased	New Measure	New Measure	729 (Q2)	609	654	683

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Number of people awaiting an assessment of their care and support needs	New Measure	New Measure	246 (Q2)	To be monitored	To be monitored	To be monitored
Number of people rated red, amber, green on adult social care waiting list	New Measure	New Measure	New Measure	To be monitored	To be monitored	To be monitored
Number of people who have been supported through short-term homecare offer and have fully regained their independence	New Measure	2,868	1,416 (Q2)	3,588	3,588	3,588
Number of people who have been supported through the Community Connector offer and have been supported to access activities in their local community	124	431	273 (Q2)	453	575	Target to be set 2023-24
Number of people who have been supported through the Mental Health Enablement offer and have achieved their identified outcomes	New Measure	New Measure	New Measure	New Measure	35%	Target to be set 2023-24
Number of people who have been supported through the Community Bed offer and the percentage of people who have returned home	New Measure	New Measure	339 76% (Q2)	670 76%	To be set 2023-24	Target to be set 2023-24
Number of Carers accessing support services	New Measure	New Measure	New Measure	New Measure	5,880	Target to be set 2023-24
Level of Sickness absence in adult social care	New Measure	7.92%	8.48% (Q2)	6.5%	To be monitored	To be monitored
Retention and Recruitment levels in adult social care	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of Student Social Worker and Occupational Therapist placements	New Measure	New Measure	39	51	To be monitored	Target to be set 2024-25
Number of managers accessing a leadership course	New Measure	New Measure	New Measure	New Measure	60%	100%
Number of grievances recorded from adult social care staff	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Percentage of colleagues compliant with mandatory training requirements	New Measure	New Measure	New Measure	New Measure	100%	100%
Departmental savings are met.	New Measure	New Measure	Monitor monthly	£9.831m	To be monitored	To be monitored
Monitor quality of care provision across Derbyshire percentage of offer that is outstanding/ good	New Measure	New Measure	New Measure	Monitor quarterly	To be monitored	To be monitored
Quality Assurance Board reporting quarterly on audits and learning (including from Safeguarding Adults Reviews)/ action achieved	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of internal management reviews completed and themes	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of disciplinaries	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored
Number of complaints (including Local Government and Social Care Ombudsman and themes	New Measure	New Measure	New Measure	New Measure	To be monitored	To be monitored

# Approved Controllable Budget 2023-24

Division	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Transfer payments	Unallocated budget	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Purchased Services	-	-	3,364	-	266,955	-	-	239	270,557	-75,598	-	194,959
Assistive Technology & Equipment	87	-	1	11,605	319	-	-	337	12,349	-5,316	-	7,033
Social Care Activity	27,023	0	630	409	51	32	-	16	28,160	-148	-	28,012
Information & Early Intervention	292	1	7	1,008	5,228	64	-	306	6,907	-587	-27	6,293
Commissioning & Service Delivery	9,550	24	79	1,435	343	-	-	2,168	13,599	-204	-	13,395
Housing Related Support	-	-	-	75	3,641	-	-	-	3,716	-111	-	3,605
Prevention	3,555	10	86	155	67	1,315	-	-719	4,468	-256	-	4,212
Direct Care	59,500	1,628	1,224	3,976	34	3	-	214	66,579	-1,108	-	65,471
Better Care Fund	-	-	-	-	7,898	-	20	-1,827	6,090	-40,444	-7,898	-42,252
Unallocated Budgets	-0	-	-	-	-1,034	-	-2,143	-	-3,177	-	-	-3,177
Public Health	8,491	30	96	5,016	27,447	-	1,250	2,075	44,403	-74	-43,803	526
<b>TOTAL</b>	<b>108,498</b>	<b>1,694</b>	<b>5,485</b>	<b>23,678</b>	<b>310,948</b>	<b>1,414</b>	<b>-874</b>	<b>2,808</b>	<b>453,652</b>	<b>-123,846</b>	<b>-51,729</b>	<b>278,077</b>

# Commercial Pipeline of Procurement – up to 31 March 2025

In line with the Council’s Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period in support of delivering the departmental Service Plan.

The table shows how the procurement supports Business as Usual (BAU) or specific deliverables within the Council Plan (CP) and Service Plan (SP), the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council’s financial regulations.

## Public Health and Adult Social Care Procurements due to commence between 1 April 2023 and 31 March 2025

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Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
SP PH9	Provision of Adult Integrated Substance Misuse Treatment Service (Drug and Alcohol)	01/04/2023	01/04/2024	120	53,000,000	No
SP PH10	Children and Young Peoples Specialist and Targetted Substance Misuse Service	01/04/2023	01/04/2024	120	2,950,000	No
SP PH10	Provision of Service for Children and Young People Affected by the Substance Misuse of Others	01/04/2023	01/04/2024	120	1,400,000	No
SP PH 23	Provision of Falls Prevention Services	01/04/2023	01/04/2024	96	2,000,000	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
SP PH10	Targeted Substance Misuse Service for Children and Young People	01/04/2023	01/04/2024	120	1,125,000	No
SPPH10	Substance Recovery Initiative	1/04/2023	01/06/2024	60	1,500,000	No
SP PH8	Feeding Derbyshire	01/04/2023	01/04/2024	60	1,000,000	No
SP PH7	PharmOutcomes – payment system for community pharmacies	01/04/2023	01/04/2024	36	90,000	Yes
CP26	Mental Health Support for Community and Voluntary Sector	01/04/2023	10/09/2023	24	240,000	No
CP26	Mental Health First Aid	01/06/2023	01/04/2024	36	330,000	No
SP PH21	Provision and Analysis of Emotional Health and Wellbeing Survey of Young People in Derbyshire	26/06/2023	01/09/2024	84	100,000	No
SP PH21	Provision and Analysis of secondary school emotional health survey	07/09/2023	01/09/2024	84	100,000	No
CP-01	E-cigarettes	01/07/2023	01/04/2024	60	£1,000,000	No
SP PH4 CP-26	Emotional Wellbeing of Young People	01/04/2023	01/09/2024	24	150,000	No
CP -26	Emotional Wellbeing and Peer Support for Men	01/10/2023	01/04/2024	36	260,000	



Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP02	Support for Carers	01/08/2023	01/04/2024	36	300,000	No
BAU	Digital Inclusion Phase 2	01/09/2023	01/09/2024	60	750,000	No
CP26	GP Suicide Training	01/09/2023	01/04/2024	24	200,000	No
CP26	Suicide Postvention Bereavement Support Next of Kin	01/04/2024	01/11/2024	36	400,000	No
CP26	Derbyshire Wellbeing Website	01/09/2024	01/04/2025	24	260,000	Yes
BAU	Youth Zone Project	01/10/2023	01/04/2024	24	57,000	No
SP PH18	NHS Health Checks programme	17/10/2023	01/04/2025	84	2,500,000	No
CP01	Data Management System for Stop Smoking Service	23/11/2023	01/11/2025	96	320,000	Yes
CP01	Stop smoking and alcohol apps	01/03/2024	01/04/2025	36	150,000	No
SP PH18	Health Checks Support and Maintenance Point of Care testing	05/03/2024	01/04/2025	72	60,000	No
SP PH18	Health Checks Support and Maintenance Quality Assurance for POCT	26/03/2024	01/04/2025	60	85,000	No
BAU	Healthy Workplaces Derbyshire delivery and advice or support.	01/04/2024	01/03/2025	36	75,000	No
BAU	Derbyshire Outbreak Management System	01/04/2024	01/04/2025	24	80,000	Yes

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP26	Mental Health and Wellbeing Activity project	01/02/2024	01/08/2024	24	203,000	No
SP PH13	Food for Life	01/04/2024	01/10/2024	36	450,000	No
CP02	Hospital Discharge Income Maximation	01/04/2024	01/04/2025	36	160,000	No
CP02	Support for Older People	01/04/2024	01/10/2024	36	300,000	No
CP26	Suicide Postvention Bereavement Support Peers	01/04/2024	01/11/2024	36	120,000	No
SP PH18	Health Checks Support and Maintenance IT Systems	10/04/2024	01/04/2025	60	150,000	Yes
BAU	Harmful Sexual Behaviours Pathway Programme	01/06/2024	01/02/2025	36	300,000	No
SP PH15	Raising Aspirations	01/08/2024	01/04/2025	48	460,000	No
SP PH8	Affordable Food Network	01/08/2024	01/04/2025	48	600,000	No
BAU	Health Workplaces Derbyshire Marketing Project	01/04/2024	01/03/2025	12	100,000	No
BAU	Provision of specialist legal and employment advice	01/04/2023	01/04/2024	48	402,100	No
BAU	Woodland Activities	01/04/2023	01/10/2023	60	875,000	No
BAU	Integrated Community Equipment Service	01/04/2023	01/12/2023	120	70,000,000	No
BAU	Autism Information and Advice Service	01/04/2023	01/12/2023	48	300,000	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP29	Assistive Technology service	01/04/2023	01/04/2024	96	8,000,000	No
SP ASC01	Low Level Support Service	01/04/2023	01/04/2024	60	10,000,000	No
BAU	Homecare services	01/04/2023	01/04/2024	96	200,000,000	No
BAU	TS16069 - Supply of Software Licences and Associated Services	01/04/2023	31/05/2024	12	50,000	Yes
BAU	Digital Social Care Record in DCC Care Homes	01/04/2023	01/06/2023	12	112,000	Yes
BAU	Blue Badge Improvement Service	01/04/2023	05/02/2024	60	331,200	Yes
BAU	Falls Prevention in DCC Care Homes	01/04/2023	01/06/2023	12	64,000	Yes
SP ASC03	Mental Health Independent Living Service	01/04/2023	01/11/2023	48	2,083,708	No
BAU	Advocacy	01/06/2023	01/04/2024	96	7,000,000	No
SP ASC02	Home from Hospital Service	01/05/2023	01/04/2024	96	4,000,000	No
BAU	(AQP) Domiciliary Homecare Framework (ICB)	01/06/2023	01/06/2024	84	500,000	No
BAU	TS15055 Supply of a Social Care Management System and Associated Services	01/06/2023	20/04/2024	84	3,000,000	Yes
SP ASC05	Carers Support Service	01/09/2023	01/04/2024	96	6,880,000	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
BAU	Dementia Support Service	01/09/2023	01/04/2024	96	3,000,000	No
BAU	Purchase of Software to manage Mental Health Referrals	14/09/2023	14/9/2024	24	150,000	Yes
BAU	Care Homes Washing Machine Detergent	01/10/2023	01/04/2024	36	155,000	No
SP ASC01	Direct Payment Support Service	01/12/2023	01/07/2024	48	600,000	No
BAU	FACE Resource Allocation System - FACE Recording & Measurement Systems	01/01/2024	01/02/2023	36	£75,000	Yes
BAU	TS11009a - Face Locality Licence for the Face Core Assessment Package	01/01/2024	01/05/2023	36	£50,000	Yes
BAU	Managed accounts and payroll services	01/04/2024	01/10/2024	48	£1,400,000	No
BAU	Community Lives Directory	01/04/2024	01/04/2025	60	7,500,000	No
BAU	Long term support for people with disabilities	01/04/2024	01/04/2025	48	2,000,000	No
BAU	Supply and Maintenance of Floor Cleaning Equipment	01/05/2024	01/02/2025	48	300,000	No
BAU	ICT19030a Welfare Rights System	01/05/2024	05/05/2025	48	£160,000	Yes
BAU	ICT19030c Benefits Calculator	01/05/2024	11/05/2025	48	£50,000	Yes
SP ASC02	Supply of an Externally Hosted Activity Recording and	01/07/2024	01/07/2026	72	£3,000,000	Yes

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
	Scheduling Solution and Associated Services					
BAU	Supply of janitorial products	01/08/2024	01/09/2025	48	1,000,000	No
BAU	Catering at Thomas Fields and Lacemaker Court	01/09/2024	14/03/2025	48	640,000	No
BAU	Homecare Waltham House	01/09/2024	01/04/2025	60	1,000,000	No
BAU	AMHP Training	01/09/2024	01/04/2025	48	200,000	No

**Please note: The above procurement plan includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2023-25. All values are estimated and may change when projects are tendered.**

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# Service Plan 2023-25

## Delivery Plan

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### Children's Services

Carol Cammiss  
Executive Director

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# Delivering the Council Priorities

In support of the Council priorities the department has identified specific deliverables as detailed below. Principal risks have been considered and these along with risk mitigations are managed by the department in line with the Council’s risk management policy.

## Council Priority: Resilient, healthy and safe communities

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP-03	Implement key actions to reduce discrimination and tackle inequalities as set out in the Council’s Equality, Diversity and Inclusion Strategy 2022-2025 <b>Lead:</b> <b>Executive Director for Children’s Services</b>	March 24	Resources: <ul style="list-style-type: none"> <li>Existing staff resources within Strategy team</li> <li>Resources deployed from departments to lead workstream approach and ensure priorities and actions are embedded across broader council activity</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Workstream approach will require resource and delivery from all Council departments</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources available which will impact on implementation of strategy</li> <li>Potential lack of capacity across Council to embed approach across existing areas of work</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed workstream activity delivered to agreed timescales in line with reporting schedules and performance targets</li> <li>Equality considerations are embedded across the Council’s strategies and service plans</li> <li>Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality</li> <li>Annual Equality Report is published and shared publicly</li> </ul>

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Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP-06	<p>Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council</p> <p><b>Lead:</b> <b>Executive Director for Children's Services</b></p>	March 24	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Approach dependent on capacity of Council and partners to support connected teams</li> <li>• Approach supports demand management ambitions of Council and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy will take time to develop and embed</li> <li>• Challenge of Council joining up existing activities resulting in missed opportunities</li> <li>• Cost of living crisis and pressure on local communities may result in additional pressures and demands being placed on council services</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy in place</li> </ul>
CP-07	<p>Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources</p> <p><b>Lead:</b> <b>Strategic Lead for Schools &amp; Learning</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• External market forces</li> <li>• Pressures on transport providers e.g., cost of fuel</li> </ul>	<ul style="list-style-type: none"> <li>• No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• Best value achieved for delivering required home to school transport</li> <li>• Feedback from schools and families</li> <li>• Opportunities identified for reducing the impact of travel on the environment</li> </ul>

## Council Priority: High performing, value for money and resident focused services

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-12	<p>Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally</p> <p><b>Lead:</b> <b>Strategic Lead for Schools &amp; Learning</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> <li>Levelling up funding (to be confirmed)</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Levelling up white paper</li> <li>Collaborative approach requires support and contribution from partners</li> </ul>	<ul style="list-style-type: none"> <li>No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>Rate of improvement of the percentage of children attending good or better schools</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-13  Page 456	Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire <b>Lead:</b> <b>Director of Early Help and Safeguarding</b>	Apr 2021  Mar 2025	Resources: <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Stable staffing capacity and demand</li> <li>• Requires support from other departments and agencies</li> <li>• Contributes to other departments' and partners' priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to recruit and retain experienced staff</li> </ul> Challenges with succession planning which in turn may impact on service delivery	<ul style="list-style-type: none"> <li>• External peer review supports internal evaluation of quality</li> <li>• All children's homes maintain inspection rating of good or outstanding</li> <li>• Social work vacancy rate and agency rate remain lower than national.</li> <li>• Average social work caseloads within the range (15-20).</li> <li>• Majority of reflective case review outcomes continue to be good or better</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-14	<p>Support a resident-first approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system</p> <p><b>Lead:</b> <b>Director of Performance, Quality and Partnerships</b></p>	<p>Apr 2021</p> <p>Apr 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> <li>Channel Shift programme</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Development of wider organisational strategies</li> <li>Effective and timely implementation of customer relationship management system (Granicus)</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient staff and funding capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> <li>Insufficient service capacity to engage with programme effectively</li> </ul>	<ul style="list-style-type: none"> <li>Granicus customer relationship management system implemented for management of corporate and statutory complaints, compliments, and representations</li> <li>Evidence this has improved service delivery and resident experience</li> <li>Wider opportunities to innovate to improve customer experience and feedback identified and delivered including deployment of new technology</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-19	Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall <b>Lead:</b> <b>Executive Director for Children’s Services</b>	Apr 2021  Mar 2024	Resources: <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Wider organisational strategies aligned to cultural change (i.e., digitalisation)</li> <li>Contributes to departments’ priorities</li> </ul>	<ul style="list-style-type: none"> <li>Delay to the review of MWOW which means the projects within it are not properly governed or monitored as the programme ‘treads water’</li> </ul>	<ul style="list-style-type: none"> <li>New ways of working implemented which meet the needs of residents and help us deliver services more effectively and efficiently, making best use of our buildings and estate</li> <li>Implemented a ‘one council’ approach to strategic transformation</li> <li>Cross-council framework agreed to review and scrutinise the performance of all traded services</li> <li>Improved value for money through better contract and supply chain management</li> <li>New corporate portfolio management board fully assured that children’s transformation programmes have delivered the intended</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
					benefits, on time and within budget <ul style="list-style-type: none"> <li>• Further opportunities to transform, modernise, innovate and collaborate identified for Phase 3 of the Enterprising Council programme</li> </ul>
CP-21  Page 459	Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities <b>Lead:</b> <b>Executive Director for Children's Services</b>	Apr 2022  Mar 2025	Resources: <ul style="list-style-type: none"> <li>• Senior HR business partners and departmental management teams to lead the development and deployment of people plans.</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>• Wider organisational strategies aligned to cultural change (i.e. digitalisation)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased risk of workforce absences caused by localised outbreaks of seasonal illnesses including Covid-19</li> <li>• Capacity challenges in relation to staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced turnover and vacancy rates in difficult to fill areas (catering, business services, residential, social work)</li> <li>• More care leavers secure apprenticeships and other job opportunities within the council</li> <li>• Equality, Diversity and Inclusion Workforce Action Plan developed with meaningful departmental actions and activity.</li> <li>• Low sickness absence rates maintained</li> </ul>

## Council Priority: Effective early help for individuals and communities

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-26  Page 460	Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people at both school and in the community <b>Lead:</b> <b>Strategic Lead for Schools &amp; Learning</b>	Apr 2021  Sep 2023	Resources: <ul style="list-style-type: none"> <li>W4E Recovery Grant</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Partner contribution</li> </ul>	<ul style="list-style-type: none"> <li>No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing for Education Recovery initiative implemented for children and young people on part-time timetables or not accessing their full entitlement to education, for reasons relating to social, emotional, and mental health (SEMH) issues</li> <li>Children and young people participating improve their attendance</li> <li>Children and young people out of education who participate in the programme return to full-time education</li> <li>Programme effectiveness evaluated by September 2023</li> </ul>



## Council Priority: A prosperous and green Derbyshire

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-36	<p>Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions</p> <p><b>Lead:</b> <b>Strategic Lead for Schools and Learning</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Governance and leadership via the Council's Climate Board, Children's Services Climate Action group and departmental climate leads</li> <li>Corporate Property department</li> </ul>	<ul style="list-style-type: none"> <li>Commitments will not be met, and carbon emissions targets will not reduce sufficiently</li> </ul>	<ul style="list-style-type: none"> <li>Key performance indicators are in place, are being monitored &amp; performance is on track</li> <li>Opportunities are identified to influence external stakeholders to reduce emissions</li> <li>Modernisation projects enhanced to inform the value and cost of delivering more carbon efficient solutions</li> </ul>
CP-37	<p>Work to reduced carbon emissions from the department's property and vehicles and procurement</p> <p><b>Lead:</b> <b>Strategic Lead for Schools and Learning</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Governance and leadership via the Council's Climate Board, Children's Services Climate Action group and</li> </ul>	<ul style="list-style-type: none"> <li>Commitments will not be met, and carbon emissions targets will not reduce sufficiently</li> </ul>	<ul style="list-style-type: none"> <li>Percentage reduction in greenhouse gas emissions from children's services sites and operations from 2010 baseline</li> <li>Key projects to reduce <b><i>emissions are being progressed</i></b></li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
			departmental climate leads <ul style="list-style-type: none"> <li>Corporate Property department</li> </ul>		<ul style="list-style-type: none"> <li>On track to meet target of net zero greenhouse gas emissions by 2032</li> <li>Divisional Plans reflect corporate and local level targets</li> <li>KPI's are in place, are being monitored &amp; performance is on track</li> </ul>
P- Page 462	Work 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 <b>Lead:</b> <b>Strategic Lead for Schools &amp; Learning</b>	Jun 2021  Jun 2023	Resources: <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> <li>Levelling up funding (to be confirmed)</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Levelling up white paper</li> <li>Collaborative approach requires support and contribution from partners</li> <li>Ongoing impact of Covid-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing impact of disruption to children's education following Covid 19.</li> <li>Catch up loss of learning.</li> <li>Emotionally based non-attendance barriers to returning to normal education.</li> <li>Long term impact may be that some children will fall behind expected outcomes with a possible impact on key stage 2 and GCSE results due to the long-term impact</li> </ul>	<ul style="list-style-type: none"> <li>Education outcomes in statutory tests and public examinations closing the gap to national.</li> <li>Schools working collaboratively on the recovery curriculum and catch-up</li> <li>Lower rates of absence and exclusion for children in care and children with special educational needs and disabilities</li> <li>All our children in care reach attainment</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
Page 463				and implications of the pandemic.	<p>levels above or in line with their expectations</p> <ul style="list-style-type: none"> <li>• Ensure that children in care benefit fully from the COVID-19 learning catch-up programmes announced by Government</li> <li>• Percentage of pupils achieving the expected level in phonics</li> <li>• Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving the expected standard in phonics</li> <li>• Percentage of pupils achieving a grade 5 or above in English and Maths at GCSE</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
					<ul style="list-style-type: none"> <li>Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving a grade 5 or above in English and Maths at GCSE</li> <li>Percentage of 17-18 year olds in employment, education, and training</li> </ul>

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## Key Performance Measures

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Achievement of in year budget savings	New measure in 2022-23	New measure in 2022-23	£0.046m	£0.046m	£0.5m	TBC
Sickness as a percentage of available working hours	2.9%	4.2%	4.3% (Apr to Dec 22)	3.8%	TBC April 2023	TBC
Time to Hire (Average days between a job vacancy being ready to shortlist and the start of the contract being prepared for the successful candidate)	New measure in 2022-23	New measure in 2022-23	66.4 days (Jan to Oct 22)	Baseline Year	TBC	TBC

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Spend on agency staff	£2,964,938.51	£3,672,932.48	£2,856,439.84 (Apr to Dec 2022)	To be monitored	To be monitored	To be monitored
Carbon emissions from officers using their own vehicles (tonnes CO <sup>2</sup> e)	1,124 (3,943,267 miles)	570 (1,942,906 miles)	466 (1,695,807 miles) (Apr to Nov 22)	496 (1,805,935 miles)	441 (1,605,680 miles)	382 (1,390,861 miles)
Equality and Diversity measures supporting EDI Strategy to be confirmed	TBC	TBC	TBC	TBC	TBC	TBC
Rate of improvement in the proportion of primary pupils attending good or better schools	(81.6% - Aug 21)  + 0.9 percentage points from Aug 20	(84.3% - Aug 22)  + 2.7 percentage points from Aug 21	(85.8 - Dec 22)  + 1.5 percentage points from Aug 22	Rate of improvement to exceed national		
Rate of improvement in the proportion of secondary pupils attending good or better schools	(55.0% - Aug 21)  + 0.1 percentage points from Aug 20	(63.0% - Aug 22)  + 8.0 percentage points from Aug 21	(57.1% - Dec 22)  - 5.9 percentage points from Aug 22	Rate of improvement to exceed national		
Proportion of practice areas within reflective case reviews judged to be good or better	-	77.7% (01/10/21 to 31/03/22)	80.0% (01/07/22 to 31/12/22)	Maintain >70%	Maintain >70%	Maintain >75%
Social work assessments completed within 45 days	92.2%	90.5%	90.3% (Dec 22)	Maintain upper-middle quartile performance	Maintain upper-middle quartile performance	Maintain upper-middle quartile performance

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Initial child protection conferences within 15 days	84.2%	88.5%	90.8% (Dec 22)	To maintain above national performance	Maintain upper-middle quartile performance	Maintain upper-middle quartile performance
Early help assessments completed within 45 days	86.9%	97.0%	95.7% (Dec 22)	Maintain performance >90%	Maintain performance >90%	Maintain performance >90%
The percentage of DCC children's homes rated good or outstanding	90.0%	100%	91.7% (Nov 22)	91%	91%	91%
% of children and young people on wellbeing for education recovery programme improving their attendance	N/A	N/A	-	-	90%	TBC after baseline year
The proportion of children and young people on wellbeing for education recovery programme improving their attendance to at least 80%	N/A	N/A	N/A	-	75%	TBC after baseline year
Children and young people on wellbeing for education recovery programme returning to full-time education	N/A	N/A	N/A	-	50%	TBC after baseline year
Proportion of 16 to 17 year olds NEET and Not Known (3 month average)	3.3%	2.4%	25.8% (Nov 22)	Maintain top quartile performance	Maintain top quartile performance	Maintain top quartile performance
Percentage of pupils achieving a grade 5 or above in English and maths at GCSE (KS4)	51.2% (not comparable to other years)	47.3% (P)	-	N/A	To achieve performance higher than national average	To achieve performance higher than national average
Percentage of pupils reaching the expected level in Phonics	79.9% (P) not comparable	75.2%	-	Above national average	Above national average	Above national average

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
% point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving a grade 5 or above in English and Maths at GCSE	32.2 (not comparable to other years)	31.4 (P)	-	N/A	Narrow difference to national gap compared to previous year	Narrow difference to national gap compared to previous year
% point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving the expected standard in phonics in Derbyshire	n/a	18.7	-	Difference to national gap narrowed from previous year	Narrow difference to national gap compared to previous year	Narrow difference to national gap compared to previous year

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed







02	<p>Help more children in care to return to live with their birth families, or to find other loving, permanent family homes</p> <p><b>Lead:</b> <b>Director of Early Help and Safeguarding</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Stable staffing capacity and demand</li> <li>Availability and cost of services to support the family</li> </ul>	<ul style="list-style-type: none"> <li>Not enough homes for children in care due to nationwide shortage.</li> <li>Inability to provide a placement for children in the event of placement breakdown or children coming into care.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the proportion of children in care returning home where it is safe and appropriate to do so.</li> <li>Increase in the proportion of children in care leaving through special guardianship orders where it is safe and appropriate to do so</li> </ul>
03	<p>Increase 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</p> <p><b>Lead:</b> <b>Director of Early Help and Safeguarding</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Market forces e.g., competition from independent fostering agencies</li> <li>Requires support from other departments</li> </ul>	<ul style="list-style-type: none"> <li>Challenges recruiting a suitable number of foster carers in line with the national picture.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of children living with Council foster carers, through improved recruitment and retention</li> </ul>
04	<p>Improve the quality of our support for children identified as being in need, so that concerns do not escalate</p> <p><b>Lead:</b> <b>Director of Early Help</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p>	<ul style="list-style-type: none"> <li>Assessed needs are not met compromising positive outcomes for children.</li> </ul>	<ul style="list-style-type: none"> <li>Quality assurance shows that support for children and families is increasingly timely and effective</li> </ul>

	<b>and Safeguarding</b>		<ul style="list-style-type: none"> <li>Stable staffing capacity and demand</li> <li>Demographics</li> </ul>		<ul style="list-style-type: none"> <li>Reduction in the average duration of child in need plans and in the proportion of plans which escalate to child protection concerns</li> </ul>
05	<p>Develop 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</p> <p><b>Lead:</b> <b>Director of Early Help and Safeguarding</b></p>	<p>Jan 2022</p> <p>Mar 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Delivery is dependent on support from other Council departments and partners</li> </ul>	<ul style="list-style-type: none"> <li>No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>New strategy and delivery and commissioning plan in place</li> <li>Legislative requirements met</li> </ul>
06	<p>Agree the council's future offer of early help support and training to partner agencies and developed measures to monitor the effectiveness of early interventions for children and families.</p> <p><b>Lead:</b> <b>Director of Early Help and Safeguarding</b></p>	<p>Apr 2021</p> <p>Mar 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budget &amp; resources</li> <li>Section 75 funding</li> <li>Ongoing resource to support partner agencies to be determined in 2022</li> </ul> <p>Interdependencies:</p>	<ul style="list-style-type: none"> <li>Reduction in service capacity to support 0-5 age group</li> <li>Lack of a co-produced early intervention and prevention offer leading to unmet needs</li> </ul>	<ul style="list-style-type: none"> <li>Implementation and first year's annual evaluation of early intervention and prevention and placement strategy by August 2023</li> <li>Review and refresh of early help and prevention strategy following outcomes</li> </ul>

			<ul style="list-style-type: none"> <li>• Contributes to partners' priorities</li> </ul>		<p>from first annual evaluation by March 2024</p>
07	<p>Help and empowered more young people with disabilities to be independent in their transition to adulthood</p> <p><b>Lead:</b> <b>Strategic Lead for Schools and Learning</b></p>	<p>Apr 2021</p> <p>Mar 2025</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• External market forces</li> <li>• Suitable placements</li> <li>• Demographics</li> <li>• Provider cost increases</li> <li>• Health implications</li> </ul>	<ul style="list-style-type: none"> <li>• No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• More young people with disabilities are supported to live in their own accommodation and remain in education, training and employment at age 18/19</li> <li>• Positive feedback from young people and their families about their experience of transition from children's services to adult care</li> <li>• Best value achieved for adult social care spend on accommodation packages</li> </ul>
08	<p>Strengthen the way we work in partnership with children and young people with special educational needs and disabilities and their families, and implement a new local area strategy to assure the quality of the</p>	<p>Apr 2021</p> <p>Mar 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Requires support from other</li> </ul>	<ul style="list-style-type: none"> <li>• No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• More children and young people, and their parents/carers, feel satisfied with the process of assessment and that support is meeting their needs</li> </ul>

	<p>services and support they receive</p> <p><b>Lead:</b> <b>Strategic Lead for Schools and Learning</b></p>		<p>departments and agencies</p>		<ul style="list-style-type: none"> <li>• Evidence of co-production in work completed with young people and parents</li> <li>• Quality assurance framework agreed and embedded including multi-agency review of education, health and care plans</li> </ul>
09 Page 472	<p>Increase the engagement of parents and carers using materials which support school readiness</p> <p><b>Lead:</b> <b>Strategic Lead for Schools and Learning</b></p>	<p>Apr 2021</p> <p>Mar 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Requires joint working and support from partner agencies</li> <li>• Ongoing impact of Covid-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the % of children <b>achieving a good level of development to be above the national average</b></li> </ul>
10	<p>Strengthen the way we work in partnership with all education providers to create a clear local area understanding of need and challenges to collaboratively provide solutions</p> <p><b>Lead:</b> <b>Strategic Lead for Schools and Learning</b></p>	<p>Mar 2023</p> <p>Mar 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing budget &amp; resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• SEND Strategic Board</li> <li>• Sufficiency Panel</li> <li>• County Education Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• No principal risks identified</li> </ul>	<ul style="list-style-type: none"> <li>• Early indicators will be DSG Budget</li> <li>• Reduction in complaints</li> <li>• Reduction in out of county placements</li> </ul>

<p>11</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 473</p>	<p>Implement a contract &amp; supply chain management regime across the Council which drives Value for Money throughout the contract lifecycle</p> <p><b>Lead:</b> <b>Director of Performance, Quality and Partnerships</b></p>	<p>April 2023 – March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Budget allocated as an agreed one off/ongoing service pressure in the 22- 23 Revenue Budget Report</li> <li>• Staff recruitment is ongoing and will be in place for April 2022.</li> <li>• Intention is to initially use existing systems, but an upgrade maybe required as the service is embedded.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Will require involvement and support from all departments</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>• A council wide contract management framework has been established and implemented across the council.</li> <li>• Council staff who undertake contract management have undertaken training to understand the Councils contract management framework</li> <li>• The Council high risk/high value contracts are identified and managed appropriately.</li> <li>• The Council understands how its contracts are performing</li> <li>• The Council understands its backward supply chain for critical contracts</li> </ul>
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Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Average social worker caseload - children and families' teams	17	16	18 (Dec 22)	15-20	15-20	15-20
Social work stability measure - % of social worker vacancies (before agency) (based on FTE counts) -	11.5% (published 30/09/20)	9.6% (published 30/09/21)	-	To remain lower than national average	To remain lower than national average	To remain lower than national average
Social work stability measure - % of social workers who are agency workers (based on FTE counts)	7.7% (published 30/09/20)	7.1 (published 30/09/21)	-	To remain lower than national average	To remain lower than national average	To remain lower than national average
% of social worker vacancies (before agency) (based on FTE counts) – front-facing children and families teams	21.9%	20.4%	22.5% (Nov 22)	<17%	Reducing annual trend	Reducing annual trend
% of social workers who are agency workers (based on FTE counts) - front-facing children and families teams	11.3%	13.1%	14.5% (Nov 22)	<12%	<12%	<12%
% point gap between children in care achieving a grade 4 or above in English and Maths at GCSE and all pupils (looked after continuously 12 months+ at 31 March)	56.4	48.1 (P)	-	Difference to national gap narrowed from previous year	Narrow difference to national gap compared to previous year	Narrow difference to national gap compared to previous year
Percentage achieving the expected standard at Key Stage 2 combined Reading, Writing and Maths	n/a	56.4%	-	Above national average	Above national average	Above national average
Attendance at primary school	96.8%	93.8% (autumn & spring terms 2021-22)	-	To maintain top quartile national performance	To achieve upper-middle quartile performance	To achieve upper-middle quartile performance
Attendance at secondary school	94.7%	90.8% (autumn & spring terms 2021-22)	-	To be above national performance	To be above national performance	To be above national performance

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Secondary school persistent absence rate (10%)	13.9%	28.0% (autumn & spring terms 2021-22)	-	To maintain above national performance	To be above national performance	To be above national performance
Rate of permanent exclusions from school	0.09 not comparable	0.13 (P)	0.09 (Sep to Dec 22)	Gap to national average narrowed	Gap to national average narrowed	Gap to national average narrowed
Rate of fixed term exclusions (suspensions) from school	4.62 not comparable	7.31 (P)	2.26 (Sep to Dec 22)	Gap to national average narrowed	Gap to national average narrowed	Gap to national average narrowed
% of sessions missed due to overall absence for pupils with an EHCP	13.9%	13.69% (autumn & spring terms 2021-22)	-	Lower than the national average	Lower than the national average	Lower than the national average
Persistent Absence rate (10%) (primary, secondary, special) for pupils with an EHCP	42.0%	27.15% (autumn & spring terms 2021-22)	-	Lower than the national average	Lower than the national average	Lower than the national average
% of pupils with an EHCP receiving a permanent exclusion	0.21%	0.202% (autumn term 2021-22)	0.35% (Sep to Dec 22)	Gap to national average narrowed	Gap to national average narrowed	Gap to national average narrowed
% of pupils with SEN support receiving a permanent exclusion	0.24%	0.140% (autumn term 2021-22)	0.38% (Sep to Dec 22)	Gap to national average narrowed	Gap to national average narrowed	Gap to national average narrowed
% of CiC with at least one fixed term exclusion (looked after continuously 12 months+ at 31 March)	9.11% (P)	11.43% (P)	11.4% (Sep to Nov 22)	To remain in upper middle national quartile	To achieve upper-middle quartile performance	To achieve upper-middle quartile performance

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Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
% of CiC classed as persistent absentees (looked after continuously 12 months+ at 31 March)	25.1%	19.8% (P)	2.5% (Sep to Nov 22)	To maintain above national average	To achieve upper-middle quartile performance	To achieve upper-middle quartile performance
Number of children going missing from home or care (overall total) (rolling 12 months)	365	519	658 (Dec 22)	Reduction from the previous year	Reduction from the previous year	Reduction from the previous year
Number of missing episodes (overall total)	974	1293	1645 (Dec 22)	Reduction from the previous year	Reduction from the previous year	Reduction from the previous year
Percentage of children in care leaving through special guardianship orders where it is safe and appropriate to do so	19.1%	18.9%	16.6% (Dec 22)	Increasing annual trend	Increasing annual trend	Increasing annual trend
Percentage of children returning home after a period of being looked after (planned move – national measure)	15.0%	16.8%	12.6% (Dec 22)	To be above national average	To be above national average	To be above national average
Number of children living with Council foster carers	397	354	380	Increasing annual trend	Increasing annual trend	Increasing annual trend
Increasing trajectory from baseline of specialist domestic abuse interventions that continue to completion	-	29.02% (2021 baseline)	37.1% (Dec 22)	Increasing trend from baseline	Increasing annual trend	Increasing annual trend
% of KS5 SEN cohort in any Education or Employment destination in the year after KS5 (sustained for at least 2 terms)	80.4%	-	-	Gap to national average reduced	Gap to national average reduced	Gap to national average reduced
Percentage of parents/carers who feel that their child's EHCP has the right support in it	-	81.8% (9 out of 11 responses Dec 21 to Nov 22)	100% (2 out of 2 responses Dec 22)	Baseline Year	>75%	>75%
Percentage of parents/carers who feel that their views were listened to during the assessment process	-	81.8% (9 out of 11 responses Dec 21 to Nov 22)	100% (2 out of 2 responses Dec 22)	Baseline Year	>75%	>75%



Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
% of children reaching a good level of development (EYFS)	n/a	64.4%	-	Above national average	Above national average	Above national average

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# Approved Controllable Budget 2023-24

Division	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Transfer payments	Unallocated budget	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
	£	£	£	£	£	£	£	£	£	£	£	£
Strategic Services	5,078,174	25,208	4,500	116,797	-	-	121,809	-3,028,016	2,318,471	-103,823	-346,388	1,868,260
Early Help & Safeguarding	44,133,571	462,139	1,550,885	2,228,158	57,252,017	3,322,055	-	-4,122,870	104,825,955	-385,359	-3,029,393	101,411,202
Schools & Learning	28,135,821	954,804	23,596,403	10,466,208	197,297	-	-538,138	-15,725,535	47,086,860	-11,931,131	-7,399,095	27,756,634
Performance, Quality and Partnerships	14,574,086	1,770	73,843	3,974,162	6,824,136	-	-82,233	-2,314,336	23,051,430	-3,816,199	-1,420,146	17,815,085
<b>TOTAL</b>	<b>91,921,652</b>	<b>1,443,921</b>	<b>25,225,632</b>	<b>16,785,325</b>	<b>64,273,450</b>	<b>3,322,055</b>	<b>-498,562</b>	<b>-25,190,756</b>	<b>177,282,716</b>	<b>-16,236,512</b>	<b>-12,195,022</b>	<b>148,851,181</b>

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# Commercial Pipeline of Procurement – up to 31 March 2025

In line with the Council’s Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period in support of delivering the departmental Service Plan.

The table shows how the procurement supports Business as Usual (BAU) or specific deliverables within the Council Plan (CP) and Service Plan (SP), the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council’s financial regulations.

## Procurements due to commence between 1 April 2023 and 31 March 2025

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
BAU EH&S	Children in Care Provision	01/09/2024	01/02/2026	120	£240,000,000	No
BAU EH&S	Children’s Accommodation Support Service (including Framework for Supported Accommodation)	01/04/2023	01/09/2023	120	£100,000,000	No
BAU S&L	Supply and Delivery of Frozen Food	01/05/2024	01/05/2025	96	£35,000,000	No
BAU EH&S	Disabled Childrens Services	01/04/2023	01/10/2023	84 (3+2+2)	£15,800,000	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
BAU S&L	Supply and Delivery of Groceries and Provisions	01/04/2023	29/02/2024	72	£15,000,000	No
BAU PQP	Transport Solution (Service User/client requirements)	01/04/2023	01/10/2023	84 (2+2+2+2)	£8,000,000	No
BAU PQP	Small Residential Homes for Children with Complex Needs	01/04/2023	01/09/2023	84 (5+2+2)	£6,750,000	No
BAU PQP	Schools Management Information System	01/01/2024	23/12/2026	120	£5,000,000	Yes
BAU PQP	Toxicology Requirements (Family Justice Review)	01/04/2023	01/04/2023	120	£5,000,000	No
BAU S&L	SEN Specialist Seating & Equipment Framework	01/04/2023	01/01/2024	84 (3+2+2)	£4,500,000	No
BAU S&L	Creative Mentors Flexible Framework	01/04/2023	01/10/2023	78 (2.5+2+2)	£4,000,000	No
BAU EH&S	Emotional Health and Wellbeing for Children in Care - CS/2019/EHWB	01/03/2024	01/09/2025	84 (5+2)	£3,200,000	No
BAU S&L	Transportation of School Meals	01/04/2024	01/04/2025	72	£3,000,000	No
08	Framework for EHCP Support	01/04/2023	01/09/2023	60 (3+1+1)	£3,000,000	No
BAU S&L	Independent Travel Training	01/04/2023	01/10/2023	60 (1+1+1+1+1)	£2,500,000	No
BAU S&L	Supply Delivery and Installation of Catering Heavy Equipment	01/04/2023	01/09/2023	48	£1,750,000	No
BAU PQP	Young Carers	01/04/2023	01/04/2024	96	£1,520,000	No
BAU S&L	Supply and Delivery of Fresh Meat	01/04/2023	01/12/2023	72	£1,500,000	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
02	Family assessments	01/04/2023	01/09/2023	84 (3+2+2)	£1,500,000	No
CP21	Temp staff for residential and home care support	01/04/2023	01/10/2023	60	£1,500,000	No
05	Domestic Abuse	01/10/2023	01/04/2024	72 (3+1+1+1)	£1,500,000	No
BAU EH&S	Regulation 44 Visits for internal Childrens Residential homes	01/04/2023	01/01/2024	120	£600,000	No
BAU S&L	Supply of Commercial Fridges and Freezers	01/11/2024	01/11/2025	72	£480,000	No
BAU PQP	GDPR System for Schools	01/04/2024	01/04/2025	72	£450,000	Yes
BAU S&L	Supply and Maintenance of Reverse Vending Machines	01/09/2023	01/04/2024	72	£450,000	No
BAU S&L	Supply of Externally Hosted Live Online Lessons, Asynchronous Learning and Associated Services	01/08/2024	02/08/2026	60	£350,000	Yes
04	Children at Risk of Exploitation	01/04/2024	01/04/2025	48	£280,000	No
BAU S&L	Cashless Catering Solutions for Derbyshire Schools	01/09/2023	01/10/2025	60	£200,000	Yes
BAU EH&S	CCIS Youth Working and Youth Offending System	01/11/2023	19/03/2025	96	£150,000	Yes
BAU S&L	Design, Produce and Installation of branded artwork for promotion within schools	01/04/2023	10/04/2024	48	£140,000	No
BAU PQP	Music Partnership Data Management Solution	01/04/2023	23/06/2025	60	£100,000	Yes

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
BAU EH&S	Online Procedures Portal for Childrens Early Help & Social Care	01/04/2023	01/01/2024	120	£100,000	Yes
BAU S&L	Outdoor Activity Centre Management Software	01/04/2023	01/04/2024	60	£50,000	Yes

**Please note: The above procurement plan includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2023-25. All values are estimated and may change when projects are tendered.**

# Service Plan Refresh 2023-25

## (Draft)

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### Corporate Services and Transformation

Joe O'Sullivan

Executive Director

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# Foreword

## Joe O’Sullivan – Executive Director of Corporate Services and Transformation



Welcome to the Corporate Services and Transformation Service Plan for 2023-24. This sets out the specific contributions we will make to delivering the Council Plan and the department’s priorities over the forthcoming 12 months. The Service Plan provides an overview of the department, the context within which it operates and key achievements from 2022-23.

Corporate Services and Transformation is the ‘engine room’ of the Council, supporting and enabling the hugely important services which the Council delivers to our residents and communities. The department has an important role to play in making sure the Council has sound finances, a skilled and flexible workforce, a well managed land and property portfolio, appropriate ICT systems and infrastructure and meets its legal obligations. The Department also plays a crucial role in driving forward the Council’s strategic approach across the whole organisation. The approach, which encompasses three strategic pillars of activity - Thriving Communities, Vision

Derbyshire and Enterprising Council, governs how we work as a Council, with and for communities and in collaboration with partners. Together these key areas place the Council in a stronger position to understand, adapt and respond to future challenges and to bring about the changes needed to ensure future success.

As part of our Enterprising Council approach and to ensure the Council continues to be fit for purpose, has the skills it needs to deliver its services and adapt for the future, we will be establishing the new Transformation and Strategy Division during 2023-24. Building on the work to set up an organisational approach to Portfolio Management, this will strengthen capacity to shape the future and run the Council’s change programmes.

Since joining the Council’s Senior Management Team it has been clear to me that Corporate Services and Transformation is seen as a helpful, supportive, ‘go to’ organisation for the Council. Looking ahead there will be challenges in continuing to deliver high quality services in the context of reducing budgets. However, I believe the Department is well placed to meet these challenges and to drive forward our ambitious transformation agenda. I look forward to working with colleagues as we deliver the activities outlined in the Service Plan and continue our valuable work to support the Council in achieving its ambitions for the residents and communities of Derbyshire.

Joe

# Our Services

The Corporate Services and Transformation Department plays an important role in supporting the Council to achieve its ambition to be an enterprising and value for money Council, enabling people and communities to thrive. With around 1,500 staff (full time equivalents of 1,400), and an annual budget exceeding £71 million, the Department works collaboratively with a range of stakeholders including local communities, residents, service users, businesses, partners, other local authorities, Government and its agencies to deliver key services and support functions for the Council, as set out below.

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## **Mark Kenyon – Director of Finance and ICT**

The Division plays a fundamental role in the organisation's capability to continue to deliver services to the people of Derbyshire in a context of reducing budgets, managing and advising on the best use of the Council's finances, opportunities for cost reduction and income generation as well as ensuring that management controls are in place to prevent fraud and protect public money. The Division is also responsible for the Council's ICT Strategy and delivery, working to modernise and improve systems, increasing efficiency and services to the public and protecting sensitive personal information.



## **Helen Barrington – Director of Legal and Democratic Services**

The Division provides a range of services including legal advice to departments across the Council, support for all aspects of local democracy, professional business support for the Council's leadership team, print, post, courier and design services for all Council departments, Registration Services and a Coroners Service.



## **Jen Skila – Interim Director of Organisation Development and Policy**

### **Organisation Resilience, People and Communications**

The Division provides expert professional advice and support to the Council on organisational resilience and workforce matters and delivers high quality internal and external communications activity to support the Council to deliver its priorities. The Communications team also supports the Council to deliver resident focussed services and provides the Council's call centre. Through its Community Safety function, the Division also plays a key role in working in partnership with different agencies to reduce crime and risks to safety.



### **Transformation and Strategy**

The Transformation and Strategy teams currently sit within the Organisation Development and Policy Division however the new Transformation and Strategy Division is being established during 2023-24, providing leadership to drive forward the Council's Strategic Transformation programme and implement the Council's portfolio management approach. The Strategy team supports the Council in developing the organisation's strategic approach and supporting the Council to work in partnership to shape public services in Derbyshire whilst being responsible for leading key corporate functions including performance management, consultation and engagement, research and intelligence and corporate grants.



## **Janet Scholes – Interim Director of Property Services**

The Division manages the Council's property and land assets and carries out all the activities necessary to deliver our strategic property objectives. The Council's land and property portfolio, comprising 7,086 separately listed assets, is supported by teams dealing with maintenance, estate management and facilities management. There is also a dedicated team dealing with specific projects for both new build and major changes to existing properties. The current property portfolio has an estimated value of £2.237bn and includes service buildings such as homes for older people, libraries and country parks, as well as administrative buildings.

# Our Achievements 2022-23

The Department has made excellent progress in delivering commitments set out in the Service Plan over the last year. Key achievements were as follows:

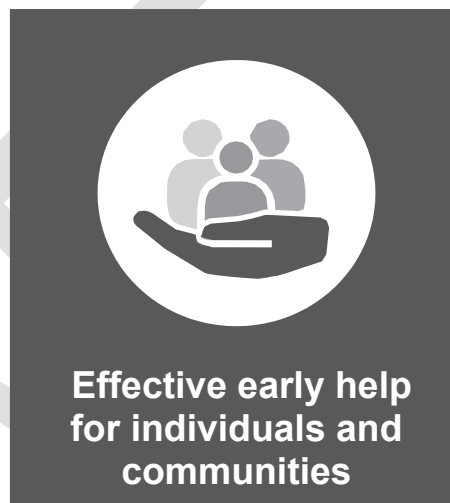
- Played a significant role in securing with partners a £1.14 billion devolution deal for the East Midlands guaranteeing £38 million for 30 years
- Progressed the creation of the East Midlands Freeport, in conjunction with key partners
- Supported the delivery of a balanced Council budget and lobbied government for additional funding
- Established a Corporate Portfolio Direction Group to give strategic oversight, assurance and prioritisation of our investment in change
- Provided over 9,700 instances of support with partners as part of the Thriving Communities Programme
- Commenced or delivered procurement projects valuing £1.08 billion from the 2022-24 Commercial Pipeline
- Kept on track to raise £2.9 million from the disposal of Council land and buildings
- Introduced a new Code of Conduct for Elected Members and associated procedures
- Released over £1.2 million for commissioning new Voluntary and Community Sector services and activities
- Approved £900,000 of grants to support local community activity
- Welcomed over 1,200 Ukrainian refugees into Derbyshire, hosted by local residents
- Enabled the return to office-based working as part of a hybrid work approach and implemented systems to analyse usage of workspaces
- Embedded our People Strategy to support organisational change, streamline recruitment, develop employee engagement and retention initiatives
- Delivered the Ada Belfield Centre and refurbished Linden House children's home
- Installed 270 grant funded adaptations to dwellings to enable people to continue to live at home
- Secured £2.4 million of funding in association with the One Public Estate programme to maximise use of collective public sector assets
- Deployed new ICT Security software across the Council estate to provide extra security against Cyber threats
- With Children's Services continued to implement the agreed recommendations of the review of conduct of child protection litigation

- Provided legal and financial expertise in support of Ashbourne Airfield, South Derby Growth Zone and Chesterfield-  
Staveley Regeneration Route
- Embedded the new Legal Services delivery model to improve transparency and accountability to all Council departments  
for legal work

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# Priorities and Key Areas of Focus

We will direct our efforts and resource on the following four Council priorities:



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In support of the Council priorities the department will have a key focus on:

- Supporting the Council and departments to deliver high quality services at a time of reducing budgets
- Effectively managing the Council's finances and achieving the department's savings target of £625,000 for 2023-24
- Working across the Council and with partners and Government to establish an East Midlands Mayoral Combined County Authority and devolution deal
- Embedding the Council's People Strategy with a focus on total reward, employee wellbeing and engagement
- Further developing the organisational approach to Portfolio Management to ensure programmes and projects are co-ordinated and deliver improved outcomes and value for money
- Realising the benefits from new corporate business strategies to support the Council's strategic approach focused on Enterprising Council, Vision Derbyshire and Thriving Communities
- Achieving the benefits and efficiencies from centralising and rationalising our land and property assets

# Delivering the Council Priorities

In support of the Council priorities the department has identified specific actions for 2023-24 for each of the priorities as detailed below.

## Resilient, healthy and safe communities

We will:

- Implement the Equality, Diversity and Inclusion Strategy 2022-2025
- Work with partners to welcome refugee families into Derbyshire and develop a countywide response to the implementation of asylum dispersal
- Ensure the Council's strategic approach to community safety responds effectively to existing and emerging challenges
- Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach
- Further develop the Council's approach to supporting the voluntary and community sector
- Deliver £1.5m of grant awards to organisations, groups and clubs to help them improve their local areas

## High performing, value for money and resident focused services

We will:

- Work across the Council, with our partners and Government to establish an East Midlands Combined County Authority and devolution deal
- Develop the current Vision Derbyshire governance arrangements and align the programme to the East Midlands Combined County Authority
- Lead work to transform and modernise the Council, delivering an updated Enterprising Council Strategy
- Embed the new Portfolio Management approach and framework across the Council
- Implement the actions from the review of Modern Ways of Working
- Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities
- Improve access to online services, customer service performance and implement the complaints and feedback system
- Centralise all land and property assets, to ensure a consistent strategic approach

- Implement the Asset Management Strategy and Property 2025 programme
- Keep Council Tax within the lowest 25% of County Council areas
- Support the Council to keep on track to achieve all planned annual budget savings including achieving departmental savings of £625,000

## Effective early help for individuals and communities

We will:

- Commission specialist support to improve outcomes for victims of domestic abuse and their families

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# Delivering Operational Priorities

To support departmental operational priorities, we will also work to deliver the following key actions in 2023-24:

## Finance and ICT

We will:

- Implement contract and supply chain management across the Council to drive value for money
- Implement social value into procurement processes
- Develop the Value for Money Board
- Implement the Sustainable Procurement Policy
- Adopt a new ICT operating model based around a Service Integration and Management Framework
- Develop a new ICT strategy
- Develop the revised operating model for finance
- Implement the latest SAP S4 finance and HR software system to replace the existing the SAP system

## Legal and Democratic Services

We will:

- Complete the review of information governance and data management arrangements
- Manage the implementation process and launch the new Multi Functional Device and print contract
- Continue to review the constitution to support good governance and streamlined decision making
- Update and develop the Service Level Agreements with departments

## Organisation Resilience, People and Communications

We will:

- Support effective leaders through leadership development, employee performance management, employee engagement and inclusion interventions
- Develop the Council's total reward offer to address areas of recruitment and retention challenges
- Continue to deliver high quality internal and external communications activity to support the organisation to deliver its priorities
- Continue to improve performance in Call Derbyshire, improving the customer experience as a result

## Transformation and Strategy

We will:

- Develop a new approach to organisational strategy and business planning
- Develop and embed a new Consultation, Engagement and Involvement Strategy for the Council
- Complete the electoral review of Derbyshire in line with Local Government Boundary Commission for England guidance

## Corporate Property

We will:

- Embed the decarbonisation objective into the asset review strategy and process
- Develop criteria for the design and construction of buildings for energy efficiency and carbon reduction
- Review assets to identify carbon reduction measures
- Implement the Facilities Management Strategy
- Establish performance metrics for the reporting of joint partnerships

# Workforce Priorities

The department has a workforce around 1,500 staff, (1,400 FTE), the breakdown by division is as follows:

**Finance and ICT** – 530 (500 FTE)

**Legal and Democratic Services** – 200 (180 FTE)

**Organisation Resilience, People and Communities** – 400 (340 FTE)

**Transformation and Strategy** – 37 (35 FTE)

**Property** – 370 (355 FTE)

The ambitions set out in this Plan can only be achieved by enabling all our employees to deliver their roles in the best possible way. To support our employees, we will work towards achieving the five People Priorities from the Council's People Strategy as follows:

## **Attract and retain the best people in the most effective way possible:**

- Develop a clear and compelling employee offering to attract talent
- Modernise our recruitment approach to ensure greater reach into talent pools
- Grow the culture of mutual trust

## **Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies:**

- Implement the internal elements of the Equality, Diversity and Inclusion Strategy to ensure our workforce reflects our communities
- Create and deliver effective workforce plans to meet our current and future needs
- Develop a sustainable financial and non-financial reward offering for employees at all levels to support attraction and retention

## **Engage, nurture and develop our people and our future potential:**

- Embed our Engagement Strategy to 'listen, shape and respond'
- Enable professional and personal development aligned to successfully delivering organisational priorities
- Undertake succession planning for critical roles

- Develop and deploy a Talent Strategy that combines bringing new talent into the Department and growing existing people to achieve their potential
- Expand the performance management pilot to continue to grow a performance culture

**Enable organisational transformation and effective employee relations:**

- Deliver organisational transformation and change in consultation with key stakeholders
- Provide expert and professional guidance provided to managers to enable them to create a positive Employee Relations environment
- Delivered the annual departmental people plan delivered which encompasses all five people priorities and drives strategic change

**Enable and ensure the wellbeing and safety of our people:**

- Reduce sickness absence through root cause analysis and implementing mitigating actions
- Promote physical and emotional wellbeing
- Improve health, safety and wellbeing

# Budget and Savings for 2023-24

The department's service delivery is supported by a budget of **£71.288 million** for 2023-24. The departmental budget includes agreed additional funding for service pressures for 2023-24 of £1.908 million ongoing, £3.252 million one-off funding and £5.663 million inflation one-off contingency, as set out in the table below:

<b>Service Pressure funding</b>	<b>£million Ongoing</b>	<b>£million One off</b>
<b>Legal Services – Staffing Budget Deficit</b> To ensure the Legal Services salaries budget meets the costs of the current structure	<b>£952,000</b>	
<b>Legal Services – Child Protection</b> To secure funding to cover the budget deficit for children in care proceedings	<b>£850,000</b>	
<b>Organisation, Development and Policy – Leadership Development Programme</b> To enable the second year of the Council's leadership development programme.		<b>£300,000</b>
<b>Organisation, Development and Policy - Business Partnering Hub and Spoke Transformation Model</b> To enable programme and project management training to ensure the Council delivers projects efficiently and successfully		<b>£180,000</b>
<b>Organisation, Development and Policy - Vision Derbyshire annual contribution</b> To support the ongoing implementation of the Vision Derbyshire approach	<b>£87,000</b>	
<b>Food Safety Enforcement</b> Funding to the CST base budget to reflect the roll up of this grant into the Revenue Support Grant	<b>£19,867</b>	
<b>Corporate Property – Disposal Professional Fees</b> To instruct property agents and solicitors required to deliver capital receipts for the forecasted five-year Disposal Programme		<b>£446,000</b>
<b>Corporate Property – Demolition Budget</b> To replenish the Corporate Revenue Demolition Budget		<b>£550,000</b>

<b>Corporate Property – Asset Valuations &amp; Fees</b> Additional fees required to meet the statutory requirement to value the Council’s Property Asset base		<b>£324,000</b>
<b>Corporate Property – Commercial Appraisal Officers</b> To deliver the accelerated programme of asset rationalisation		<b>£229,000</b>
<b>Corporate Property – Carbon Reduction for Corporate Buildings</b> To support the carbon reduction programme for corporate buildings		<b>£400,000</b>
<b>Corporate Property – CCTV Installations/Rationalisation</b> To implement outcomes of CCTV Governance investigations and bring into compliance with the Information Governors Code of Practice		<b>£179,000</b>
<b>Corporate Property – Decommissioning, Dilapidations and Staff relocations</b> To decommission buildings which are closing and will be disposed of		<b>£501,000</b>
<b>Corporate Property – Project Co-ordination Pool</b> To add additional resource for internal projects to achieve the asset rationalisation programme		<b>£143,000</b>
<b>Inflation – Property running costs - one-off contingency</b> To cover increased property running costs including utility costs		<b>£5,663,000</b>
<b>Total</b>	<b>£1,908,867</b>	<b>£8,915,000</b>

The Department will be managing the delivery of total proposed budget savings for 2023-24 of £625,000 as set out below. Full details of the department’s budget are set out in the delivery plan.

#### **SAP - £500,000**

The use of the SAP system will continue to be refined and developed to achieve a range of savings across the Council, particularly in relation to transactional processes, procurement, and support costs.

#### **Interest receipts – £125,000**

The Council’s cash balances are managed by investing in a range of products to receive the optimum investment income. Work to look at options to increase interest receipts will continue. There have been recent rises in the base rate of interest,

which will contribute to enhanced returns on cash balances available for investment.

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# Monitoring the Plan

The ambitions set out in the Plan are supported by a detailed delivery plan which outlines how each of the actions set out in the Plan will be delivered, the departmental budget and the department's commercial pipeline of procurement. As well as monitoring the progress of the actions, the following measures will also be monitored:

## Key Performance Measures

- Achievement of identified annual budget savings
- Time to Hire (Average number of days between a job vacancy shortlisting and contract offer)
- Spend on agency staff
- Employee engagement survey response rate
- Reportable Incident/Accident Rates per 1000 employees
- Sickness as a percentage of available working hours
- Carbon emissions from officers using their own vehicles for Council business
- Amount of money raised from the disposal of council land and buildings
- Number of Call Derbyshire calls abandoned before they are answered
- Number of services available online via the Council's Customer Relationship Management system
- Equality and Diversity measures to be confirmed



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# Service Plan 2023-25

## Delivery Plan

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### Corporate Services and Transformation

Joe O'Sullivan  
Executive Director

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# Delivering Council Priorities

In support of the Council priorities the department has identified specific actions as detailed below. Principal risks have been considered and these along with mitigations are managed by the department in line with corporate risk management policy.

## Council Priority: Resilient, healthy and safe communities

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP-03 Page 505	<p>Implement key actions to reduce discrimination and tackle inequalities as set out in the Council’s Equality, Diversity and Inclusion Strategy 2022 - 2025</p> <p><b>Lead Officer</b> – Assistant Director Strategy and Policy</p>	March 2022 – March 2024	<p>Resource:</p> <ul style="list-style-type: none"> <li>Existing staff resources within Strategy team</li> <li>Resources deployed from departments to lead workstream approach and ensure priorities and actions are embedded across broader Council activity</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Workstream approach will require resource and delivery from all Council departments</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources available which will impact on implementation of strategy</li> <li>Potential lack of capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed workstream activity delivered to agreed timescales in line with reporting schedules and performance targets</li> <li>Equality considerations are embedded across the Council’s strategies and service plans</li> <li>Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality</li> <li>Annual Equality Report is published and shared publicly</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
<p>CP-04</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 506</p>	<p>Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal.</p> <p><b>Lead Officer</b> – Assistant Director of Communications &amp; Customers</p>	<p>April 2023 - March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Through grant funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery is dependent on support from other Council departments and partners</li> </ul>	<ul style="list-style-type: none"> <li>• The Council does not receive funding to support Asylum Dispersal</li> <li>• The cumulative impact of the various resettlement schemes and the roll out of Asylum Dispersal sit outside the Council’s control but place significant pressure on the Council and its partners</li> </ul>	<ul style="list-style-type: none"> <li>• Refugee families will be welcomed and resettled within Derbyshire communities and achieving positive outcomes including:</li> <li>• Engaging in English for speakers of other Languages courses</li> <li>• Accessing education where appropriate</li> <li>• Volunteering in their local communities</li> <li>• Health needs being addressed</li> <li>• Being in employment</li> <li>• Families feel welcome in their community</li> <li>• Settling into their own homes</li> <li>• Asylum Dispersal will be rolled out in line with the national requirements and the Council will provide support whilst advocating to minimise the impact on local services and communities</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP-05	<p>Ensure the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and Violence Against Women and Girls.</p> <p><b>Lead Officer</b> – Assistant Director of Communications &amp; Customers</p>	<p>April 2023 - March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets.</li> <li>• National funding to support the implementation of the new Serious Violence Duty to be administrated through the Police and Crime Commissioner</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery is dependent on support from other Council departments and partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Resources to implement new statutory duties will not be administered through the Council</li> <li>• Anticipated requirement to implement Offensive Weapons Homicide Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on existing priorities such as Serious Violence, Modern Slavery, Hate Crime, Counter Terrorism, Violence against Women and Girls, Online Harm and Anti-Social Behaviour and Neighbourhood Crime</li> <li>• New and effective governance arrangements in place</li> <li>• Reduced prevalence of crime and victimisation</li> <li>• Increased use of evidence-based approaches</li> <li>• Emerging issues are identified and an effective response is implemented</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP-06	<p>Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council</p> <p><b>Lead Officer</b> – Assistant Director Strategy and Policy</p>	January 2022 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Approach dependent on capacity of Council and partners to support Connected Teams</li> <li>• Approach supports demand management ambitions of Council and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy will take time to develop and embed</li> <li>• Inability of Council to join up existing activities resulting in a siloed approach</li> <li>• Barriers faced by departments in embedding the approach into existing activities</li> <li>• Cost of living crisis and pressure on local communities may result in additional pressures and demands being placed on council services</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed approach and strategy in place</li> </ul>
CP-10	<p>Further develop the Council's approach to supporting the voluntary and community sector to ensure it can grow and thrive</p> <p><b>Lead Officer</b> – Assistant Director Strategy and Policy</p>	October 2018 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• From existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery and further development require support from departments</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced resources available to support activity resulting in focus on demand led activity</li> <li>• Lack of resources across Council to support development of Council wide approach to volunteering</li> </ul>	<ul style="list-style-type: none"> <li>• Further developed the Council wide VCS infrastructure model to improve sector support</li> <li>• Increased the number of volunteers supporting community services and local activities</li> <li>• Explored a whole Council approach to volunteering</li> <li>• New council wide grant funding policies and protocols in place</li> </ul>

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## Council Priority: High performing, value for money and resident focused services

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-14	<p>Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system</p> <p><b>Lead Officer</b> – Assistant Director of Communications &amp; Customers</p>	March 2021 – March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing budgets</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Requires support across departments to embed the Customer Relationship Management system in service delivery</li> <li>Contributes to departments achieving their customer service measures</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient staff and funding capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> <li>In sufficient service capacity to engage with programme effectively</li> </ul>	<ul style="list-style-type: none"> <li>10 further services online by March 2024.</li> <li>Customer feedback system in place in all departments by March 2024</li> <li>100% statutory compliance achieved</li> <li>Improved reporting delivering a tangible, defined and measurable contribution to performance monitoring</li> <li>A 20% reduction in the number of complaints received about the feedback procedure by March 2025</li> <li>A 30% increase in the number of compliments and comments received from residents by March 2025</li> </ul>
CP-15	Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training,	September 2021 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Currently through existing budgets.</li> <li>Alignment with Vision Derbyshire programme</li> </ul>	<ul style="list-style-type: none"> <li>Delay in approval of the Levelling Up and Regeneration Bill through Parliament</li> </ul>	<ul style="list-style-type: none"> <li>New Combined County Authority and devolution deal agreed locally and approved with central government</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
Page 511	<p>improve the local economy, transport, and housing, and accelerate our route to net zero net zero</p> <p><b>Lead Officers</b> – Director of Legal and Democratic Services and Assistant Director Strategy and Policy</p>		<p>resources required once established.</p> <ul style="list-style-type: none"> <li>External consultants as required</li> <li>Additional staffing resource to be identified to support Phase 2</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Significant partnership working across the four upper tier councils, central government departments and wider stakeholders across the region</li> <li>Delivery and further development require support from partners</li> <li>Contributes to departments and partners priorities</li> </ul>	<ul style="list-style-type: none"> <li>Outcome of consultation process impacts on proposals to establish the EMCCA</li> <li>Significant work required to take forward Phase 2 proposal which cannot be met through existing resources</li> </ul>	<ul style="list-style-type: none"> <li>Powers, flexibilities and funding secured</li> <li>Operating model and regional and sub-regional governance developed and established</li> <li>Pipeline of projects developed</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
<p>CP-16</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 512</p>	<p>Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform</p> <p><b>Lead Officer</b> – Assistant Director Strategy and Policy</p>	<p>September 2021 – March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• £0.175 million as an agreed ongoing service pressure in the 2022-23 and 2023-24 Revenue Budget Reports</li> <li>• Vision Derbyshire pooled budget will provide an additional six posts to support programme delivery. Staffing appointments have to be made.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery and further development require support from partners and departments</li> <li>• Contributes to departments and partners priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to recruit to Vision Derbyshire Team as part of transfer of hosting arrangements</li> <li>• Light touch review may suggest an alternative approach to governance which will require additional resources and work to embed across Derbyshire</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Vision Derbyshire approach completed, and future approach and governance arrangements agreed with Derbyshire councils</li> <li>• Revised Joint Committee and associated governance structures in place and operating effectively</li> <li>• Resource including programme team in place and deployed to support delivery of agreed priorities</li> <li>• Implementation and delivery plan reviewed and further developed with key priority activity delivered</li> <li>• Developed an initial scope and briefing to develop a shared understanding of social mobility across the Council and partner agencies</li> <li>• Worked through Vision Derbyshire governance arrangements to explore options and develop a collaborative approach to social mobility targeting underperforming areas across the county</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-17	<p>Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council</p> <p><b>Lead Officer</b> – Director Transformation and Strategy</p>	<p>April 2023 – March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Currently through existing budgets.</li> <li>• Additional resource to be identified through Programme start up.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• It assumes that there will be a new Business Strategy. The Strategy itself will have interdependencies (e.g. Digital, People and Property Strategies).</li> </ul>	<ul style="list-style-type: none"> <li>• Delay to the development and approval of the new Business Strategy which would mean a delay to the Programme</li> </ul>	<ul style="list-style-type: none"> <li>• A programme is in place that meets all requirements (eg follows Managing Successful Programmes good practice and is in line with the Council framework).</li> </ul>

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Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-19	<p>Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall</p> <p><b>Lead Officer</b> – Director Transformation and Strategy</p>	<p>April 2023 – March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Through existing programme budgets.</li> <li>Additional staffing resource to be identified as part of the review.</li> <li>Funding reallocated to reflect focus on County Hall</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>The review of Enterprising Council and supporting Business Strategy</li> <li>Property 2025</li> </ul>	<ul style="list-style-type: none"> <li>Delay to the review of MWOW which means the projects within it are not properly governed or monitored as the programme ‘treads water’</li> </ul>	<ul style="list-style-type: none"> <li>The future of MWOW is properly managed with appropriate handovers and closure reports as required.</li> <li>There is a clear audit trail for all decisions and each project and workstream is dealt with appropriately.</li> </ul>
Page 515	<p>Embed the Council’s approved People Strategy to deliver the Council’s people ambition and the people priorities</p> <p><b>Lead Officer</b> - Assistant Director Human Resources</p>	<p>April 2023 – March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Senior HR Business Partners and Departmental Management teams to lead the development and deployment of people plans.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Wider organisational strategies aligned to cultural change (i.e. digitalisation, asset rationalisation)</li> </ul>	<ul style="list-style-type: none"> <li>ICT capacity to support required HR systems and data changes</li> <li>Limited capacity for Senior Leadership to engage</li> </ul>	<ul style="list-style-type: none"> <li>Improved employee engagement</li> <li>Reduced average days from shortlist to contract</li> <li>Sickness absence targets achieved</li> <li>Reduced agency spend</li> <li>Improved accident/incident performance</li> </ul>







Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-24	<p>Keep Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement</p> <p><b>Lead Officer</b> – Director of Finance and ICT</p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Utilising existing resources</li> </ul>	<ul style="list-style-type: none"> <li>Keeping Council Tax low results in the loss of additional base income to support services and provide financial sustainability.</li> <li>In failing to lobby, Government does not provide adequate funding to meet demand and inflationary pressures</li> </ul>	<ul style="list-style-type: none"> <li>To have responded to Government consultations</li> <li>Comparison with other similar county councils</li> </ul>

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## Council Priority: Effective early help for individuals and communities

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-30	<p>Improve outcomes for victims of domestic abuse and their families by focussing on prevention, early intervention, work with perpetrators and commissioning specialist support</p> <p><b>Lead Officer</b> – Assistant Director of Communications &amp; Customers</p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Grant funding will be available from the Department of Levelling Up, Housing and Communities to deliver the accommodation-based elements of support, this has been underwritten by the Council to allow longer term commissioning.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Delivery is dependent on support from other council departments and partners</li> </ul>	<ul style="list-style-type: none"> <li>Requirement to secure funding contributions from co-commissioners</li> </ul>	<ul style="list-style-type: none"> <li>Successful commissioning of specialist services providing support to victims of domestic abuse and their families</li> <li>Adherence to the statutory requirements of the Domestic Abuse Act 2021</li> </ul>

## Key Performance Measures

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Achievement of in year budget savings (CST figures)	New measure in 2022-23	New measure in 2022-23	£0.444m	£0.444m	£0.625m	TBC
Sickness as a percentage of available working hours (CST figures)	2.9%	3.7%	4.0% (April 22 to Dec 22)	3.7%	TBC April 2023	TBC
Average days between a job vacancy being ready to shortlist and the start of the contract being prepared for the successful candidate (CST figures)	New measure in 2022-23	New measure in 2022-23	49.8 days (Jan 22 to Oct 22)	Baseline Year	TBC April 2023	TBC
Spend on agency staff (CST figures)	£1,860,272	£2,455,252	£1,717,644 (April 22 to Dec 22)	To be monitored	To be monitored	To be monitored
Carbon emissions from officers using their own vehicles (tonnes CO <sub>2</sub> e) (CST figures)	375 (1,315,111 miles)	128 (461,533 miles)	92 (333,241 miles) (Apr to Nov 22)	118 (429,638 miles)	105 (382,305 miles)	91 (331,331 miles)
Total number of services available online via the Council's Customer Relationship Management system	N/A	140	153 (at end Dec 22)	150	160	TBC
Money raised from the disposal of Council land and buildings	£3.961m	£3.621m	£2.465m up to Dec 2022	£2.913m	TBC April 2023	TBC
Equality and Diversity measures supporting EDI Strategy to be confirmed (CST figures)	N/A	N/A	N/A	N/A	N/A	N/A

Table Key: Latest Data: AD = Awaiting data N/A – Not available Targets: TBC = To be confirmed

# Delivering operational priorities

To deliver operational priorities we will work towards achieving the following:

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
<b>Finance and ICT</b>					
SP-01	Implement Sustainability/Social Value into procurement processes and deliver identified pilot schemes  <b>Lead Officer</b> – Finance Manager Procurement	January 2022 – March 2024	Resources: <ul style="list-style-type: none"> <li>Budget already approved.</li> <li>No additional staffing required</li> <li>System already procured</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Will require involvement and support from all departments</li> </ul>	<ul style="list-style-type: none"> <li>Procurement staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of social value into identified projects</li> <li>Evidenced based reporting – which show level of added value</li> </ul>
SS-21	Implement a contract & supply chain management regime across the Council which drives Value for Money throughout the contract lifecycle  <b>Lead Officer</b> – Finance Manager Procurement	April 2023 – March 2024	Resources: <ul style="list-style-type: none"> <li>Budget allocated as an agreed one off/ongoing service pressure in the 22-23 Revenue Budget Report</li> <li>Staff recruitment is ongoing and will be in place for April 2022.</li> <li>Intention is to initially use existing systems, but an upgrade maybe required as the service is embedded.</li> </ul> Interdependencies:	<ul style="list-style-type: none"> <li>Procurement staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>A council wide contract management framework has been established and implemented across the council.</li> <li>Council staff who undertake contract management have undertaken training to understand the Councils contract management framework</li> <li>The Council high risk/high value contracts are identified and managed appropriately.</li> </ul>

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Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
			<ul style="list-style-type: none"> <li>Will require involvement and support from all departments</li> </ul>		<ul style="list-style-type: none"> <li>The Council understands how its contracts are performing</li> <li>The Council understands its backward supply chain for critical contracts</li> </ul>
SP-03  Page 522	Develop the Value for Money Board – the introduction of the contact and supply chain regime provide more robust analysis which looks at whole life value rather than just procurement  <b>Lead Officer</b> – Finance Manager Procurement	Ongoing - March 2023	Resources: <ul style="list-style-type: none"> <li>Utilises existing resources</li> <li>Requires resources secured for the implementation of Contract and Supply Chain management</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Will require involvement and support from all departments</li> </ul>	<ul style="list-style-type: none"> <li>Procurement staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Put in place ability to report on full life Contract value</li> </ul>
SP-04	Implement the Sustainable Procurement Policy  <b>Lead Officer</b> – Finance Manager Procurement	March 2024	Resources: <ul style="list-style-type: none"> <li>Utilises existing resources</li> <li>Delivered by existing staff–training already sourced, but process updates will be required</li> <li>Using existing systems</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Will require involvement and support from all departments</li> <li>Supports Climate Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Procurement staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of consideration of sustainability is part of all procurements</li> <li>Evidenced based reporting – which shows level of added value</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-05	Adopt a new ICT operating model, based around a Service Integration and Management (SIAM) framework  <b>Lead Officer</b> – Assistant Director of ICT	April 2023 - 2024	Resources: <ul style="list-style-type: none"> <li>Mixture of in house and external ICT professionals</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Organisational buy in to new ways of ICT Service delivery and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Risks will be identified as part of the development of the new operating model</li> </ul>	<ul style="list-style-type: none"> <li>New operating Model approved, and implementation commenced</li> <li>Work priorities and demand under control and well governed</li> </ul>
SP-06	Develop a new ICT Strategy that supports the changing needs and transformation ambitions of the Council  <b>Lead Officer</b> – Assistant Director of ICT	December 2022 - March 2024	Resources: <ul style="list-style-type: none"> <li>From within existing resources and the use of external professional support</li> </ul>	<ul style="list-style-type: none"> <li>Risks will be identified as part of the development of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>Approved strategy aligned to new operating model</li> </ul>
SP-07	Develop the revised operating model for finance adopting the principles of standardise, simplify and share  <b>Lead Officer</b> – Assistant Director of Finance - Financial Management	April 22 – March 24	Resources: <ul style="list-style-type: none"> <li>Managed within existing resources</li> <li>Requires budget holders to take responsibility for budget monitoring</li> <li>Support of ICT to develop workflows utilising Office 365 technology</li> </ul>	<ul style="list-style-type: none"> <li>Capacity within the function to make the changes</li> <li>Delivery of SAP HANA</li> </ul>	<ul style="list-style-type: none"> <li>Teams that are flexible and agile and provide resilience across key functional areas, particularly finance business partnering</li> </ul>

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Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-08	<p>Implement latest SAP S4 finance and HR software system to replace existing the SAP system</p> <p><b>Lead Officer</b> – Head of Financial Systems (SAP) &amp; Standards</p>	April 2022 – March 2023	<p>Resources:</p> <ul style="list-style-type: none"> <li>From within existing resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Dependent upon the successful completion of the Microsoft Azure migration project.</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon the successful completion of the Microsoft Azure migration project.</li> <li>Lack of resource availability within ICT to deliver critical support to the project.</li> </ul>	<ul style="list-style-type: none"> <li>System implemented; users trained and systems delivering improved performance across finance, procurement, HR and payroll business areas.</li> </ul>
<b>Legal and Democratic Services</b>					
SP-09 Page 524	<p>Complete the ongoing review of information governance / data management arrangements and determined appropriate arrangements for dealing with future requests which ensure efficiency and consistency in responding to requests</p> <p><b>Lead Officer</b> – Assistant Director and Data Protection Officer</p>	April 2021 – October 2022	<p>Resources:</p> <ul style="list-style-type: none"> <li>Data from the introduction of phase 1 of channel shift</li> <li>Additional resources may be required to replenish the GDPR reserve</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Completion of the Data Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient resource to progress</li> </ul>	<ul style="list-style-type: none"> <li>Efficient, effective and consistent systems are in place to ensure compliance with information governance legislation</li> <li>Responses to Subject Access Requests and Freedom of Information requests are provided within the statutory timeframes</li> </ul>
SP-10	<p>Managed the implementation process and successfully launched the new Multi Functional Device (MFD) and print contract for go live in June 2023</p> <p><b>Lead Officer</b> – Head of Democratic &amp; Registration Services</p>	March 2023 - July 2023	<p>Resources:</p> <ul style="list-style-type: none"> <li>Departments and all staff</li> </ul>	<ul style="list-style-type: none"> <li>Delay with orders/equipment delivery</li> </ul>	<ul style="list-style-type: none"> <li>Savings being made on cost of printing</li> <li>New equipment rolled out</li> </ul>
SP-11	<p>Continued to review the constitution to continue to</p>	April 2023- March 2024	<p>Resources:</p>	<ul style="list-style-type: none"> <li>Insufficient resources to progress work</li> </ul>	<ul style="list-style-type: none"> <li>Robust governance framework is in place</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
	support good governance and streamlined decision-making  <b>Lead Officer</b> – Director of Legal and Democratic Services		<ul style="list-style-type: none"> <li>Director has sufficient capacity</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Support and instructions required from other services to review certain sections of the Constitution</li> </ul>		which enables streamline decision making
SP-12	Developed Service Level Agreements with client departments in connection with Core Offer  <b>Lead Officers</b> – Divisional Assistant Directors	April 2023 - March 2024	Resources: <ul style="list-style-type: none"> <li>Capacity within Legal Services</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Support from client departments</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient resource available either in Legal or client departments to complete work</li> <li>Client departments unwilling to agree terms of SLAs</li> </ul>	<ul style="list-style-type: none"> <li>New SLAs adopted and being used by client departments with regular reviews taking place.</li> </ul>
<b>Page 525</b> Organisation Resilience, People and Communications					
	Support effective leaders through leadership development, employee performance management, employee engagement and inclusion interventions  <b>Lead Officer</b> – Assistant Director Human Resources	April 2023 – March 2024	Resources: <ul style="list-style-type: none"> <li>Service pressure and existing budget</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Support from Senior Leaders, Policy, Finance, ICT, Joint Trade Union colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Senior Leaders' capacity to engage</li> <li>Pressure funding / resource capacity when considering budget challenges</li> <li>System integration and development</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Development Evaluation Metrics</li> <li>Employee Engagement Survey Questions</li> </ul>
SP-14	Further develop the Council's total reward offer to address areas of recruitment and retention challenges  <b>Lead Officer</b> – Assistant Director Human Resources	April 2023 – March 2024	Resources <ul style="list-style-type: none"> <li>Existing budget</li> </ul> Interdependencies <ul style="list-style-type: none"> <li>Support from Senior Leaders, Place, Legal, Finance, Joint Trade Union colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Changing national picture, cost and affordability.</li> </ul>	<ul style="list-style-type: none"> <li>Improved retention rates and reduced vacancy position</li> <li>Improved uptake in employee benefits offer</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-15	<p>Continue to deliver high quality internal and external communications activity to support the organisation to deliver its priorities</p> <p><b>Lead Officer</b> – Assistant Director of Communications &amp; Customers</p>	January 2022 – March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>Sufficient resource to support new programmes and transformation activity</li> </ul>	<ul style="list-style-type: none"> <li>Capacity to support cross-council transformation activity</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of agreed campaigns</li> <li>Reviewed and revised reporting</li> <li>Digital communications engagement: consistently placed within top 5 performing benchmarked councils</li> <li>Level of response to campaign calls to action (% of target audience)</li> <li>Return on investment (for specific campaigns e.g. fostering)</li> </ul>
SP-16	<p>Continued to improve performance in Call Derbyshire, improving the customer experience as a result</p> <p><b>Lead Officer</b> – Assistant Director of Communications &amp; Customers</p>	January 2022 – March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>Sufficient resource to deliver service requirements.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Continued development of Customer Management System to deliver customer service</li> </ul>	<ul style="list-style-type: none"> <li>Resource capacity to handle increased and ongoing call volumes</li> </ul>	<ul style="list-style-type: none"> <li>Number of calls abandoned before they are answered.</li> <li>Call waiting times.</li> <li>Customer feedback</li> </ul>
<b>Transformation and Strategy</b>					

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Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-17	<p>Develop a new approach to organisational strategy and business planning, ensuring the Team is well placed to implement and embed the approach across the Council</p> <p><b>Lead Officer</b> – Assistant Director Strategy and Policy</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>From existing budgets with re-prioritisation of work plan activities</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Work with four council departments to embed and develop the approach</li> <li>Work with key CST Divisions to align corporate plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Will require capacity from across the Council to develop and embed the approach which could lead to delays in implementation of approach</li> <li>Limited resources within team which could impact on other key team priorities and council plan deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Approach to organisational strategy and business planning in place</li> <li>New Corporate Business Strategies for EC, TC and VD developed and in place</li> <li>Strategy Business Partners identified and working with departments to develop and take forward approach</li> </ul>

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Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-19	<p>Completed the electoral review of Derbyshire in line with Local Government Boundary Commission for England (LGBCE) guidance, ensuring new arrangements are in place by March 2024</p> <p><b>Lead Officer</b> – Assistant Director Strategy and Policy</p>	June 2022 – May 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing budgets from Strategy, Democratic Services and Communications</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Work with Elected Members and Group Leaders</li> <li>• Key elements of workplan to be delivered by Democratic Services and Communications Team</li> </ul>	<ul style="list-style-type: none"> <li>• Delivering review within current timescales with existing resource</li> <li>• Work with a number of stakeholders which could result in conflicting priorities which prove problematic to resolve</li> </ul>	<ul style="list-style-type: none"> <li>• Council Size Submission submitted to LGBCE to agreed timescales</li> <li>• Data packs and required Phase 1 information submitted to LGBCE on time</li> <li>• Phase 2 activity and amendments to existing boundaries submitted to LGBCE by end May 2022</li> <li>• Proposals approved by Full Council</li> </ul>
<p>Property</p> <p>Page 529</p>	<p>Embed the decarbonisation objective into the asset review process and asset strategy</p> <p><b>Lead Officer</b> – Director of Property</p>	March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Strategic asset plan reviews to include an assessment of energy efficiency, and a consideration of options to upgrade the existing fabric and building services</li> </ul>	<ul style="list-style-type: none"> <li>• Risk that programmes of disposals - and possible acquisition of new corporate assets - will not allow sufficient time to decarbonise</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced carbon emissions for individual assets</li> <li>• Reduce energy consumption in accordance with carbon reduction strategy</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-21	<p>Develop a set of criteria, for the design and construction of major projects, small extensions, and alterations to existing buildings with regards to energy efficiency and carbon reduction</p> <p><b>Lead Officer –</b> Head of Projects - Property</p>	March 2022 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Contributes to departments' and partners' priorities</li> <li>• Supports reduction in carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>• The majority of this work has been completed and has CCEB endorsement but requires escalation for Council approval</li> <li>• Failure to identify requirements or to achieve the required performance improvements and energy saving measures necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Improved consistency for capital project commissions</li> <li>• Clear performance indicators met</li> </ul>
<p>Page 530</p>	<p>Review individual assets and identify measures to reduce carbon emissions from the Council's corporate building assets. Develop an annual programme for the implementation of proposed measures.</p> <p><b>Lead Officer –</b> Head of Projects - Property</p>	March 2022 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resources</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Contributes to departments' and partners' priorities</li> <li>• Supports reduction in carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to achieve the required performance improvements and energy saving measures necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Targets set for energy efficiency and carbon reduction</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
SP-23	<p>Implement Facilities Management Strategy to ensure that the Council’s operational portfolio are managed efficiently and effectively.</p> <p><b>Lead Officer</b> – Facilities Management Programme Manger - Property</p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resource</li> </ul> <p>Interdependencies</p> <ul style="list-style-type: none"> <li>• Review and further develop with support from departments</li> <li>• Contributes to departments’ and partners priorities</li> <li>• Supports reduction in carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Resources to deliver</li> </ul>	<ul style="list-style-type: none"> <li>• An operational portfolio that is sufficient and suitable to support service delivery</li> <li>• 50% of Corporate Landlord properties will have a bespoke Facilities Management and Delivery Plan in place (based on current properties)</li> </ul>
SP-24 Page 531	<p>Establish a suite of performance metrics on the joint venture partnership Concertus Derbyshire Ltd and Vertas Derbyshire Ltd that are reported to the Council</p> <p><b>Lead Officer</b> – Facilities Management Programme Manager - Property</p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Within existing resource</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Contributes to departments’ and partners’ priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Availability and sharing of robust data and information</li> </ul>	<ul style="list-style-type: none"> <li>• Metrics and reporting established</li> </ul>

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Number of Call Derbyshire calls abandoned before they are answered	15.6%	10%	10%	10%	10%	TBC
Employee engagement survey response rate	June 32% December 34%	No Survey	42%	40%	50%	TBC
Reportable Incident/Accident Rates per 1000 employees	1.1	1.47	0.35	1.3	1.3	TBC

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# Approved Controllable Budget 2023-24

Division	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Transfer payments	Unallocated budget	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
	£	£	£	£	£	£	£	£	£	£	£	£
Finance & ICT	23,381,830	2,198,472	357,210	9,503,228	624,240	0	-2,654,084	-5,681,050	27,729,847	-3,591,144	0	<b>24,138,702</b>
Legal & Democratic Services	10,058,422	121,876	57,229	2,125,958	0	0	-995,333	-915,690	10,452,461	-2,775,332	-35,550	<b>7,641,579</b>
Organisation Resilience, People and Communication	14,774,639	60,502	74,781	1,385,053	1,575,125	0	-334,823	-2,551,763	14,983,514	-559,803	-1,417,000	<b>13,006,711</b>
Transformation and Strategy	1,568,513	0	10,237	489,335	236	0	1,534,740	0	3,603,060	0	0	<b>3,603,060</b>
Property Services	4,745,735	7,220,219	2,190	111,475	4,150	0	-372,429	5,772,049	17,483,389	-2,273,204	0	<b>15,210,185</b>
Corporate & Other	2,108,994	82,853	62,580	1,839,490	19,047	0	3,574,576	25,100	7,712,640	-24,470	0	<b>7,688,170</b>
<b>Total</b>	<b>56,638,134</b>	<b>9,683,923</b>	<b>564,227</b>	<b>15,454,539</b>	<b>2,222,798</b>	<b>0</b>	<b>752,646</b>	<b>-3,351,355</b>	<b>81,964,912</b>	<b>-9,223,953</b>	<b>-1,452,550</b>	<b>71,288,408</b>

# Commercial Pipeline of Procurement – up to 31 March 2025

In line with the Council’s Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period in support of delivering the departmental Service Plan.

The table shows how the procurement supports Business as Usual (BAU) or specific deliverables within the Council Plan (CP) and Service Plan (SP), the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council’s financial regulations.

## Procurements due to commence between 1 April 2023 and 31 March 2025

Service Plan Ref.	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Months)	Total Value of Contract Including Permissible Extensions £	ICT Related Contract Yes/No
<b>Finance and ICT</b>						
<b>Audit and Insurance</b>						
BAU	Insurance Services (excluding Insurance Broking Services) for the Peak District National Park Authority	01/04/2024	01/04/2025	60	£600,000	No

BAU	Insurance Services	01/05/2023	01/05/2024	60	£5,375,000	No
<b>Finance</b>						
BAU	Provision of Travel & Accommodation Bookings for staff	01/06/2023	01/10/2023	24	£50,000	Yes
BAU	Software to manage the Councils IFRS 16 Compliant Lease Accounting	01/04/2023	01/09/2023	60	£50,000	Yes
BAU	On-Line tool to carry out Financial Assessments	01/05/2024	05/05/2025	48	£150,000	Yes
BAU	Supply of Prepaid Card Account Service for vulnerable and disabled adults	01/01/2024	01/01/2025	48	£240,000	Yes
BAU	Software to make BACS payroll and supplier payments	01/12/2024	01/03/2026	120	£250,000	Yes
BAU	Supply of Office Supplies to DCC establishments	01/11/2024	25/11/2025	48	£720,000	No
BAU	Supply of an Epayments Solution and Associated Support Services	01/06/2026	22/01/2028	120	£750,000	Yes
BAU	Supply of the Councils Banking & Merchant Services	01/09/2023	01/10/2025	120	£1,000,000	No
<b>ICT Services</b>						

CP-18	Supply of ICT Professional Services to support Organisational Redesign	01/06/2023	31/03/2024	12	£1,500,000	Yes
BAU	Supply of a Vulnerability Management Service	01/06/2023	01/12/2023	36	£125,000	Yes
BAU	Security and vulnerability assessments of the IT structure	01/04/2023	23/10/2023	48	£150,000	Yes
BAU	Supply of Assessment and Replacement of Uninterrupted Power Supply	01/01/2025	01/10/2025	84	£150,000	Yes
BAU	Supply, Maintenance and Support of a Data Storage System	01/06/2024	01/10/2024	12	£220,000	Yes
BAU	Supply of a Replacement Freecool system for the Councils Data Centre	01/05/2023	01/09/2023	84	£230,000	Yes
BAU	Supply of Software Asset Management Tool to support Software Licence Management.	01/04/2023	01/08/2023	48	£250,000	Yes
BAU	ICT Traded Services Hardware, Software and Services	01/04/2023	24/11/2023	24	£250,000	Yes
BAU	Provision of a replacement Analogue Telephony Solution	01/04/2023	31/10/2023	48	£450,000	Yes
BAU	Supply of an ICT Service Desk Solution	01/09/2023	18/11/2025	48	£500,000	Yes

BAU	Supply of Microsoft Unified Support	01/10/2023	15/02/2024	36	£600,000	Yes
BAU	Provision of an On-Premise Business Continuity Solution	01/10/2024	01/09/2025	60	£600,000	Yes
BAU	Supply of ICT Accessories	01/01/2023	16/06/2024	36	£750,000	Yes
BAU	Provision of SIP Trunks and Call Services to support teams telephony and legacy VOIP telephony system	02/01/2023	01/06/2023	62	£800,000	Yes
BAU	Mobile Device - Voice & Data, and Hardware	01/04/2023	22/07/2024	36	£1,500,000	Yes
BAU	Supply of Storage and Compute Infrastructure, Software and Associated Services	01/04/2023	01/09/2023	36	£1,500,000	Yes
BAU	Supply of Internet Connectivity and Associated Services	01/02/2023	01/02/2024	84	£2,500,000	Yes
BAU	Supply of Networking Equipment including Support and Maintenance and Associated Services	01/04/2023	24/12/2023	84	£3,000,000	Yes
BAU	Supply of a Corporate Wide Area Network including Support & Maintenance and Associated Services	01/09/2023	06/06/2025	36	£3,000,000	Yes

BAU	Supply of ICT Hardware, Accessories and Associated Services	01/01/2024	01/06/2025	48	£6,500,000	Yes
BAU	Licensing Solution Provider for the Councils ICT Desktop, Server and ad hoc licencing requirements.	01/05/2023	29/03/2024	36	£15,000,000	Yes
<b>Pensions and Investments</b>						
BAU	Address Tracing	2023	2024	24	£100,000	No
BAU	Global Custody Services Framework Agreement	01/09/2023	01/07/2024	60	£150,000	No
BAU	Externally Hosted Investment Market Data and Analysis Solution and Associated Services	01/09/2023	30/06/2024	72	£720,000	Yes
BAU	Actuarial Services	Commenced	01/07/2023	72	£2,000,000	No
BAU	Discretionary Manager for the Derbyshire Pension Fund Asset Direct Property	01/08/2024	11/06/2025	72	£2,500,000	No
BAU	Integrated Service Provider - Pensions Dashboard	2024	2024	60	£185,000	Yes
BAU	Legal Support – Scheme Member Appeals	2024	2024	60	£250,000	No
<b>Legal and Democratic Services</b>						

<b>Democratic Services</b>						
BAU	Paediatric Post-mortems	01/10/2023	01/06/2024	60	£50,000	No
BAU	Coroners Case Management Solution	01/06/2023	13/08/2024	60	£95,000	Yes
BAU	Audio Visual System Hardware and Associated Services for Coroners Courts	01/11/2023	30/11/2024	60	£96,000	Yes
BAU	Provision of Funeral Directors for Coroners	01/10/2023	01/06/2024	60	£100,000	No
BAU	CT Scanning – Digital autopsy.	01/10/2023	01/06/2024	60	£100,000	No
BAU	Audio Visual System Hardware and Associated Services	01/01/2025	22/03/2026	60	£306,000	Yes
BAU	Toxicology services	01/04/2024	03/10/2025	48	£400,000	No
BAU	Pathology Services	01/10/2023	01/06/2024	60	£550,000	No
BAU	Mortuary Services for Derby and Derbyshire	01/04/2023	01/12/2023	60	£672,000	No
BAU	Postal Collection Services	01/01/2024	08/02/2025	60	£1,700,000	No
<b>Organisation Resilience, People and Communications</b>						
<b>Communications</b>						
SP-15	Email Alert and Newsletter	01/03/2024	05/09/2025	60	£175,000	Yes
SP-15	Externally Hosted Media and Stakeholder Management Solution	01/03/2024	29/09/2025	48	£50,000	Yes

SP-15	Supply and Maintenance of a Web Content Management System and Associated Services	01/04/2024	08/01/2026	120	£200,000	Yes
<b>Human Resources</b>						
CP-21	Provision of an Occupational Physiotherapy Service	01/09/2023	01/04/2024	24	£90,000	No
CP-21	Provision of an Occupational Health CBT Service	01/04/2023	01/10/2023	48	£160,000	No
CP-21	Dyslexia Diagnostic Assessments, Tuition, Workplace Assessments, Training & Support	01/06/2025	01/12/2025	72	£180,000	No
CP-21	Provision of Occupational Health Physician Service	01/04/2023	01/10/2023	48	£560,000	No
CP-21	Supply of First Aid Training	01/06/2023	01/01/2024	48	£460,000	No
BAU	Supply of Aids to Rehabilitation	01/11/2023	01/04/2024	48	£144,000	No
SP-13	Learning Management System	01/04/2023	01/05/2024	48	£200,000	Yes
SP-13	Employee Performance Management System	2023	2023/24	TBC	£250,000	Yes
<b>Policy</b>						
CP-05	Target hardening for vulnerable victims of crime	Apr-23	Jun-23	36	£90,000	No



CP-04	Ukrainian Refugee Rematching Service	Apr-23	Jun-23	36	£150,000	No
CP-05	Provision of Furniture and Home Preparation Service for Domestic Properties in Derbyshire	Apr-23	Jun-23	48	£300,000	No
BAU	Performance and Risk Management System	01/01/2024	01/01/2025	120	£800,000	Yes
CP-04	Provision of an Integration and Support Service for Refugee Resettlement for Derbyshire	01/09/2024	01/06/2025	48	£1,000,000	No
CP-05	Derbyshire Domestic Abuse Support Service	Jan-23	01-Apr-24	72	£12,000,000	No
<b>Transformation and Strategy</b>						
<b>Business Change</b>						
CP-18	Project Portfolio Management System	June 2023	Jan 2024	60	£100,000	Yes
CP-18	Project Management Training	April 2023	Sept 2024	48	£200,000	No
<b>Property Services</b>						
BAU	Provision of Adaptations funded via the Disabled Facilities Grant (DFG)	01/04/2023	01/04/2023	48	£11,800,000	No
BAU	Servicing and maintenance of Stairlifts	01/09/2022	01/05/2023	48	£3,200,000	No

BAU	Supply and installation of Scaffolding	14/10/2022	01/05/2023	48	£1,300,000	No
BAU	Asbestos Removal & Disposal	01/04/2023	03/06/2023	48	£3,000,000	No
BAU	Contract for Servicing and Maintenance of Industrial Doors, Gates, Barriers and Roller Shutter Doors	01/04/2023	01/07/2023	48	£550,000	No
BAU	Supply of Hoarding & Herras Fencing	01/04/2023	01/07/2023	48	£1,000,000	No
BAU	Supply of Cold Applied Roofing Materials	13/12/2022	01/08/2023	48	£160,000	No
BAU	Washroom Services	01/04/2023	01/09/2023	36	£800,000	No
BAU	Supply of Commercial Heating, Gas Fittings and Appliances	01/04/2023	01/09/2023	60	£1,750,000	No
BAU	Supply & Fit of Flooring	01/04/2023	01/09/2023	48	£1,000,000	No
BAU	Outsourcing of Business Rates	01/04/2023	01/09/2023	48	£200,000	No
CP-23	Contract for Asset Valuations	01/04/2023	01/09/2023	60	£3,000,000	No
BAU	Supply, Installation, Repair, Maintenance and Servicing to CCTV Systems	01/04/2023	01/10/2023	48	£60,000	No
BAU	Arboriculture Vehicle Training	09/02/2023	11/10/2023	48	£200,000	No
BAU	Lightning Conductor Servicing	01/04/2023	28/10/2023	48	£70,000	No
BAU	Maintenance of Dishwashers	02/04/2023	01/12/2023	48	£200,000	No

BAU	Supply of Dynamic Scheduling System	01/07/2023	02/02/2024	48	£250,000	Yes
BAU	Supply of Trade Materials	15/07/2023	15/03/2024	48	£6,600,000	No
SP-21	Electricity to Un Metered Supplies	01/08/2023	01/04/2024	42	£11,200,000	No
SP-21	Half hourly and non- Half Hourly Electricity / Supply of Energy & Ancillary Services	01/08/2023	01/04/2024	42	£13,500,000	No
BAU	Gas Training and Technical Advice	01/08/2023	01/04/2024	60	£90,000	No
BAU	Supply & Servicing of Fire Fighting Equipment	01/08/2023	01/04/2024	48	£300,000	No
BAU	Repairs and Maintenance to utility networks in Derbyshire	02/08/2023	01/04/2024	48	£1,000,000	No
SP-21	Architectural Glazing (Doors & Windows)	02/08/2023	01/04/2024	48	£1,200,000	No
BAU	Heating and Electrical Labour Framework	02/10/2023	01/06/2024	48	£250,000	No
CP-23	Supply of an Internally Hosted Asset and Facilities Management Solution with Associated Services	01/07/2023	01/10/2024	84	£180,000	Yes
BAU	Repair, Maintenance and Servicing of Commercial Refrigeration and Freezers	01/05/2023	01/04/2024	48	£300,000	No

BAU	Specialist Lifting Equipment and Independence CIC	03/05/2024	01/01/2025	48	£100,000	No
BAU	Property Market Information Solution	31/12/2024	01/04/2025	36	£85,000	Yes
BAU	Installation, Maintenance & Servicing of Security Systems (CCTV)	01/08/2024	01/04/2025	48	£1,600,000	No
BAU	Asbestos Analytical & Bulk Sampling	25/02/2025	21/09/2025	48	£90,000	No
BAU	Contract for the Servicing of Gas and Electric Catering Appliances	30/01/2025	01/10/2025	48	£950,000	No
BAU	Supply of Arboricultural Equipment	09/02/2025	11/10/2025	48	£55,000	No
BAU	Repair & Maintenance of Automatic Door Equipment	16/02/2025	18/10/2025	48	£450,000	No
BAU	Provision of Legionella Control Services	02/03/2025	01/11/2025	48	£550,000	No
BAU	Window Cleaning Services	01/01/2024	01/07/2024	48	£150,000	No
BAU	Pest Control Services	01/01/2024	01/07/2024	48	£100,000	No
CP-23	Office Furniture Removals and Disposal	01/08/2023	01/03/2024	48	£250,000	No
BAU	Provision of Security – Key holding and Alarm Response	01/07/2023	01/03/2024	48	£500,000	No

BAU	Provision of Urinal Water Saving Technology	01/09/2023	01/04/2024	48	£250,000	No
BAU	Service & Repair of Steam Boilers	01/04/2023	01/10/2023	48	£140,000	No
BAU	Repair of Electrical Kitchen Appliances	01/04/2023	01/10/2023	48	£500,000	No

**Please note: The above procurement plan includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2023-25. All values are estimated and may change when projects are tendered.**

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# Service Plan Refresh 2023-25

## (Draft)

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**Place**

Chris Henning

**Executive Director – V3**

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# Foreword



The Place Service Plan outlines the important role the Department plays in supporting the Council to achieve its ambition to work together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive.

When we think of 'Place' we think both of what happens in places and the people that live, work and visit there. Our role is to make these places work for people by ensuring we have the roads and public transport to get there, the footpaths to walk around, the woods and meadows to spend time in and the broadband to participate in a digital world.

Disposing of our waste and helping sustain our climate and natural environment, creating jobs and places to live and work, supporting businesses and protecting consumers, providing access to culture, arts and libraries are all activities supported by the work of the Department.

Place shaping, whether by direct intervention or through influencing and supporting partners, is at the heart of what we do. Building fruitful relationships and working in partnership is critical to success, whether in support of local businesses, in providing a well-managed highway network and efficient transport system, managing the increasing threat of flood risk including preparing and adapting for resilience, in supporting sustainable mineral extraction planning decisions or in promoting the countryside that is rich and diverse both in its landscape and its wildlife and is a hugely attractive tourist destination.

The next 12 months will see significant changes as the Council works with its partners in Derby, Nottingham and Nottinghamshire to establish the East Midlands Combined County Authority. The devolution deal will provide the opportunity to bring more funding to our region - £1.14 billion over a period of 30 years as a starting point. There will be powers and funding that will help to improve transport, housing, the environment and to encourage the creation of good quality jobs that give people a decent standard of living and a better quality of life. Decisions about the East Midlands will be taken in the East Midlands: providing the people who live in our region to have a much greater say over issues that affect them, including by directly electing the first regional mayor for our area.

This is an exciting time for Derbyshire, and I look forward to continuing working alongside colleagues to help this amazing County achieve its full potential.

Best,

Chris

# Our Services

The Place Department includes the 3 divisional areas: Economy & Regeneration, Environment & Transport and Highways. The Directors leading these divisions and the services that fall within the divisional areas are highlighted below.

## Economy & Regeneration Director - Joe Battye



**Regulatory Services** - responsible for delivering the functions in relation to Minerals, Waste and Strategic County Planning, Highways Development Control and Trading Standards.

**Regeneration and Major Projects** – responsible for preparation, funding, delivery and monitoring of a wide portfolio of projects underpinning the economic health of the County.

**Sustainable Growth** - The overarching aim is to lead the development of relevant physical and social regeneration, transport and economic development projects.

**Libraries & Heritage** - includes Derbyshire Library Service operating 45 static libraries and 2 mobile libraries, The Derbyshire Record Office, Buxton Museum and Art Gallery and our Arts Service.

## Environment and Transport Director - Claire Brailsford



**Countryside Services** - responsible for the stewardship of 123 Countryside Sites that include woodlands and greenways; canals, parks, and buildings; previous industrial infrastructure; and quarries, former railways, meadows, and reservoirs.

**Resources & Waste** - responsible for development and delivery of Waste Strategy across Derbyshire and for managing the treatment and disposal of all the County's waste. The service also provides Household Waste Recycling Centres (HWRCs) for residents to use and manages the County's closed landfill sites.

**Climate Change Programme** - responsible for co-ordinating the delivery of the Council's Climate Change Strategy: Achieving Net Zero, which includes a primary objective of the Council being a net zero organisation by 2032 or sooner.

**Conservation, Heritage and Design Services** - The service promotes and assists with the best possible stewardship of Derbyshire's built and natural environment.

**Transport** - incorporates Local Bus Services, the Bus Service Improvement Plan (BSIP), Fleet Services, School Transport (Mainstream), Adult Social Care and Health (ASCH) Transport, and Specialised School Transport (SEND Transport).

## Highways Director – Julian Gould



**Highways Commissioning Service** - includes the management of highways infrastructure, the Highway Hub and Emergency Planning Service.

**Highways Design/Professional Services** - includes Highway, Structures and Land Reclamation projects, Project Management of Major Schemes, Land Surveying, Site Supervision, and development led design checks.

**Highways Construction Services** - delivers both planned and reactive maintenance and construction work, planned capital schemes and provides a Winter/Adverse weather maintenance service, whilst having the ability to respond to emergencies affecting the highway network.

**Road Safety and Data** - co-ordinates programmes of road safety training, education and publicity campaigns, to reduce road traffic casualties, as well as monitoring, analysing and investigating road traffic collision data.

**Network Planning** - monitor, maintain and improve all highway assets to provide a safe and reliable network and ensure the council discharges its duties as Highway Authority.

**Derbyshire Highways Programme Team** - implement the Derbyshire Highways Transformation Programme.

In addition to the above divisions, the Department has a number of service areas that supports the work of the whole Department.

## Head of Performance, Governance, and Improvement– David Massey

**Performance and Consultation** - Service Planning, Performance Management, Consultation and Engagement, Quality Management, Environmental Management and Risk Management

**Governance and Compliance** - Democratic Services, Audit, Complaints, FOI / EIR, Learning & Development, Business Continuity, Accommodation and Business Support

**Service Improvement** - Transformational Projects, Digital Integration, Place Hub, EDRM, CRM / Website content updates.

## ICT Service Relationship Manager – Richard Thorowgood

**IT Services Governance** - Implementation of Derbyshire County Council's ICT Strategy, departmental input into strategic direction and delivery of ICT Services. Review financial and non-financial ICT service performance & delivery

**Information Governance** - Transformational and Service Improvement initiatives, Digital Integration, CRM / EDRM, website content updates and Place Hub.

# Our Achievements 2022-23

The Department has made excellent progress in delivering commitments set out in the Service Plan over the last year. Key achievements are:

- £1.14 billion devolution deal for the East Midlands, covering Derbyshire, Nottinghamshire, Derby, and Nottingham which would guarantee income streams of £38 million for the next 30 years and provide additional powers to the four local authorities.
- Developed and delivery of a collaborative Vision Derbyshire Climate Change Strategy and action plan to contribute towards delivery of the Council and Derbyshire net zero targets.
- Prepared of a Natural Capital Strategy for Derbyshire
- £47 million Department for Transport funding approved to deliver a 3-year programme of Bus Service Improvement Plan (BSIP) interventions to Derbyshire to help improve bus services.
- Awarded 60 contracts for local bus service to provide routes and times that would not normally be commercially viable without the Council's subsidy.
- £225,000 of funding secured to facilitate the planting of trees in Derbyshire in the period 2022/23 to 2025/26.
- £375,000 in grant funding awarded to over 80 residential and commercial properties, to make properties more resilient to flooding.
- Procured new contracts for the operation of the County Household Waste Recycling Centres worth £50.26 million over 7 years.
- Procured new contracts for the transport and disposal of over 260,000 tonnes of waste worth £79.36 million over two years, and for the collection and disposal of the Council's own waste from offices and schools.
- Extensive work undertaken on our Highway network with a £6 million Surface Dressing Programme and a major road resurfacing programme covering 110 roads in the County.
- Delivered a total of 350 road and footway maintenance projects equating to £30 million on the enhanced Highways Capital Maintenance Programme.
- Fixed more than 100,000 potholes and increased resources to fix more in the winter period.
- Progressed on a £570 million regeneration programme comprises more than 50 major projects, including a £166 million Chesterfield – Staveley Regeneration Route, a 3.7-mile road connecting Chesterfield to Staveley opening up land for

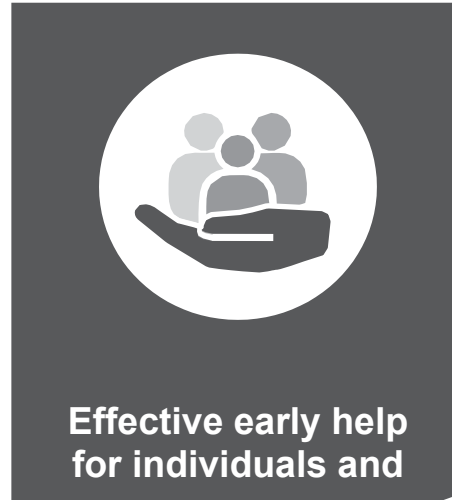
jobs and housing.

- Awarded more than £890,000 to local businesses and organisations through our Green Entrepreneurs Fund.
- Provided 1-2-1 trading standards support to people vulnerable to scams and fraud, preventing losses of around £80,000.
- Loaned two million books and digital items (ebooks, eaudiobooks, emagazines) via our library service.

# Our Priorities and Key Areas of Focus for 2023-24

We will direct our efforts and resource on the following four Council priorities:

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During 2023-24 and forthcoming years, the department will focus on the following activities to support Council and departmental priorities:

- Ensure that the Council is on track to be Carbon Net Zero by 2032 (or earlier) through actions set out in our Climate Change Strategy and Action Plan
- Develop and deliver a strategic approach to sustainable travel and transport across the County, including the promotion of cycling and walking
- Support the County's sustainable economic growth – with a particular focus on low carbon development, heritage-led regeneration, town centre renewal and in line with the Government's levelling up agenda
- Deliver a high quality and cost-effective programme through a modern service to maintain and improve the County's highways network and protect against flooding.

# Delivering the Council Priorities

In support of the Council priorities the Department has identified specific actions for 2023-24 for each of the priorities as detailed below.

## Resilient, healthy and safe communities

We will:

- Refresh and implement our Library Strategy to ensure a modern, efficient and improved service
- Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-2025.

## High performing, value for money and resident focused services

We will:

- Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system
- Further develop the Vision Derbyshire governance arrangements and align these and the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform
- Work with partners and central Government to deliver an East Midlands Combined County Authority and devolution deal, securing powers, flexibilities and funding and establishing effective shadow and governance arrangements
- Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money
- Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities.

## A prosperous and green Derbyshire

We will:

- Complete the delivery of a £120 million 3-year Local Transport Programme to provide well managed roads and highways and address road safety concerns
- Work with partners to finalise the regional response to the Integrated Rail Plan, including: a refreshed HS2 Growth Strategy, an action plan to prepare for Midlands Mainline Electrification and implementation of Restoring Your Railways Programme
- Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area
- Reduce carbon emissions from Council property, vehicles and street lighting to 12,310 tonnes CO2e by 2024 and net zero by 2031-32
- Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse gas emissions
- Reduce 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 support and develop flood resilience measures
- Continue delivery of the Climate Change Strategy and Action Plan which sets out priorities to reduce the County's greenhouse gas emissions
- Develop a Local Nature Recovery Strategy for Derbyshire in accordance with the requirements of the Environment Act 2021 for the coordinated benefit of Derbyshire's natural environment
- Develop and deliver a strategic approach to sustainable travel and transport across the County, including the promotion of cycling and walking
- Refresh and implement our approach to increasing levels of inward investment into the County
- Continue to work with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities
- Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities
- Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential



- Deliver a £47 million Bus Service Improvement Plan (BSIP) in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability
- Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology
- Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources.

# Delivering Operational Priorities

To support departmental operational priorities, we will also work to deliver the following key actions in 2023-24:

We will:

- Implement a contract & supply chain management regime across the Council which drives Value for Money throughout the contract lifecycle

## Economy & Regeneration

We will:

- Continue the work to deliver a sustainable £35 million heritage led regeneration plan for Elvaston Castle and grounds to boost tourism and benefit the local community and economy and create local jobs
- Work with borough and district councils, utilities and property developers to champion low carbon development eco-homes fit for the future and to help communities and businesses adopt low carbon energy to become less dependent on energy
- Work with partners in the public and private sectors to deliver 2 hydrogen fuel stations in Derbyshire and 30 hydrogen powered buses and refuse collection vehicles by 2025.
- Continue to support district and borough councils in the delivery of major grant funded projects - Town Deals and Levelling Up Fund (LUF).

## Environment & Transport

We will:

- As the hosts of the Derwent Valley Mills World Heritage Site (DVMWHS) Partnership Coordination Team, support working towards the development of a robust, feasible, alternative development proposal for the North and East Mills Site, Belper
- Progress the Council's commitment to facilitate the planting of up to 1 million new trees in Derbyshire by 2030, including by providing planting grant schemes
- Establish how the Council can ensure the delivery of its Net Zero carbon emissions objective by 2032 or sooner

- Implement the findings and recommendations of the Achieving Net Zero with Derbyshire's Schools Scoping Project (being conducted in 2022/23 to establish the Council's strategic approach to working with schools on this agenda)
- Undertake a work programme across the Council on climate change risk, resilience and adaptation, working with all departments to ensure this is addressed in service delivery
- Review and develop the Transport Code of Practice to include a strategy for Core Fleet vehicle replacements and enhanced guidance for employees on the use of fleet vehicles
- Develop through our close partnerships with district and borough councils' solutions that minimise waste and increase recycling
- To gain external funding to support the Countryside Service in improving the natural environment.

## Highways

We will:

- Develop and implement the Derbyshire Highways Transformation Programme
- Work with partners, including Local Access Forums, towards an integrated, well managed and inclusive Rights of Way and access network, through the implementation of the Rights of Way Improvement Plan.

## Performance, Governance and Improvement

We will:

- Provide performance, governance and improvement support to maintain and improve service delivery.

# Workforce Priorities

The department employs over 1,400 staff - 806 Full Time Equivalents (FTE), Economy & Regeneration: 232 FTE; Environment & Transport: 155 FTE; Highways: 400 FTE; and Performance, Governance and Improvement: 18 FTE.

The department will work towards achieving the five People Priorities from the Council's People Strategy as follows:

## **Attract and retain the best people in the most effective way possible**

- Develop a clear and compelling employee offering to attract talent
- Modernise our recruitment approach to ensure greater reach into talent pools
- Recruit to all vacancies with a particular focus on the 'difficult to fill' roles.

## **Promote diversity and inclusion, enable responsive workforce plans, and develop credible reward strategies:**

- Implement the internal elements of the Equality, Diversity and Inclusion Strategy to ensure the workforce reflects our communities
- Create and deliver effective workforce plans to meet current / future needs and reduce reliance on interim and temporary appointments
- Develop a sustainable financial and non-financial reward offering for employees at all levels to support attraction and retention.

## **Engage, nurture and develop our people and our future potential:**

- Improve employee engagement by embedding the Engagement Strategy to 'listen, shape and respond' and growing the culture of mutual trust
- Enable professional and personal development to successfully deliver organisational priorities
- Undertake succession planning for critical roles
- Develop and deploy talent strategies that combine bringing new talent into the department and growing existing people to achieve their potential

- Active participation in the performance management pilot and completion of My Plans to continue to grow a performance culture.

**Enable organisational transformation and effective employee relations:**

- Deliver organisational transformation and change in consultation with key stakeholders
- Managers to create positive employee relations and environment with coaching from HR
- Annual departmental people plan delivered which encompasses all five people priorities and drives strategic change
- Engage with trade unions on key issues to ensure ongoing positive relationships.

**Enable and ensure the wellbeing and safety of our people:**

- Reduce sick absence through root cause analysis and implementing mitigating actions
- Create safety culture
- Improve physical and emotional health and wellbeing through adoption of corporate strategies.

# Budget and Savings 2023-24

The Department's service delivery is supported by a budget of £93,425,572 for 2023-24. The departmental budget includes agreed additional funding for service pressures for 2023-24 of £4,090,000 ongoing and £3,661,000 one-off and £6,308,000 inflation one-off contingency funding, as set out in the table below:

Service Pressure funding	£ Ongoing	£ One- off
<b>Elvaston Master Plan</b> - The Elvaston Masterplan requires targeted activity to develop and test the business case for the Masterplan.	£50,000	£340,000
<b>Highways Revenue/Reactive Maintenance</b> - Current budgets within the Highways Service were set on an historic organisational structure with an income target that is not achievable with the current level of staff resource. The current delivery model is being reviewed under the ongoing work in the "Derbyshire Highways Programme" (formerly the 'Future Highways Model').	2,000,000	£2,500,000
<b>Bus Companion Service</b> - Residents of Derbyshire who qualify can apply for a Gold Card which is valid for free travel on buses at specified times. This is a national scheme, and the terms are laid down in statute. Introducing a Companion Service will allow a discretionary service to provide free travel to a family member or carer when they accompany Gold Card holders.	£150,000	
<b>Commercial Services</b> - Most of the local bus services in Derbyshire are run commercially. Providers have withdrawn from certain routes as they are no longer commercially viable. Where there is not a commercial case to operate specific local bus routes across Derbyshire, then the Council – in its role as Local Transport Authority (LTA) – can consider funding a service to maintain services where there is a social, economic, and environmental need for them to operate key routes in the County.	£1,000,000	
<b>Restructure of Integrated Transport Unit</b> - Many of the services offered by the Integrated Transport Unit (ITU) have statutory or legislative requirements. A service restructure is required to ensure adequate resources are in place to meet current and future demands and challenges, improve service delivery and efficiency, meet the Council's statutory duties, and administer the BSIP grant.	£200,000	

Service Pressure funding	£ Ongoing	£ One- off
<b>Grounds Maintenance</b> - The Countryside Service has developed a business plan which establishes the service's strategy and operational priorities over the medium term. Funding is required to enable a bespoke grounds maintenance schedule of work and appropriate allocation of resources across the Council's 123 countryside sites.	£365,000	
<b>Management Team Restructure</b> - The new departmental strategy for Place outlines a new approach and the need for additional investment in senior management. This will fund the restructure that took place in 2022 and help the Department in the delivery of Council Plan Objectives.	£325,000	£325,000
<b>APP/Flare Database</b> - The Trading Standards database provides an effective and efficient way of recording all the work undertaken by the service. This helps not only with workload management but provides an essential source of evidence for investigations and prosecutions. It also acts as the database for the Trusted Trader Scheme and licences.		£46,000
<b>Ash Die Back and Woodland Creation</b> - The Council is undertaking a step change in tree-planting across the County driven by its Climate Change Strategy, Nature Recovery Motion, and its anticipated role as responsible authority for the Derbyshire Local Nature Recovery Strategy. The target is to facilitate the planting of up to one million trees by 2030, and to ensure delivery of the Council's Ash Die Back Action Plan.		£450,000
<b>Inflation - Reactive Maintenance</b> As the Highway Authority, the Council has a statutory duty to maintain highways. The cost of doing so has been impacted by hyperinflation due to the cost of construction materials required to maintain the highway.		£1,025,000
<b>Inflation Waste</b> - The Council is a statutory Waste Disposal Authority and has a legal obligation to make arrangements to treat and dispose of all household waste arising across the County. Under each contract for the disposal or treatment of waste, inflationary pressures are passed to the Council.		£3,583,000
<b>Inflation - Tendered Network Increase</b> The supported local bus network has recently been re-tendered and a significant increase in cost has been experienced due to inflationary pressures.		£1,700,000

Service Pressure funding	£ Ongoing	£ One- off
<b>Total</b>	<b>£4,090,000</b>	<b>£9,969,000</b>

The Department will be managing the delivery of total proposed budget savings for 2023-24 of £1.2 million as set out below. Full details of the department's budget are set out in the delivery plan.

Service Budget Savings	Saving
<b>Waste - Continuation from Previous Years' Schemes</b> The Council will work with partners, including district and borough councils, to reduce the cost of disposing of the County's waste.	£580,000
<b>Derbyshire Highways - Continuation from Previous Years' Schemes</b> A major improvement plan for the highways service will result in more efficient ways of working, productivity improvements and generation of income from assets.	£500,000
<b>Elvaston Castle and Country Park</b> The work being undertaken to develop a business case for Masterplan delivery (subject to a separate pressure bid) will help address the financial sustainability of the Elvaston estate in the medium to long term through capital investment. A reduction in minor repairs and maintenance can therefore be sustained in the short term.	£120,000
<b>Total</b>	<b>£1,200,000</b>

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# Monitoring the Plan

The ambitions set out in the Plan are supported by a detailed delivery plan which outlines how each of the actions set out in the Plan will be delivered, the details of the departmental budget and the Department's forward plan of procurement. As well as monitoring the progress of the actions, the following measures will also be monitored:

## Key Performance Measures

- Number of start-up businesses supported by Business Start Up Programme
- Amount of external funding secured in last 12 months
- Amount of Apprenticeship Levy transferred to businesses
- No of jobs created at Markham Vale
- Percentage of total 200 acres development land occupied at Markham Vale
- External funding secured for the Derwent Valley Mills
- Number of visitors to Derwent Valley Mill Sites
- Secondary spend (economic impact) of World Heritage Site based on visitor numbers
- Total number of supported properties that have poor broadband speeds (<24Mbps)
- Number of low carbon vehicle charging points
- Percentage reduction in greenhouse gas emissions from Council owned land and operations from 2010 baseline
- Percentage of flood enquiry responses provided within allocated timescales
- Percentage of land drainage consents applications responded to within 8 weeks
- Percentage of planning applications responded to by Flood Team within 21 days
- Grey Fleet Emissions tonnes CO<sub>2</sub>e (Place Only)
- Carbon emissions from officers using their own vehicles (tonnes CO<sub>2</sub>e)
- Grey Fleet Mileage (Place Only)
- Registered Electric Pool vehicle users
- Registered Electric Pool vehicle miles
- Percentage of Clean Air Zone complaint light core fleet vehicles
- Percentage of Clean Air Zone compliant HGV core fleet vehicles

## Key Performance Measures

- Percentage of Electric light core fleet vehicles
- Percentage of principal roads where maintenance should be considered (\*revised methodology introduced 2019-20)
- Percentage of non-principal roads where maintenance should be considered (\*revised methodology introduced 2019-20)
- Percentage of Unclassified Road network where maintenance should be considered
- Percentage of road defects repaired within target
- To reduce all killed and seriously injured casualties by 40% by 2030 (revised measure)
- Total amount of expenditure on the delivery of the Local Transport Programme
- Percentage of residents satisfied with highways and transport services
- Time to Hire
- Sickness as a percentage of available working hours
- Kilometres of Key Cycle Network / Local Cycle Network completed
- Number of passenger journeys
- Number of trees planted
- Kilogrammes of household waste not sent for reuse, recycling and composting per household
- Number of Access to Information Requests responded to within timescale
- Number of Complaints Upheld
- Keep on track to achieve all planned annual budget savings.



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# Service Plan 2023-25

## Delivery Plan

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### Place

**Chris Henning**  
**Executive Director**  
**V4**

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## Delivering the Council Priorities

In support of the Council priorities the Department has identified specific deliverables as detailed below. Principal risks have been considered and these along with risk mitigations are managed by the Department in line with the Council's Risk Management Policy.

### Council Priority: Resilient, healthy and safe communities

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
CP-09	Refresh and implement our Library Strategy to ensure a modern, efficient and improved service  Lead Officer – Director Economy & Regeneration	April 2023 - March 2026	Resources: <ul style="list-style-type: none"> <li>PMO support</li> <li>Dedicated project manager</li> <li>Officer resources from corporate to support Community Managed Library transfer</li> <li>County Transport resources – mobile libraries</li> <li>Regeneration officers – relocation and town centre renewal</li> </ul>	<ul style="list-style-type: none"> <li>Communities not willing to take on library management – due to unknown costs, unable to resolve lease and ownership issues</li> <li>Limited funding opportunities for relocation</li> <li>Funding for new mobile vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Transferred up to three libraries to community management by March 2024</li> <li>Relocated at least three libraries to the heart of communities/ town centres</li> <li>Increased footfall and issues from 2022 baseline</li> </ul>
CP-03	Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-2025  Lead Officer – Executive Director Place	March 2022 - March 2024	Resources: <ul style="list-style-type: none"> <li>Existing staff resources within the Strategy Team</li> <li>Resources deployed from departments to lead workstream approach and ensure priorities and actions are embedded across broader Council activity</li> </ul>	<ul style="list-style-type: none"> <li>Reduced resources available which will impact on implementation of the Strategy</li> <li>Potential lack of capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed workstream activity delivered to agreed timescales in line with reporting schedules and performance targets</li> <li>Equality considerations are embedded across the Council's strategies and service plans</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal risks	Success Measures
			Interdependencies: <ul style="list-style-type: none"> <li>Workstream approach will require resource and delivery from all Council departments</li> </ul>		<ul style="list-style-type: none"> <li>Equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality</li> <li>Annual Equality Report is published and shared</li> </ul>

## Council Priority: High performing, value for money and resident focused services

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-4 Page 572	Support a resident-focussed approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system  Lead Officer – Executive Director Place	March 2021 - March 2025	Resources: <ul style="list-style-type: none"> <li>From existing budgets</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Requires support across departments to embed the CRM in service delivery</li> <li>Contributes to departments achieving their customer service measures</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient staff and funding capacity across Council to embed approach across existing areas of work and take forward previously agreed priority areas of work</li> <li>In sufficient service capacity to engage with programme effectively</li> </ul>	<ul style="list-style-type: none"> <li>10 further services online by March 2024</li> <li>Customer feedback system in place in all departments by March 2024</li> </ul>
CP-16	Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform	September 2021 - March 2024	Resources: <ul style="list-style-type: none"> <li>£0.175 million as an agreed ongoing service pressure in the 2022-23 and 2023-24 Revenue Budget Reports</li> <li>Vision Derbyshire pooled budget will provide an additional six posts to</li> </ul>	<ul style="list-style-type: none"> <li>Inability to recruit to Vision Derbyshire Team as part of transfer of hosting arrangements</li> <li>Light touch review may suggest an alternative approach to governance which will require additional resources and</li> </ul>	<ul style="list-style-type: none"> <li>Review of Vision Derbyshire approach completed, and future approach and governance arrangements agreed with Derbyshire councils</li> <li>Revised Joint Committee and associated governance structures in</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 573</p>	<p>Lead Officer – Executive Director Place</p>		<p>support programme delivery. Staffing appointments have to be made.</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Delivery and further development require support from partners and departments</li> <li>• Contributes to departments and partners priorities</li> </ul>	<p>work to embed across Derbyshire</p>	<p>place and operating effectively</p> <ul style="list-style-type: none"> <li>• Resource including programme team in place and deployed to support delivery of agreed priorities</li> <li>• Implementation and delivery plan reviewed and further developed with key priority activity delivered</li> <li>• Developed an initial scope and briefing to develop a shared understanding of social mobility across the Council and partner agencies</li> <li>• Worked through Vision Derbyshire governance arrangements to explore options and develop a collaborative approach to social mobility targeting underperforming areas across the County</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
CP-21	<p>Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities</p> <p>Lead Officer – Executive Director Place</p>	<p>April 2023 - March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Senior HRBPs and Departmental Management teams to lead the development and deployment of people plans</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Wider organisational strategies aligned to cultural change (i.e., digitalisation)</li> </ul>	<ul style="list-style-type: none"> <li>Delay to the development and approval of the new Business Strategy which would mean a delay to the Programme</li> </ul>	<ul style="list-style-type: none"> <li>Improve employee engagement</li> <li>Days between a job vacancy shortlisting and contract offer for the Council Plan version</li> <li>Sickness as a percentage of available working hours targets achieved</li> <li>Reduce agency spends</li> <li>Improve accident/ incident performance</li> </ul>
CP-15 Page 575	<p>Work with partners and central Government to deliver an East Midlands Combined County Authority and devolution deal, securing powers, flexibilities and funding and establishing effective shadow and governance arrangements</p> <p>Lead Officer – Executive Director Place</p>	<p>September 2021 – March 2024</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>Currently through existing budgets.</li> <li>Alignment with Vision Derbyshire programme resources required once established.</li> <li>External consultants as required</li> <li>Additional staffing resource to be identified to support Phase 2</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Significant partnership working across the four upper tier councils, central Government departments and wider stakeholders across the region</li> </ul>	<ul style="list-style-type: none"> <li>Delay in approval of the Levelling Up and Regeneration Bill through Parliament</li> <li>Outcome of consultation process impacts on proposals to establish the EMCCA</li> <li>Significant work required to take forward Phase 2 proposal which cannot be met through existing resources</li> </ul>	<ul style="list-style-type: none"> <li>New Combined County Authority and devolution deal agreed locally and approved with central Government</li> <li>Powers, flexibilities and funding secured</li> <li>Operating model and regional and sub-regional governance developed and established</li> <li>Pipeline of projects developed</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
			<ul style="list-style-type: none"> <li>• Delivery and further development require support from partners</li> <li>• Contributes to departments and partners priorities</li> </ul>		

## Council Priority: A prosperous and green Derbyshire

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
Page 576	<p>Complete the delivery of a £120m 3-year Local Transport Programme to provide well managed roads and highways and address road safety concerns</p> <p>Lead Officer – Director Highways</p>	April 2021-March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• New staff to be recruited to support the programme</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Reliant on external suppliers contracted to support delivery of the programme</li> <li>• Dependent upon availability and cost of materials</li> <li>• Dependent on weather conditions to deliver programme</li> <li>• Development of the Derbyshire Highway Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Staff resource not in place as a result of recruitment barriers</li> <li>• Materials supply shortage</li> <li>• Procurement and contracts not in place with external suppliers</li> <li>• Impact of weather conditions and incremental weather events</li> <li>• Inflation and cost increases</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements to the condition of highway assets</li> <li>• Improved satisfaction with Highway Services</li> <li>• Expenditure on Local Transport Plan</li> <li>• Percentage of road defects repaired within target</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
CP-32	<p>Work with partners to finalise the regional response to the Integrated Rail Plan, including: a refreshed HS2 Growth Strategy, an action plan to prepare for Midlands Mainline Electrification and implementation of Restoring Your Railways Programme</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	May 2017 - March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>External funding – Department for Transport (DfT)</li> <li>Network Rail</li> <li>Access to DCC match funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Partnership approach across D2, (Derby, Derbyshire), N2 Nottingham and Nottinghamshire), L2 (Lincoln and Lincolnshire) and Sheffield City Region</li> <li>Government priorities and associated risk</li> </ul>	<ul style="list-style-type: none"> <li>Change in Government priorities</li> <li>Lack of Government funding</li> </ul>	<ul style="list-style-type: none"> <li>Growth Strategy in place</li> <li>Reopening of the Barrow Hill / Ivanhoe Lines progressing on time – including 2 new passenger stations in Derbyshire</li> <li>Midland Mainline electrification progressing on time</li> </ul>
CP-33	<p>Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	April 2023 - March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>DCC funding, DfT funding and local developer contribution</li> <li>Project Management</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Chesterfield Borough Council support</li> <li>Land assembly and Compulsory Purchase Order (CPO) processes</li> <li>Developer support</li> </ul>	<ul style="list-style-type: none"> <li>Securing local funding contributions</li> <li>Delivery programme not commencing on time</li> <li>DfT Outline Business Case (OBC) sign off</li> <li>Land Assembly not in place</li> </ul>	<ul style="list-style-type: none"> <li>Design and Build contractor secured</li> <li>OBC signed off by Government</li> <li>Planning consent achieved</li> <li>Full Business Case signed off by Government</li> </ul>
CP-35	<p>Reduce carbon emissions from Council property, vehicles and street lighting to 12,310 tonnes CO2e by 2024 and net zero by 2031-32</p>	October 2019 - March 2032 or sooner	<p>Resources:</p> <ul style="list-style-type: none"> <li>Recruitment of new staff within team and across the Council in key areas</li> </ul>	<ul style="list-style-type: none"> <li>There is a shortfall in the necessary emissions reduction necessary of 8,710 tonnes CO2e by 2031-32 to achieve the Council's target of net zero</li> </ul>	<ul style="list-style-type: none"> <li>On track to meet target of net zero greenhouse gas emissions by 2032 or sooner using annual targets and forward emissions projections</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
Page 578	Lead Officer – Director Environment & Transport		<ul style="list-style-type: none"> <li>Funding to decarbonise the Council’s estate, relevant services, and vehicles</li> <li>£0.150m of funding from the £4m Earmarked Reserve for Council net zero projects to fund specialist support to review the Council’s corporate property carbon reduction policies, plans and projects, verify the work conducted to-date on developing plans to decarbonise the corporate estate, and help with the preparation of a Carbon Reduction Strategy (Corporate Property) to 2031-32.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Skills and knowledge of climate change across the Council</li> <li>Behaviour changes of staff to consider climate change implications</li> <li>Political support and competing priorities</li> </ul>	emissions from the Council’s estate and operations net zero target by 2031-32	<ul style="list-style-type: none"> <li>Reduction grey fleet mileage across all departments</li> <li>On track to meet target of net zero greenhouse gas emissions by 2032 or sooner using annual targets and forward emissions projections</li> <li>Reduce grey fleet mileage across all departments</li> <li>Increase percentage of Core Fleet vehicles that are Clean Air Zone compliant</li> <li>Delivery of the Carbon Reduction Strategy for Corporate Property</li> <li>Produce scenario plans for Council actions to sequester carbon and offset residual emissions</li> <li>157,600 trees have been planted as part of the Million Trees project</li> </ul>
	CP-35	Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county’s greenhouse gas emissions	April 2021 -March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>Recruitment of new staff within team and across the Council in key areas</li> <li>Funding to decarbonise the Council’s estate, relevant</li> </ul>	<ul style="list-style-type: none"> <li>The Council does not have either direct or indirect control over approximately 60 % of county-wide emissions meaning it is extremely challenging to</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
Page 579	Lead Officer – Director Environment & Transport		<p>services and vehicles using the dedicated £4 million reserve fund for climate change</p> <ul style="list-style-type: none"> <li>• £0.150m of funding from the £4m Earmarked Reserve for Council net zero projects to fund specialist support to review the Council’s Corporate Property Carbon Reduction policies, plans and projects, verify the work conducted to-date on developing plans to decarbonise the corporate estate, and help with the preparation of a Carbon Reduction Strategy (Corporate Property) to 2031/32</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Skills and knowledge of climate change across the Council</li> <li>• Behaviour changes of staff to consider climate change implications</li> <li>• Political support and competing priorities</li> </ul>	tackle emissions from some sources	<p>Council has direct control over are achieved</p> <ul style="list-style-type: none"> <li>• Climate Change Strategy and Action Plan produced with borough and district partners is being delivered and is on track</li> <li>• The co-benefits of climate action for the health and well-being of people and our environment are established and used to prioritise resources</li> <li>• All owner occupiers and renters to have access to information to decarbonise their homes by 2025</li> <li>• Deliver 1000 Electric Vehicle charging points for public use by the end of 2025 in collaboration with partners</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
CP-36	<p>Reduce 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 support and develop flood resilience measures</p> <p>Lead Officer – Director Highways</p>	April 2021- March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Recruitment of staff</li> <li>Reliant on obtaining external grant funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Communities participating in schemes, such as the flood warden</li> </ul>	<ul style="list-style-type: none"> <li>Lack of staff resource</li> <li>Securing external grant funding</li> <li>Low take up of funding available to residents and businesses and lack of support from our local communities</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Derbyshire Local Flood Risk Management Strategy</li> <li>Consent responses completed</li> <li>Increased customer satisfaction with flooding services support and responses</li> <li>Delivery of flood mitigation schemes</li> <li>Increased resilience and awareness for residents in respect to flooding</li> </ul>
CP-37	<p>Develop a Local Nature Recovery Strategy for Derbyshire in accordance with the requirements of the Environment Act 2021 for the coordinated benefit of Derbyshire’s natural environment</p> <p>Lead Officer – Director Environment &amp; Transport</p>	April 2021 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Assistant Director for Climate Change and Environment</li> <li>Head of Conservation, Heritage, and Design</li> <li>Conservation, Design, and Heritage Team Ecologist</li> <li>Natural England</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Government secondary legislation arising from the Environment Act 2021</li> <li>The Council’s Natural Capital Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Government secondary legislation not being issued</li> <li>Officer capacity within the Conservation, Design, and Heritage team</li> <li>Lack of effective engagement with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>The Council’s approval to a long-term strategy that will drive the delivery of nature recovery in Derbyshire</li> </ul>

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Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
CP-38	<p>Develop and deliver a strategic approach to sustainable travel and transport across the County, including the promotion of cycling and walking</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>DfT Capability and Ambition Fund, and Active Travel Funds</li> <li>DCC Highways and Transport Fund, Bus Service Improvement Plan (BSIP) and Low Emission Vehicle Infrastructure (LEVI) Funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>BSIP</li> <li>LTP and Devolution deal</li> </ul>	<ul style="list-style-type: none"> <li>LTP preparation as part of wider EMCCA proposals</li> <li>Availability of suitable staff resources</li> <li>Access to external funding</li> <li>Availability of DCC capital match funding</li> <li>Land assembly</li> </ul>	<ul style="list-style-type: none"> <li>Progress against Key Cycle Network and LCWIP (delivery plans)</li> <li>Number of electric vehicle charge points (EVCP's) in place</li> <li>Number of Mobility Hubs in place</li> </ul>
Page 581	<p>Refresh and implement our approach to increasing levels of inward investment into the County</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>DCC officers</li> <li>Marketing Derbyshire</li> <li>Derbyshire Economic Partnership funding</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Relationship with Marketing Derby</li> <li>Relationship with borough/district authorities</li> </ul>	<ul style="list-style-type: none"> <li>Global market conditions</li> <li>Level of investor confidence</li> <li>Securing additional external funding to deliver programme of activities</li> </ul>	<ul style="list-style-type: none"> <li>Programme of investment summits across the County and direct business support events</li> <li>Derbyshire Festival of Business held</li> <li>Increased level of investor enquiries and new businesses</li> </ul>
CP-43	<p>Continue to work with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	April 2018 - March 2024	<p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Growth Hub, County and borough/district council business support programmes</li> <li>Government restrictions on use of apprenticeship levy</li> </ul>	<ul style="list-style-type: none"> <li>Poor UK economic market conditions</li> <li>Businesses appetite for taking on apprentices</li> </ul>	<ul style="list-style-type: none"> <li>Further 40 apprentices, and 20 Small Medium Enterprises (SME's)</li> <li>Additional £150,000 of levy committed</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
CP-44	<p>Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Funding through Cultural Recovery Fund £1m</li> <li>Access to Shared Prosperity Fund and Levelling Up Fund</li> <li>CHAT Board</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Links to town centre renewal</li> <li>Partner cultural programmes</li> </ul>	<ul style="list-style-type: none"> <li>Limited take up of the Cultural Recovery grant</li> <li>Limited voluntary and community sector capacity</li> <li>Inability to recruit to the Grant Team</li> </ul>	<ul style="list-style-type: none"> <li>Number of Shine a Light events delivered</li> <li>Increased visitor numbers at Shine a Light attractions</li> <li>Cultural Framework Implementation Plan developed, approved and key priority activity delivered</li> <li>Grant take- up from the Cultural Recovery Fund</li> </ul>
CP-43	<p>Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential</p> <p>Lead Officer – Director Environment &amp; Regeneration</p>	April 2023 - March 2024	<p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Links to Trent Valley Strategy</li> <li>Strategy for the DVMWHS</li> <li>Links with Cultural Framework</li> <li>Support from relevant borough/district councils</li> <li>Access to pump priming funds</li> <li>Access to national programmes – e.g., lottery</li> <li>DVM partners</li> </ul>	<ul style="list-style-type: none"> <li>Access to external funding</li> <li>Inadequate level of support and resources from relevant local authorities</li> </ul>	<ul style="list-style-type: none"> <li>Production of a DVMWHS sustainable development framework</li> </ul>
CP-39	<p>Deliver a £47m Bus Service Improvement Plan (BSIP) in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability</p>	April 2022 – March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>3 years funding however Years 2/3 dependent on successful progress in Year 1</li> <li>Staffing to be finalised</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Government and DfT</li> <li>Partners including bus operators in Derbyshire</li> </ul>	<ul style="list-style-type: none"> <li>Programme delivery period compressed from 3 years to 2.4 years with Year 1 funding arriving November 2022</li> <li>Resources to deliver – insufficient supply in marketplace nationally of skilled officers; inability to</li> </ul>	<ul style="list-style-type: none"> <li>Effective and continuous operation of the Enhanced Partnership and Wider Stakeholder Groups</li> <li>Implementation of a wide ranging and ambitious programme of BSIP capital and revenue investment in local bus services and infrastructure</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
	Lead Officer – Director Environment & Transport		<ul style="list-style-type: none"> <li>• Council colleagues such as Highways teams</li> <li>• Delivery partners such as specialist engineers and consultants</li> <li>• Political interest e.g., MPs, Council Members, borough/district, borough and parish/town councils</li> </ul>	<ul style="list-style-type: none"> <li>• recruit and attract skills required</li> <li>• Reputational and political damage if such a high-profile programme fails</li> <li>• Lack of support and opposition to improvement in local communities e.g., bus priority measures</li> <li>• Council unable to continue supporting tendered bus network or provide match funding via the LTP, putting more pressure on BSIP positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Passenger growth in local bus services</li> <li>• Modal shift towards greater and more attractive offer</li> <li>• A strong and vibrant local bus network delivering ongoing investment towards low and zero emission fleet to address carbon reduction targets</li> <li>• Successful delivery of Year 1 measures leading to success in securing Year 2 &amp; 3 funding</li> </ul>
CP-07	<p>Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology</p> <p>Lead Officer – Director Economy &amp; Regeneration</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Officer time</li> <li>• Nottinghamshire County Council officers</li> <li>• Government funding</li> <li>• DCC digital gainshare</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Network providers</li> <li>• Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Government commitment and funding</li> <li>• Network providers</li> <li>• Ability to agree suitable procurement and contract arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in % of residents and business with opportunities to access superfast digital connections</li> </ul>
CP-07	<p>Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources</p> <p>Lead Officer – Director Environment &amp; Transport</p>	April 2022 - March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Officer resources to support review &amp; implementation</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Partnership approach and buy in</li> <li>• Dependent on external suppliers &amp; market forces</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient staffing resources to deliver the improvement work in conjunction with Children’s Services</li> <li>• Significantly increased costs in Special Educational Need and</li> </ul>	<ul style="list-style-type: none"> <li>• Best value achieved for transport</li> <li>• Opportunities identified for reducing the impact of travel on the environment</li> <li>• Opportunities for significant financial savings in the Council’s SEND Transport Service</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Major Risks	Success Measures
			<ul style="list-style-type: none"> <li>Potential policy changes and demands</li> <li>Political support and competing priorities</li> <li>Behaviour changes of stakeholders (including schools, parents, carers &amp; service users)</li> <li>Transformation programme combining IT solutions, business process improvements and influencing behaviours of all stakeholders</li> </ul>	Disabilities (SEND) Home to School Transport	

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## Key Performance Measures

NB. The latest 2022-23 figures are taken from the end of Quarter 3 – December 2022.

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Number of start-up businesses supported by Business Start Up Programme	25	297	314	80	85	300
Amount of external funding secured in last 12 months	£15,637,088	£2,414,530	£12,274,320	£20,000,000	£20,000,000	£20,000,000
Amount of Apprenticeship Levy transferred to businesses	N/A	N/A	£172,376	75%	100%	100%
No of jobs created at Markham Vale	2,232	2,232	2,702	2,800	3,400	3,800
Percentage of total 200 acres development land occupied at Markham Vale	75.7%	87.5%	92.7%	78%	82%	90%
External funding secured Derwent Valley Mills	£2,966,627	£485,362	TBC	55,000	55,000	55,000
Number of visitors to Derwent Valley Mill Sites	44,590 (to Sept 20)	405,373	TBC	550,000	550,000	550,000

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Secondary spend (economic impact) of World Heritage Site based on visitor numbers	£1,095,532 (to Sept 20)	9,959,602	TBC	£4,422,420	£4,422,420	£4,422,420
Total number of supported properties that have poor broadband speeds (<24Mbps)	N/A	75,263	75,098	Monitor	Monitor	Monitor
Number of low carbon vehicle charging points	169	707	279	500	750	AD
Carbon emissions from officers using their own vehicles (tonnes CO2e)	117 (410,925 miles)	98 (354,048 miles)	72 (261,076 miles) (Apr to Nov 22)	94 (342,254 miles)	84 (305,844 miles)	73 (265,793 miles)
Percentage reduction in greenhouse gas emissions from Council owned land and operations from 2010 baseline	63.2%	43.3%	TBC	66%	68.5%	AD
Percentage of flood enquiry responses provided within allocated timescales	49%	51%	51%	70%	70%	AD
Percentage of land drainage consents applications responded to within 8 weeks	17%	50%	100%	85%	85%	AD
Percentage of planning applications responded to by Flood Team within 21 days	7%	19%	36%	75%	75%	AD
Grey Fleet Emissions <i>tonnes CO2e</i> (Place Only)	N/A	98	TBC	94	84	73
Grey Fleet Mileage (Place Only)	N/A	354,048	TBC	342,254	305,844	265,793
Registered Electric Pool vehicle users	160	569	869	360	540	AD
Registered Electric Pool vehicle miles	11,988	30,337	62,174	27,000	36,000	AD
Percentage of Clean Air Zone complaint light core fleet vehicles	74%	85.2%	85.2%	90%	100%	100%
Percentage of Clean Air Zone compliant HGV core fleet vehicles	40%	63.4%	63.4%	80%	100%	100%

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Percentage of principal roads where maintenance should be considered (*revised methodology introduced 2019-20)	17%	15.2%	15.4%	13%	This measure description and target will be revised for 2023-24	This measure description and target will be revised for 2024-25
Percentage of non-principal roads where maintenance should be considered (*revised methodology introduced 2019-20)	17%	19.65%	22.1%	23%	This measure description and target will be revised for 2023-24	This measure description and target will be revised for 2024-25
Percentage of Unclassified Road network where maintenance should be considered	27%	29.9%	30.2%	31%	This measure description and target will be revised for 2023-24	This measure description and target will be revised for 2024-25
Percentage of road defects repaired within target	71%	75%	78.5%	90%	TBC April 2023	AD
To reduce all killed or seriously injured casualties by 40% 2030 (revised measure 2022-23)	208	274	TBC	290	278	AD
Total amount of expenditure on the delivery of the Local Transport Programme	N/A	£39.7m	£30m	£40m	£40m	£40m
Percentage of residents satisfied with highways and transport services	54%	52%	51%	57%	60%	AD
Time to Hire (Average days between a job vacancy being ready to shortlist and the start of the contract being prepared for the candidate)	New measure in 2022-23	New measure in 2022-23	56.8 days (Jan to Oct 2022)	Baseline Year	TBC April 2023	TBC
Achievement of in year budget savings (Place figures)	New measure in 2022-23	New measure in 2022-23	£100,000	£756,000	£1,200,000	£2,870,000

Table Key: Latest Data: AD = Awaiting data Targets: TBC = To be confirmed

# Delivering operational priorities

To deliver operational priorities we will work towards achieving the following:

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PL-1	<p>Implement a contract &amp; supply chain management regime across the Council which drives Value for Money throughout the contract lifecycle</p> <p>Lead Officer – Finance Manager Procurement</p>	April 2023 – March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Budget allocated as an agreed one off/ongoing service pressure in the 22-23 Revenue Budget Report</li> <li>Staff recruitment is ongoing and will be in place for April 2022.</li> <li>Intention is to initially use existing systems, but an upgrade maybe required as the service is embedded.</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Will require involvement and support from all departments</li> </ul>	<ul style="list-style-type: none"> <li>Procurement staff recruitment and retention</li> </ul>	<ul style="list-style-type: none"> <li>A council wide contract management framework has been established and implemented across the council.</li> <li>Council staff who undertake contract management have undertaken training to understand the Councils contract management framework</li> <li>The Council high risk/high value contracts are identified and managed appropriately.</li> <li>The Council understands how its contracts are performing</li> <li>The Council understands its backward supply chain for critical contracts</li> </ul>

## Highways:

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PL - 2	<p>Develop and implement the Derbyshire Highways Transformation programme</p> <p>Lead Officer – Director Highways</p>	April 2020 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Programme teams to be in place - Derbyshire Highways Programme team in place supported by Jacobs</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Corporate support with finance, legal, HR, Risk and Health and Safety (H&amp;S)</li> </ul>	<ul style="list-style-type: none"> <li>Delays of Corporate IT systems integration with Highways IT systems causing increased costs, disruption to the programme schedule and delays to programme benefits being achieved</li> </ul>	Programme Management Plan developed from mobilisation, implementation and transition stages to implementation of the Derbyshire Highways Transformation programme
PL - 3	<p>Work with partners, including both Local Access Forums, towards an integrated, well managed and inclusive Rights of Way and access network, through the implementation of the Rights of Way Improvement Plan</p> <p>Lead Officer – Director Highways</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing staff</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Prioritise areas of work to review existing plan</li> <li>Partnerships, including the Local Access Forum</li> </ul>	<ul style="list-style-type: none"> <li>Injury to the public or employees or damage to or failure of assets</li> <li>S56 Highways Act Notice being served on Authority by user groups</li> </ul>	<ul style="list-style-type: none"> <li>Developed and agreed a 10-year Rights of Way Improvement Plan</li> <li>Meaningful engagement with partners through Local Access Forum, subgroup meetings and consultations</li> </ul>



## Environment & Transport:

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PL - 4	<p>As the hosts of the DVMWHS Partnership Coordination Team, support working towards the development of a robust, feasible, alternative development proposal for the North and East Mills Site, Belper</p> <p>Lead Officer - Assistant Director Climate Change and Environment</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>DVMWHS Economic Development Coordinator</li> <li>Head of Conservation, Heritage and Design</li> <li>Development Appraisal, Planning &amp; Architecture Consultant</li> <li>Engagement via Derbyshire Environmental Studies Service</li> <li>Match funding from DCC, English Heritage and the DVMWHS Partnership</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>National Lottery Heritage Fund (NHLF)</li> <li>Pauline Latham MP's Belper Mills working group</li> <li>Our Belper Mills – local group set-up to engage resident</li> <li>Amber Valley Borough Council (AVBC) Local Planning Authority (LPA)</li> </ul>	<ul style="list-style-type: none"> <li>External funding bid to NLHF is unsuccessful</li> <li>AVBC does not determine current Planning and Listed Building Consent applications</li> <li>No public subsidies available</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a widely endorsed/supported development proposal for the North and East Mills Site that is supported by a detailed funding strategy and a business plan</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
			2023-24 and £0.100m for 2024-25		
PL - 6	<p>Establish how the Council can ensure the delivery of its Net Zero carbon emissions objective by 2032 or sooner</p> <p>Lead Officer - Assistant Director Climate Change and Environment</p>	April 2021 - April 2032	<p>Resources:</p> <ul style="list-style-type: none"> <li>The Council’s Climate Change Programme Team (5 FTE officers) and budget</li> <li>Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-25)</li> <li>Skills, knowledge and commitment across the Council</li> <li>Behaviour changes of staff to consider climate change implications</li> <li>Political and Corporate support</li> <li>The appointment of a specialist advisor to support the Council develop its Corporate Estate Carbon Reduction Strategy</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Corporate Management Team (CMT) approved Council and Departmental emissions reduction targets</li> <li>Corporate Property Asset Management Strategy</li> <li>Council Energy Policy</li> </ul>	<ul style="list-style-type: none"> <li>Preparation, and Council approval of, business cases that will deliver actions to negate a shortfall in performance of 8,710 tonnes of carbon from 2031-32 to secure Net Zero</li> <li>Resource and capacity within Council departments</li> <li>Competing Council priorities and budget pressures</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in emissions from the Corporate Estate, streetlighting, core fleet and grey fleet and be on track to meet the target of net zero emissions by 2032, or sooner</li> <li>Key projects to reduce emissions are being progressed and planned. Annual assessment provided highlighting the reduction in carbon emissions and forward emissions trajectory</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
			<ul style="list-style-type: none"> <li>Council Environment Policy</li> </ul>		
PL - 7	<p>Implement the findings and recommendations of the Achieving Net Zero with Derbyshire's Schools Scoping Project (being conducted in 2022/23 to establish the Council's strategic approach to working with schools on this agenda</p> <p>Lead Officer - Assistant Director Climate Change and Environment</p>	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Climate Change Programme Team, including the Derbyshire Environmental Studies Service</li> <li>Children's Services Department</li> <li>Relevant services from other departments that are working with and for schools on the climate change and wider sustainability agenda</li> <li>Political and Corporate support</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Department for Education Sustainability and Climate Change Strategy</li> <li>Consultation and engagement with Derbyshire's schools</li> </ul>	<ul style="list-style-type: none"> <li>The Council's influence in schools given the Government's drive for schools becoming academies</li> <li>Effective co-ordination of cross-Council interest and activity</li> <li>Resource and capacity within Council departments</li> <li>Interest and value placed on the Council's support by schools</li> <li>Competing Council priorities and budget pressures</li> <li>The need for Climate Change educational learning provided by the Council given the schools' teaching of this subject under the national curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Securing the outcomes of the Achieving Net Zero with Derbyshire's Schools Scoping Project with a clear and an approved strategic approach and project plan in place</li> <li>On track to meet the target within the Climate Change Strategy to: "Achieve net zero emissions across all schools in Derbyshire by 2050 and set a more ambitious net zero target for schools within the Derbyshire County Council portfolio"</li> </ul>
PL - 8	Undertake a work programme across the Council on climate change risk, resilience and adaptation, working with all	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Climate Change Programme Team</li> </ul>	<ul style="list-style-type: none"> <li>Preparation, and Council approval of, business cases that will deliver actions to reduce climate</li> </ul>	<ul style="list-style-type: none"> <li>Agreed climate change risks and adaptation measures to be incorporated into the</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
Page 593	<p>Departments to ensure this is addressed in service delivery</p> <p>Lead Officer - Assistant Director Climate Change and Environment</p>		<ul style="list-style-type: none"> <li>• Relevant services across all Council departments</li> <li>• Political and Corporate support</li> <li>• Climate Projections for Derbyshire 2020-2100 report, summarising information about how the climate is changing and may change in the future</li> <li>• Derbyshire Climate Change Adaptation Plan (2013)</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Local Flood Risk Management Strategy</li> <li>• Corporate and Departmental Business Continuity Plans and Risk Registers</li> <li>• Council Environment Policy</li> <li>• Derbyshire Natural Capital Strategy</li> </ul>	<p>risk and improve the resilience of Council services to the impacts of climate change.</p> <ul style="list-style-type: none"> <li>• Resource and capacity within Council departments.</li> <li>• Competing Council priorities and budget pressures</li> </ul>	<p>Corporate Risk Register, Departmental Risk Registers and Service Plans, as appropriate.</p> <ul style="list-style-type: none"> <li>• Appropriate monitoring and evaluation plan(s) established, including for where partnership working is required</li> <li>• Confirmation of mechanisms for a collaborative county-wide or regional collaborative approach to accelerate action in areas where cross border working is needed to build county-wide and regional resilience by Quarter 4</li> </ul>
	PL - 9	<p>Review and develop the Transport Code of Practice to include a strategy for Core Fleet vehicle replacements and enhanced guidance for employees on the use of fleet vehicles</p>	<p>April 2022 - April 2023</p>	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Existing staff to review and develop - Principal Engineer Fleet Service, Head of Health &amp; Safety and Risk and Insurance Manager</li> </ul> <p>Interdependencies:</p>	<ul style="list-style-type: none"> <li>• Delays in the Code of Practice being reviewed and approved by Health &amp; Safety and Risk &amp; Insurance sections</li> <li>• Delays in securing vehicle replacements due to global supply chain issues</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
	Lead Officer - Head of Transport		<ul style="list-style-type: none"> <li>• Management of Operational Road Risk Policy and implementation of legislation requirements</li> <li>• Global semi-conductor supply shortage</li> <li>• Implementation of a new CJC Vehicle &amp; Plant Group</li> </ul>		
PL - 10 Page 594	<p>Develop through our close partnerships with borough and district councils' solutions that minimise waste and increase recycling</p> <p>Lead Officer - Assistant Director of Resources &amp; Waste</p>	April 2022 - March 2025	<p>Resources:</p> <ul style="list-style-type: none"> <li>• Revenue funding for projects</li> <li>• Resource to promote and support partnership projects</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in Government waste strategy</li> <li>• Lack of staff resource and capacity</li> <li>• Lack of funding</li> <li>• Lack of effective engagement with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recycling performance</li> <li>• Reduced waste disposal costs</li> <li>• Develop and agree waste project plan with the districts and borough Councils</li> <li>• Promote sustainable methods as per the waste hierarchy (prevent, reduce, reuse, recycling, recover and diversion of waste)</li> </ul>
PL - 11	<p>To gain external funding to support the Countryside Service in improving the natural environment</p> <p>Lead Officer - Assistant Director Climate Change and Environment</p>	April 2023 - March 2024	<p>Interdependencies:</p> <ul style="list-style-type: none"> <li>• Match funding where appropriate</li> <li>• Acceptance and approval process for grant offers</li> <li>• Availability and suitability of external funding such as Local Authority Treescapes Fund (LATF), Urban Tree Challenge Fund (UTCF) and</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts on the delivery of priority areas of work, such as Ash Dieback and the planting of one million trees and our ability to generate income to support the management of the Countryside Service sites</li> </ul>	<ul style="list-style-type: none"> <li>• One million trees planted</li> <li>• Ash Dieback successfully managed</li> <li>• Improvements to the management of the countryside sites portfolio</li> </ul>

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
			England Woodland Creation Offer (EWCO)  Resources: <ul style="list-style-type: none"><li>• Staff resource to complete applications</li></ul>		

## Economy & Regeneration:

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PL - 12	<p>Continue the work to deliver a sustainable £35m heritage led regeneration plan for Elvaston Castle and grounds to boost tourism and benefit the local community and economy and create local jobs</p> <p>Lead Officer – Assistant Director of Sustainable Growth</p>	April 2022 - December 2026	<p>Resources:</p> <ul style="list-style-type: none"> <li>Reliant on internal Highways, Legal, Estates, HR, Countryside Service and Communications support</li> <li>Additional project officer and programme director time including business enterprise advisory support to develop the business model for Elvaston.</li> <li>External Funding and DCC financial commitment</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Dependent upon development of the Elvaston Trust</li> <li>Agreement surrounding the asset transfer</li> <li>Business as usual to maintain existing visitor flow</li> </ul>	<ul style="list-style-type: none"> <li>Current economic and market conditions may result in not finding a sustainable enterprise option, in the short to medium term. This would be inclusive of options for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a sustainable heritage led business enterprise model regeneration plan for Elvaston Castle and grounds, to remove future investment and revenues liabilities</li> <li>Long term financial sustainability of the Elvaston estate</li> <li>Heritage asset and biodiversity is protected and enhanced</li> <li>Increase the number of visitors to 400,000 per year</li> <li>Local jobs/ volunteering opportunities created, and wider economic benefits unleashed</li> </ul>
PL - 13	Work with borough and district councils, utilities and property developers to champion low carbon development and eco-homes fit for the future and to help communities and businesses adopt low carbon energy and become less dependent on energy	April 2022 - March 2026	<p>Resources:</p> <ul style="list-style-type: none"> <li>Existing staff</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Baseline to be agreed on eco home fit</li> <li>Partnerships approach with other local authorities,</li> </ul>	<ul style="list-style-type: none"> <li>Supplementary planning guidance utilised by borough and district councils to develop planning policy</li> <li>Number of champion eco-fit developments</li> </ul>	<ul style="list-style-type: none"> <li>Supplementary planning guidance utilised by borough and district councils to develop planning policy</li> <li>Number of champion eco-fit developments</li> </ul>



Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
	Lead Officer – Assistant Director of Regulatory Services		utilities and property developers <ul style="list-style-type: none"> <li>Promotion of eco fit developments to partners, communities and businesses</li> </ul>		
PL - 14	Work with partners in the public and private sectors to deliver 2 hydrogen fuel stations in Derbyshire and 30 hydrogen powered buses and refuse collection vehicles by 2025  Lead Officer – Assistant Director Regeneration & Major Projects	April 2022 - March 2025	Resources: <ul style="list-style-type: none"> <li>External grant funding</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Private and public sector delivery partners</li> <li>Engagement with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>External bodies such as bus operators are unable to commit to acquisition of fleet</li> <li>Insufficient local demand is available to justify affordable fuel supply</li> </ul>	<ul style="list-style-type: none"> <li>2 Hydrogen powered fuel stations in Derbyshire</li> <li>30 hydrogen powered buses and refuse collection vehicles</li> </ul>
Page 597	Continue to support borough and district councils in the delivery of major grant funded projects (such as Town deals and Levelling Up Fund)  Lead Officer – Assistant Director Regeneration & Major Projects	April 2023- March 2024	Resources: <ul style="list-style-type: none"> <li>Staff resource</li> <li>Financial resources towards specific projects</li> </ul> Interdependencies: <ul style="list-style-type: none"> <li>Significant links to County projects and programmes, including BSIP</li> <li>Engagement with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Reputational damage if projects outcomes are not delivered</li> <li>Financial risk to borough and district councils with potential cost overruns</li> </ul>	<ul style="list-style-type: none"> <li>Through our support additional employment, skills and public realm improvements within a number of Derbyshire locations</li> </ul>

## Performance, Governance & Improvement:

Ref	We will:	Dates	Resource and interdependencies	Principal Risks	Success Measures
PL - 16  Page 598	Provide performance, governance and improvement support to maintain and improve service delivery	April 2023 - March 2024	<p>Resources:</p> <ul style="list-style-type: none"> <li>Access to relevant systems</li> <li>Access to training and technologies</li> <li>Revised structure implemented</li> </ul> <p>Interdependencies:</p> <ul style="list-style-type: none"> <li>Reliant on engagement from colleagues</li> <li>Clear Government legislation and regulations</li> <li>Engagement with stakeholders</li> <li>Data quality and integrity</li> </ul>	<ul style="list-style-type: none"> <li>Availability of resources and expertise</li> <li>Reputational damage both internally and externally</li> <li>Service improvement opportunities not realised or taken forward</li> <li>Data breaches and Local Government Ombudsman (LGO) investigations</li> <li>Decision not taken in accordance with the scheme of delegation and constitution</li> </ul>	<ul style="list-style-type: none"> <li>Increased customer satisfaction levels</li> <li>Reduced data breaches and number of complaints</li> <li>Place Hub engagement and compliments</li> <li>Improved levels of performance through monitoring of performance measures</li> <li>Service improvement opportunities realised</li> </ul>

Key Performance Measures	Actual 2020-2021	Actual 2021-2022	Latest 2022-2023	Target 2022-2023	Target 2023-2024	Target 2024-2025
Kms of KCN/LCN completed	N/A	868	443	449	461.5	AD
Number of passenger journeys	21,000,000	7,600,000	TBC	20,000,000	24,000,000	AD
Number of trees planted	N/A	3,424	1,125	40,000	AD	AD
Kg of household waste not sent for reuse, recycling and composting per household	143	137	95	134	AD	AD
Number of Access to Information Requests responded to within timescale	100%	100%	100%	100%	100%	100%
Number of Complaints Upheld	30	37	17	0	0	0

# Approved Controllable Budget 2023-24

Division	Employees related	Premises related	Transport related	Supplies and Services	Contracted Services	Unallocated budgets	Growth	Controllable Recharges	Gross Budget	Income	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Departmental Management Team</b>	729		4	4			650	2	1,389		1,389
<b>Economy and Regeneration:</b>											
Trading Standards	1,311		34	141			46	8	1,540	(158)	1,382
Libraries and Heritage	5,700	829	77	1,248		(1,017)		35	6,872	(636)	6,236
Employment and Skills	76					50			126		126
Planning Services	1,583		7	59				7	1,656	(529)	1,127
Economy and Regeneration:	835	179	20	592	39	(998)	390	41	1,098	(380)	718
Development Control	770		18					337	1,125	(1,338)	(213)
Strategic Transport	141		2	16					159		159
<b>Environment:</b>											
Fleet Services	2,498	255	1,014	301	600			(3,856)	812	(1,447)	(635)

Division	Employees related	Premises related	Transport related	Supplies and Services	Contracted Services	Unallocated budgets	Growth	Controllable Recharges	Gross Budget	Income	Net Budget
Conservation	400		6	9		(11)		2	406	(12)	394
Derwent Valley Mills World Heritage Site	130		5	13				1	149	(27)	122
Public Transport	1,114	13	46	268	19,793		1,350	(88)	22,496	(7,109)	15,387
Climate Change	377	1	4	376				(8)	750	(138)	612
Countryside Services	1,994	237	51	501	282	(212)	815	388	4,056	(1,244)	2,812
Waste Management	448	151	20	479	44,674	(294)		12	45,490	(2,325)	43,165
<b>Highways:</b>											
Highways Admin Support	259		1	4		1,127		6	1,397		1,397
Highways Network Planning	6,086	908	671	5,061	5,689	(1,312)	4,500	2,528	24,131	(2,378)	21,753
Emergency Planning	711		18	26				10	765	(269)	496
Highways Construction Services	785	(152)	(1,282)	21	6			1,413	791	(2)	789
Highways Strategy	417	(1)	(8)	72	10			25	515	(103)	412
Highways Design and Land Reclamation	(459)		112	90				(271)	(528)	(25)	(553)
Highways Road Safety	383		14	34	33			4	468	(377)	91

Division	Employees related	Premises related	Transport related	Supplies and Services	Contracted Services	Unallocated budgets	Growth	Controllable Recharges	Gross Budget	Income	Net Budget
<b>Performance, Governance and Improvement:</b>											
Information Systems	77								77		77
Performance and Engagement	1,183		2	79				(6)	1,258	(580)	678
Other Business Support	924	20	5	211	7	(502)		(61)	604		604
<b>Unallocated Budget Savings</b>						(5,099)			(5,099)		(5,099)
<b>TOTAL</b>	<b>28,472</b>	<b>2,440</b>	<b>841</b>	<b>9,605</b>	<b>71,133</b>	<b>(8,268)</b>	<b>7,751</b>	<b>529</b>	<b>112,503</b>	<b>(19,077)</b>	<b>93,426</b>

# Commercial Pipeline of Procurement – up to 31 March 2025

In line with the Council's Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period in support of delivering the departmental Service Plan.

The table shows how the procurement supports Business as Usual (BAU) or specific deliverables within the Council Plan and Service Plan, the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations.

## Procurements due to commence between 1 April 2023 and 31 March 2025

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
BAU	ETE00PL1 CRM and Commercial Data Feed	01/04/2023	1/08/2023	2	£50,000.00	Yes
BAU	ETE042 Keysoft Solutions	01/12/2025	01/04/2026	3	£50,000.00	Yes
CP-31	ETE015 Highways Structures Asset Management Solution	01/04/2023	14/12/2023	3	£50,000.00	Yes
BAU	PLACE173 Non-contestable DNO work in Northern Power Grid network area	01/08/2023	01/09/2023	1	£50,000.00	No
BAU	ETE039 Peak Resort Traffic Monitoring	01/06/2023	01/04/2024	2+1+1+1	£50,000.00	Yes
CP-09	CST013 - Netloan PC Booking System	19/09/2024	19/09/2027	2+3	£50,000.00	Yes
BAU	Production of new Countryside site welcome signage – Countryside Service	01/04/2023	01/10/2023	2	£50,000.00	No
BAU	TS16019 - Novus-FX	02/02/2023	30/07/2023	6-12 months	£54,000.00	Yes

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP-39	TS15008 - Collaborative Agreement for an Externally Hosted Card Management and Host Operator or Processing System(s) and Associated Services	01/09/2023	01/04/2024	3+2	£55,800.00	Yes
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Trailers	01/04/2023	01/07/2023	6	£63,000.00	No
BAU	CETE038 - Supply of Traffic Cones	01/01/2023	31/05/2023	2+2	£72,000.00	No
BAU	General Reservoir and waterbody specialist technical advice and support – Countryside Service	01/04/2023	01/09/2023	2+1 + 1	£72,000.00	No
BAU	Improvements to canal structures following inspections – Countryside Service	01/09/2023	01/012/2023	2	£100,000.00	No
BAU	Highways Laboratory - replacement pre-fabricated buildings	01/09/2023	01/04/2024	-	£100,000.00	No
PL-3	Markham Vale - Erin Road Cycleway	01/04/2023	27/05/2023	4 months	£100,000.00	No
CP -31	Weather forecast supply	01/02/2023	01/10/2023	4	£100,000.00	Yes
CP -31	TS09207 - Collision Analysis System (ACCSMAP)	02/01/2023	01/09/2023	3	£100,000.00	Yes
BAU	ICT17048 - Supply of a Planning Development Management System, including Section 106 Agreement Monitoring Software with Associated Services	28/02/2023	03/09/2023	3+3	£100,000.00	Yes
BAU	ETE044 MapInfo Pro MATS x 31 Licences	31/03/2023	01/04/2023	1	£100,000.00	Yes
CP-31	Swarkestone Bridge – feasibility study	01/06/2023	01/09/2023	2	£100,000.00	No
CP-35	Business Case assessment of the potential for the Council to act as a broker of Biodiversity Net Gain credits – Conservation, Heritage, and Design Service	01/05/2023	01/09/2023	1	£100,000.00	No
BAU	Repairs to Manners Balancing Dam spillway – Countryside Service	01/04/2023	01/10/2023	2	£100,000.00	No
BAU	Development of Tapton Lock Visitor Centre – Countryside Service	01/04/2023	01/10/2023	1	£100,000.00	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP-44	Shine a Light (Year 3 )	01/04/2023	01/05/2023	1	£100,000.00	No
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Toyota	01/04/2023	01/07/2023	6	£102,000.00	No
PL-5	Ash Dieback Survey – Highway Trees – Countryside Service	01/04/2023	01/06/2023	1	£120,000.00	No
BAU	CETE018 Supply of Cold Bitumen Emulsions	01/01/2023	30/03/2025	2+2	£120,000.00	No
CP-31	Victoria Bridge Glossop Repairs (A624)	01/05/2024	27/06/2024	1	£120,000.00	No
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Volkswagen	01/04/2023	01/07/2023	6	£120,000.00	No
CP-39	ETE051 Bus Stop Publicity Posting and Display Maintenance	01/06/2023	20/06/2023	2+2	£120,000.00	No
BAU	PLACE074 Supply of Temporary Road Signs	01/08/2023	28/2/2026	2+2	£130,000.00	No
BAU	ETE070 Impulse Buy Ice-creams for Countryside Shops	01/10/2024	30/06/2025	2+1 +1	£130,000.00	No
CP-09	CCP085 Security at Chesterfield Library	01/04/2024	31/10/2025	2+2	£140,000.00	No
CP-31	CETE0028 SCRIM Survey	01/04/2023	01/05/2023	2+1+1+1	£145,000.00	No
CP-31	ICT17024 - Supply of a Highways Asset Data Capture Solution with Hardware and Associated Services	01/06/2023	01/04/2024	2+1+1+1	£147,070.00	Yes
CP-31	Agnes Meadow bridge repair works	01/04/2024	01/07/2024	2	£150,000.00	No
BAU	Supply of Offsite Shredding Services	17/02/2023	01/11/2023	6 (2+2+2)	£150,000	No
BAU	CETE072 Supply of UPVC pipes, ducting & access chambers	01/04/2023	30/12/2023	2+2	£150,000.00	No
BAU	CETE078 - The Supply of Body Shop Consumables & Paint	01/12/2023	16/08/2024	4	£150,000.00	No
BAU	Installation of bunkered fuel facility at Willington Depot and replacement/commissioning of fuel tanks at Darley Dale and Stonegravels depots.	01/04/2023	30/04/2023	3	£150,000.00	No
PL-6	Commissioning of an advisor to support the preparation of a Carbon Reduction Strategy (Corporate Property) up to 2032 – Climate Change Programme	01/04/2023	01/06/2023	1	£150,000.00	No



Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
PL-16	Advice to support the preparation and delivery of the Derbyshire Local Nature Recovery Strategy – Conservation, Heritage, and Design Service	01/04/2023	01/07/2023	3	£150,000.00	No
CP-31	ETE7646 - Supply of illuminated traffic safety equipment for Street lighting	01/06/2023	01/08/2023	4	£160,000.00	No
BAU	CETE045 Driver Training	01/04/2023	01/08/2023	4	£160,000.00	No
CP-09	ICT18039 - e-Resources for Libraries (Consortium Notts CC)	01/01/2023	01/04/2023	4+1+1	£168,000.00	Yes
BAU	Weather Station Inspections - Vaisala	01/04/2023	01/10/2023	4	£180,000.00	Yes
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Landrover	01/04/2023	01/07/2023	6	£180,000.00	No
BAU	Loscoe Gas Extraction system improvement works	01/08/2023	26/11/2023	2	£185,000.00	No
CP-31	ETE048 Gully Smart Drainage Asset Management System	01/04/2023	01/10/2023	5	£187,740.00	Yes
BAU	CST014 Provision of Ice Cream Concession at Elvaston Castle Country Park	12/01/2024	30/03/2025	3	£199,050.00	No
BAU	Air quality action plans technical support	01/04/2023	01/05/2023	2	£200,000.00	No
BAU	Improvement to flow in River Doe Lea culvert, Peter Fidler Reserve - – Countryside Service	01/04/2023	01/09/2023	1	£200,000.00	No
BAU	Countryside Site Asset Challenge advisor – Countryside Service	01/04/2023	01/06/2023	3	£200,000.00	No
BAU	Flashing Amber Warning Lights, inc. remote monitoring, new units and spare parts - new supply	01/04/2024	01/04/2025	4	£200,000.00	No
BAU	PLACE033 Supply of Concrete Kerbs and Flags	01/06/2023	29/11/2025	2+2	£200,000.00	No
BAU	Roadside Information and Infrastructure Maintenance	01/04/2023	30/05/2023	2+1+1	£200,000.00	No
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Volvo HGV's	01/04/2023	01/07/2023	6	£204,000.00	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP-31	PLACE032 Supply of Rapid Set Mortars	01/06/2023	29/11/2025	2+2	£210,000.00	No
PL -10	ICT19043 - Supply of a Waste Data Management Accounting System and Associated Services	01/08/2023	04/10/2024	3+1+1	£215,400.00	Yes
PL-22	TS11007/ICT20010 - Ticketing Analysis Software	06/01/2023	30/04/2023	12 months extension then 3+1+1	£240,000.00	Yes
CP-39	RTC (Road Traffic Collision) Clear Up	01/11/2023	26/10/2024	5	£250,000.00	No
CP-44	Derbyshire Festival of Making – Contract for Delivery of the 3 year Programme	01/07/2023	30/09/2023	3	£250,000.00	No
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Vauxhall	01/04/2023	01/07/2023	6	£282,000.00	No
BAU	Purchase, installation and back-office software for Pay and Display Machines	01/04/2023	01/09/2023	5	£300,000.00	Yes
BAU	CETE039 - Supply of Traffic Sign Poles	04/01/2025	12/10/2025	2+2	£300,000.00	No
BAU	Street Lighting Structural Testing	01/04/2023	01/06/2023	4	£300,000.00	No
PL-9	TS13038 Supply of a Fleet and Workshop Management Solution and Associated Support Services	06/08/2024	07/08/2027	10	£300,000.00	Yes
BAU	CETE099 - Supply of Traffic Sign Plates	28/02/2024	30/08/2024	2+2	£320,000.00	No
PL-9	PLACE107 Elgin (One network)	01/04/2023	04/01/2024	5	£350,000.00	Yes
PL -10	Glossop Household Recycling Centre - update of drainage and installation of impermeable surface	01/04/2023	01/07/2023	1	£350,000.00	No
BAU	Place 264 – Replacement for existing Trading Standards database system	31/3/2023	04/01/2024	7	£350,000.00	Yes
CP-31	PLACE108 Highways Drainage Cleansing	06/01/2024	05/12/2024	2+3	£360,000.00	No
BAU	Q3230 - Provision of Vehicle Glass Replacement and Repair	01/04/2023	01/07/2023	5	£375,000.00	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
BAU	CCP042 Offsite Document Storage	30/01/2024	29/09/2025	4	£380,000.00	No
PL-10	CETE071 Amber Valley and Erewash Greenwaste Contract	01/04/2024	31/03/2025	3+1+1	£398,020.00	No
CP-31	Local Transport Plan technical support	01/04/2023	01/05/2023	2	£400,000.00	No
BAU	Chesterfield Canal restoration - Renishaw	01/04/2023	01/09/2023	2	£400,000.00	No
BAU	CTP759 Supply of LED Luminaires	01/04/2023	01/09/2023	4	£400,000.00	No
BAU	CETE047 - Provision of Lubricants, Oils and Greases	01/04/2023	01/09/2023	4	£400,000.00	No
CP-09	PLACE149 Supply of Specialist Library Materials and Resources v 2	01/04/2024	01/04/2025	4	£411,839.00	No
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for BMW	01/04/2023	01/07/2023	6	£420,000.00	No
BAU	ETE046 Automatic Traffic Counting	01/03/2023	30/08/2023	2+1+1+1	£470,000.00	Yes
CP-31	ETE007 - DHART Project - Supply of Variable Message Signs and Parking Guidance Information Signs with Associated Services.	01/01/2025	01/04/2027	5	£472,273.12	Yes
BAU	ETE073 Geotechnical Works	05/02/2024	30/06/2024	2	£499,999.00	No
BAU	Provision of security and CCTV monitoring at Markham Vale	01/04/2023	01/07/2023	5	£500,000.00	No
BAU	CETE052 Provision of Security Services at Elvaston Castle	06/12/2023	06/12/2024	2+1+1	£500,000.00	No
CP-32	Restoring Your Railway – works linked development of infrastructure associated with new stations on the Barrow Hill and Ivanhoe lines	01/06/2023	01/10/2023	2	£500,000.00	No
BAU	Supply & Fitment of Heavy & Light Goods vehicle Tyres	01/04/2023	01/08/2023	5	£500,000.00	No
BAU	CETE053 Provision of a Vehicle Breakdown and Recovery Management Service	01/04/2023	01/07/2023	7	£525,000.00	No
BAU	ETE041 Provision of PPE Safety Wear	09/01/2023	03/06/2024	2+2	£540,000.00	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP-09	ICT19019 Supply of Library Self-Service Equipment and Associated Services	01/07/2024	01/01/2026	3+1+1	£550,000.00	Yes
CP-31	CETE075 Annual Engineers Inspection (AEI) Survey	01/09/2023	30/03/2024	3+1+1	£600,000.00	No
CP-39	CETE007 Supply of Smart Travel Cards	01/04/2023	01/06/2023	3+2	£600,000.00	No
BAU	PLACE001 Supply of Tools and Ancillaries	06/01/2023	31/12/2025	2+2	£600,000.00	No
BAU	Specialist accident and body modifications repairs of vehicles	10/09/2023	01/06/2024	4	£700,000.00	No
BAU	Specialist maintenance repairs of vehicles	10/09/2023	01/06/2024	4	£700,000.00	No
CP-43	Multiply programme delivery	01/04/2023	01/04/2023	2	£750,000.00	No
CP-09	CCP028 Provision of Library Stocks	30/04/2023	25/03/2024	4	£768,000.00	No
CP-35	De-Carbonise Phase 3	01/04/2023	30/06/2023	1 year 10 months	£815,174.00	No
BAU	CST076 Provision of Liquid Fuels	31/10/2024	30/09/2026	2+2	£883,500.00	No
CP-09	PLACE141 Library Management System (LMS)	01/04/2023	31/06/2023	10	£900,000.00	yes
BAU	ETC7610 - Collection of Waste from Derbyshire County Council Premises	01/11/2024	31/01/2025	2+2	£1,200,000.00	No
CP-31	ICT18054 - DHART Project - Traffic Management Control System	01/01/2025	01/04/2027	5	£1,267,284.64	Yes
BAU	Supply of Vehicle Parts to OEM or Equivalent Spec for Ford	01/04/2023	01/07/2023	6	£1,338,000.00	No
CP-31	CETE094 Spray Injection Patching (Potholes)	02/01/2025	08/01/2025	2+2	£1,400,000.00	No
BAU	S10 Forward compliance work at Shipley Lake	01/4/2023	01/12/2023	2+1+1	£1,750,000.00	No
BAU	CETE104 Supply of Skips and Waste Disposal Services	31/01/2024	31/03/2025	2+2	£2,200,000.00	No
CP-31	CETE009 - Provision of Traffic Management	01/06/2023	28/02/2025	2+2	£2,400,000.00	No
PL-5	PLACE002 Tree Stock and Tree Sundries Supply	01/10/2023	24/07/2024	2+ 1+1	£2,400,000.00	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
CP-16	East Midlands freeport enabling infrastructure - design & construction	01/04/2023	01/05/2023	2	£2,500,000.00	No
CP-31	ETE021 Highways Asset Management Solution (Alloy)	01/04/2024	28/09/2025	5	£2,700,000.00	Yes
PL-10	Hollis repairs and waste asset improvement programme (HWRCs and WTSs)	01/04/2023	01/07/2023	3	£2,900,000.00	No
PL-10	Insitu – Recycling	01/06/2023	01/10/2023	3	£3,000,000.00	No
BAU	ETE066 - Supply of Dry Roadstone Materials	06/01/2023	30/01/2025	2+2	£3,000,000.00	No
BAU	Markham Vale Staveley Waterside Phase 1	01/04/2023	01/07/2023	1	£3,000,000.00	No
PL-15	A61 Growth Corridor south of Chesterfield including Avenue Southern Access and Link Road, business case preparation and construction	01/09/2023	31/10/2023	2	£5,000,000.00	No
BAU	ETE028 Fuel Cards	01/06/2023	23/03/2024	3	£5,000,000.00	No
PL-15	South Derbyshire Growth Zone Detail Design, business case and project management	01/04/2023	01/05/2023	3	£5,700,000.00	No
CP-31	ETE019 - Hire of Owner Operated Front End Shovel Loaders with Backhoe & Hire without Operator	01/04/2023	29/6/2023	2+2	£6,000,000.00	No
BAU	ETE058 Self-Drive Vehicle Hire	01/05/2023	26/05/2024	4 years	£6,000,000.00	No
PL-10	ETE030 Technical Advisers for Waste Treatment and Disposal Services	01/01/2023	09/01/2025	-	£6,800,000.00	No
CP-33	Chesterfield to Staveley regeneration route – preparation, design, business case and project management	01/04/2023	01/05/2023	5	£7,700,000.00	No
PL-10	CTP469 - Composting Contract	01/10/2023	01/01/2025	2+1+1	£9,500,000.00	No
PL-9	CETE111 - Purchase of Vehicles	02/01/2024	01/07/2025	4	£11,270,000.00	No

Service Plan Ref	Contract Title	Estimated Procurement Start Date	Estimated Contract Start Date	Total Length of Contract Including Permissible Extensions (Years)	Total Value of Contract Including Permissible Extensions (£)	ICT Related Contract Yes/No
PL-15	Town Deals and Future High Streets and LUF schemes design & construction	01/04/2023	15/04/2023	3	£12,000,000.00	No
PL-12	Elvaston Master Plan Delivery Programme	01/09/2023	21/03/2024	2	£15,000,000.00	No
CP-39	Bus Service Improvement (BSIP) Includes a variety of existing and new contracts including work measures for: Traffic signalling priority; roadwork management; lower fares; ticketing subsidies; ticketing hardware & booking systems; Transport Hubs, Real Time Information infrastructure, installation & maintenance; new and improved bus services; Demand Responsive Transport pilot services; de-minimus new/additional contract services; IT, website, marketing; app development & implementation; minor ground works; and delivery by multi-disciplinary consultancies.	01/04/2023	31/03/2025	2	£47,003,438.00  (£22,922,618.00 capital £24,080,820.00 revenue)	
PL-10	Food and Garden waste processing contract (together or separately)	02/01/2024	27/12/2024	5+1+1+1	£34,000,000.00	No
CP-31	Highways Professional Services Partnership	01/04/2023 (continuing)	01/04/2024	6+4	£100,000,000.00	No
CP-31	Derbyshire Highways Maintenance Framework	01/04/2023	01/04/2024	4+4+2	£200,000,000.00	No
<b><i>The following procurement exercises will generate a saving or income for the Council but at date of publication estimated values were not available</i></b>						
	Electric Vehicle Salary Sacrifice scheme	01/04/2023	01/07/2023	3	To be confirmed following procurement	

**Please note: The above procurement plan includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2023-25. All values are estimated and may change when projects are tendered.**

# Service Plan Refresh 2023-25

## (Draft)

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### Children's Services

Carol Cammiss

Executive Director

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# Foreword



Welcome to the Children's Services Service Plan 2023-24. This plan outlines how we are supporting delivery of the Council Plan and provides an overview of the breadth of support to children and families the department provides. Also included are details of the commercial pipeline up to March 2025 and current financial position. We are also proud to introduce the Children's Strategy 2022-25; this has been in development since Spring 2022 and has been co-produced with staff across children's services. The strategy 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.**

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

We have made huge strides in addressing consistency of the experience of children and families working with us across Derbyshire, our quality assurance processes are significantly strengthened in identifying and modelling high quality practice and the revised Quality Assurance Board ensures we are able to quickly follow up where practice falls below our very high standards. As corporate parents, we take particular pride in the amazing achievements of our children in care and care experienced young people who have overcome significant challenges in their lives, and we will be tireless advocates for them to have the same, if not better opportunities and outcomes than their peers.

The work carried out in partnership with schools and families during COVID has given us the opportunity to take learning from new ways of working, and focus on sustainable improvement, partnership planning and data to support the children's strategy. The developing Education Partnership, SEND Strategy, SENDCO network and panel arrangements, linked to a developing new operating model, will help support the children's strategy with children, schools, and families at the forefront of every decision.

*Carol*

# Our Services

The children's services department plays an important role in supporting the council to achieve its ambition to be an enterprising and value for money council, enabling people and communities to thrive. With just over 4,400 appointments (over 2,460 FTEs) and an annual budget exceeding £148 million, the department works collaboratively with a range of stakeholders including local communities, residents, service users, businesses, partners, other local authorities, government and it's agencies to deliver key services and support functions for the council, as set out below.

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## **Performance, Quality and Partnerships; Commissioning and Transformation**

Provides a number of strategic enabling services such as: Participation and children's rights; business intelligence; quality assurance; ICT, casework systems and children services websites; transformation, change management strategies and programmes; future service development; process improvement; traded services and music hub partnership. Statutory roles include the child protection service, independent reviewing officers for children in care, advocacy, independent visitors, and complaints management.



## **Early Help and Safeguarding**

Delivers children's social care services including early help, children's social work, children's centres, youth services, careers, troubled families, youth justice, fostering, residential, adoption, specialist services for disabled children, children in care and those with care experience.



## **Schools and Learning**

Delivers services relating to early years and childcare, education improvement, special educational needs and disabilities (SEND), alternative provision, the virtual school for children in care, school place planning, the school capital programme, admissions and transport, adult community education, school catering, sport and outdoor education, and access and inclusion.

# Our Achievements 2022-23

The Department has made excellent progress in delivering commitments set out in the Service Plan over the last year. Key achievements are:

- 83% of children's homes are judged good or outstanding
- Provided 70,000 holiday activity and food places to vulnerable children
- Inspection results showing a sustained level of improvement across children's social care and youth justice
- Consistency in social work practice with a focus on addressing outliers through enhanced quality assurance
- Recruitment and retention initiatives have improved capacity and stability; this has contributed to high morale in the workforce
- The use of apprenticeships to increase the number of social workers and develop existing staff
- All but two of our twelve children's homes are judged good or better with five homes judged as outstanding
- A successful supporting families programme has secured our early help development teams through 'payment by results'
- QA activity highlights a strong culture of listening to and involving children, with meaningful direct work and the child's voice evident
- As part of the school readiness work 93 schools and settings have engaged with the 'relationship aware' programme in the early years service

# Children's Strategy 2022-25

## 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"> <li>1. Develop a more effective strategic approach to working in partnership, internally with teams across DCC and externally with our partner agencies</li> <li>2. Strengthen our understanding of the partnership landscape and the issues / challenges which drive our partners</li> <li>3. Strengthen the effectiveness of our coproduction and collaboration with communities in order to improve outcomes for children and families</li> <li>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</li> <li>5. Drive strategic and collaborative use of resources across our strategic partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1. Structures which deliver our key strategic aims to provide better outcomes for children in a financially sustainable way</li> <li>2. Develop and implement service models which deliver the right help, at the right time, in efficient and sustainable ways</li> <li>3. Integrating our services to deliver better outcomes for children</li> <li>4. Modernising and reforming our approach to traded and commercial services</li> <li>5. Strengthening our change, transformation and improvement capabilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement a strategic, balanced and consistent approach to workforce development across the service</li> <li>2. Incorporate and embed workforce development goals and objectives into key strategies and plans</li> <li>3. Set out detailed plans for addressing key skills needs and requirements</li> <li>4. Take a consistent and coherent approach to recruitment and retention across the service</li> <li>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</li> </ol>	<ol style="list-style-type: none"> <li>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</li> <li>2. Strengthen strategic programme and delivery support, to ensure Strategies and Action Plans are successfully delivered</li> <li>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</li> <li>4. Strengthen our monitoring and management of our financial resources, empowering managers at all levels to make effective decisions about spend</li> <li>5. Ensure that our work with strategic partners helps to deliver a meaningful contribution to long-term financial sustainability</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthening our use of data, intelligence and insight to drive effective decision-making at all levels</li> <li>2. Continue to strengthen our approaches to quality assurance, practice improvement and performance management across the service</li> <li>3. Strengthen our approach to contract management</li> <li>4. Ensure a robust approach to satisfying key statutory and regulatory requirements</li> <li>5. Streamline and strengthen our approaches to performance management, governance (including effective risk management practice) and reporting</li> </ol>

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# Delivering the Council Priorities

In support of the Council priorities the department has identified specific actions for 2023/24 for each of the priorities as detailed below.

## Resilient, healthy and safe communities

We will:

- Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-2025
- Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council
- Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources

## High performing, value for money and resident focused services

We will:

- Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally
- Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire
- Support a resident-first approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system
- Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall
- Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities
- Keep on track to achieve all planned annual budget savings

## Effective early help for individuals and communities

We will:

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

## A prosperous and green Derbyshire

We will:

- Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions
- Work to reduced carbon emissions from the department's property and vehicles and procurement
- Work 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

# Delivering Operational Priorities

To support departmental operational priorities, we will also work to deliver the following key actions in 2023-24:

## **Executive Director & Performance, Quality and Partnerships**

We will:

- Further strengthen our partnership working to improve outcomes for children, by speeding up joint decision making with partners and tackling shared issues
- Implement a contract & supply chain management regime across the Council which drives Value for Money throughout the contract lifecycle

## **Early Help and Safeguarding**

We will:

- Help more children in care to return to live with their birth families, or to find other loving, permanent family homes
- Increase 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
- Improve the quality of our support for children identified as being in need, so that concerns do not escalate
- Develop 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
- Agree the council's future offer of early help support and training to partner agencies and developed measures to monitor the effectiveness of early interventions for children and families.

## **Schools and Learning**

We will:

- Help and empowered more young people with disabilities to be independent in their transition to adulthood
- Strengthen the way we work in partnership with children and young people with special educational needs and disabilities and their families, and implement a new local area strategy to assure the quality of the services and support they receive

- Increase the engagement of parents and carers using materials which support school readiness
- Strengthen the way we work in partnership with all education providers to create a clear local area understanding of need and challenges to collaboratively provide solutions

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# Workforce Priorities

The department has a workforce of 4,408 staff (including relief), (2,462.71 FTE) the breakdown by division is as follows:

Performance, Quality & Partnerships / Commissioning and Transformation – 734 (528.88 FTE)  
Early Help & Safeguarding – 1,265 (908.57 FTE)  
Schools & Learning – 2408 (973.26 FTE)

The ambitions set out in this plan can only be achieved by enabling all our employees to deliver their roles in the best possible way. To support our employees, we will work towards achieving the five People Priorities from the Council's People Strategy as follows:

## **Attract and retain the best people in the most effective way possible:**

- Develop a clear and compelling employee offering to attract talent
- Modernise our recruitment approach to ensure greater reach into talent pools
- Grow the culture of mutual trust

## **Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies:**

- Implement the internal elements of the Equality, Diversity and Inclusion Strategy to ensure our workforce reflects our communities
- Create and deliver effective workforce plans to meet our current and future needs
- Develop a sustainable financial and non-financial reward offering for employees at all levels to support attraction and retention

## **Engage, nurture and develop our people and our future potential:**

- Embed our Engagement Strategy to 'listen, shape and respond'
- Enable professional and personal development aligned to successfully delivering organisational priorities
- Undertake succession planning for critical roles
- Develop and deploy a Talent Strategy that combines bringing new talent into the Department and growing existing people to achieve their potential

- Expand the performance management pilot to continue to grow a performance culture

**Enable organisational transformation and effective employee relations:**

- Deliver organisational transformation and change in consultation with key stakeholders
- Expert and professional guidance provided to managers to enable them to create a positive Employee Relations environment
- Annual departmental people plan delivered which encompasses all five people priorities and drives strategic change

**Enable and ensure the wellbeing and safety of our people:**

- Reduce sick absence through root cause analysis and implementing mitigating actions
- Promote physical and emotional wellbeing
- Improve health, safety and wellbeing

# Budget and Savings for 2023-24

The department's service delivery is supported by a budget of **£148.851 million** for 2023-24. The departmental budget includes **£1.884 million** one-off funding for service pressures for 2023-24, as set out in the table below:

Service Pressure funding	£million Ongoing	£million One off
<b>Special Needs (SEND) Home to School Transport</b> – Addressing increasing demand	-	<b>£1.084</b>
<b>Elective Home Education</b> - Addressing increasing demand	-	<b>£0.360</b>
<b>Social Workers</b> – Recruitment and retention via market supplement payment	-	<b>£0.400</b>

In addition, **£3,903,263** ongoing budget is held in contingency to support inflationary pressures in children's social care and home to school transport. This is not included within departmental budget figures above.

The department will be managing the delivery of total proposed budget savings for 2023-24 of **£0.500 million** by reductions in spend on children's social care placements achieved by developing an early help and prevention strategy, including: an edge of care service model, a fostering modernisation programme and procurement efficiencies.

# Monitoring the Plan

The ambitions set out in the Plan are supported by a detailed delivery plan which outlines how each of the actions set out in the Plan will be delivered, the details of the departmental budget and the department's forward plan of procurement. As well as monitoring the progress of the actions, the following measures will also be monitored:

## Key Performance Measures

- Equality and Diversity measures to be confirmed
- Achievement of identified annual budget savings (CS dept figures)
- Sickness as a percentage of available working hours (CS dept figures)
- Reduction in carbon emissions from 2009-10 baseline (CS dept figures)
- Spend on agency staff (CS dept figures)
- Carbon emissions from officers using own vehicles for council business (CS det figures)
- Rate of improvement in the proportion of primary pupils attending good or better schools
- Rate of improvement in the proportion of secondary pupils attending good or better schools
- Proportion of practice areas within reflective case reviews judged to be good or better
- Social work assessments completed within 45 days
- Initial child protection conferences within 15 days
- Early help assessments completed within 45 days
- The percentage of DCC children's homes rated good or outstanding
- Average social worker caseload - children and families' teams
- Social work stability measure - % of social worker vacancies (before agency) (based on FTE counts) -
- Social work stability measure - % of social workers who are agency workers (based on FTE counts)
- Percentage of social worker vacancies (before agency) (based on FTE counts) – front-facing children and families teams
- Percentage of social workers who are agency workers (based on FTE counts) - front-facing children and families teams
- Percentage of children and young people on wellbeing for education recovery programme improving their attendance
- The proportion of children and young people on wellbeing for education recovery programme improving their attendance to at least 80%

- Children and young people on wellbeing for education recovery programme returning to full-time education
- Percentage point gap between children in care achieving a grade 4 or above in English and Maths at GCSE and all pupils (looked after continuously 12 months+ at 31 March)
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving a grade 5 or above in English and Maths at GCSE
- Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils nationally achieving the expected standard in phonics in Derbyshire
- Percentage of pupils achieving a grade 5 or above in English and Maths at GCSE (KS4)
- Percentage of pupils reaching the expected level in Phonics
- Percentage achieving the expected standard at Key Stage 2 combined Reading, Writing and Maths
- Attendance at primary school
- Attendance at secondary school
- Secondary school persistent absence rate (10%)
- Rate of permanent exclusions from school
- Rate of fixed term exclusions (suspensions) from school
- Percentage of sessions missed due to overall absence for pupils with an EHCP
- Persistent Absence rate (10%) (primary, secondary, special) for pupils with an EHCP
- Percentage of pupils with an EHCP receiving a permanent exclusion
- Percentage of pupils with SEN support receiving a permanent exclusion
- Percentage of CiC with at least one fixed term exclusion (looked after continuously 12 months+ at 31 March)
- Percentage of CiC classed as persistent absentees (looked after continuously 12 months+ at 31 March)
- Proportion of 16 to 17 year olds NEET and Not Known (3 month average)
- Number of children going missing from home or care (overall total) (rolling 12 months)
- Number of missing episodes (overall total)
- Percentage of children in care leaving through special guardianship orders where it is safe and appropriate to do so
- Percentage of children returning home after a period of being looked after (planned move)
- Number of children living with Council foster carers
- Increasing trajectory from baseline of specialist domestic abuse interventions that continue to completion
- Proportion of adults with learning disabilities who live in their own home or with their family
- Proportion of supported adults with learning disabilities in paid employment

- Percentage of KS5 SEN cohort in any Education or Employment destination in the year after KS5 (sustained for at least 2 terms)
- Percentage of parents/carers who feel that their child's EHCP has the right support in it
- Percentage of parents/carers who feel that their views were listened to during the assessment process
- Percentage of children reaching a good level of development (EYFS)

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 March 2023**

**Report of the Director of Legal and Democratic Services**

**Annual Report of the Independent Remuneration Panel**

**1. Purpose**

- 1.1 To consider the annual report of the Council's Independent Remuneration Panel (IRP) following consideration of it by the Governance, Ethics and Standards Committee.

**2. Information and Analysis**

- 2.1 The Council is required to adopt and publish a Members' Allowances Scheme and to consider recommendations from the IRP. Attached, for consideration at Appendix 2, is the report of the Independent Remuneration Panel dated January 2023. The IRP held two meetings in order to prepare their report and a summary of the work carried out is included in the Panel's report at section three. Members will note that three new members of the IRP were appointed to replace three long standing members whose term of office came to an end in December 2022.
- 2.2 Members will recall that for the current financial year and in line with recommendations from the IRP made in March 2022, Council agreed that Members' Basic and Special Responsibility Allowances (SRAs) should be "uplifted by any increase in the pay award due to employees covered by the NJC Pay rates for local government services as of 1st April each year."
- 2.3 Since Council approved the above recommendation, Local Government

Employers agreed the pay award for 2022/23 for all staff covered by standard terms and conditions of employment. The agreement provided a "flat rate" pay increase of £1,925 for all employees backdated to April 2022.

- 2.4 The recommendation approved by Council on 23 March 2022 was made without the knowledge that the agreed pay award would be a flat figure rather than a percentage. The issue of any rise in allowances based on the pay award for 2022/23 was therefore referred back to the IRP for their consideration.
- 2.3 With reference to the 2022/23 year, the Panel is recommending that the basic allowance and special responsibility allowances are increased by 4.84% as specified in their report. This is conditional on any total increase for the year for any member being capped at £1,925.
- 2.4 The IRP have also considered the allowances payable in the next financial year beginning 1st April 2023. In summary the Panel is recommending that no changes to allowances are made, but that they are uplifted by any increase in the pay award due to employees covered by the NJC Pay rates for local government services as of 1st April 2023. The Panel recognises that a flat fee or increase not in the form of a percentage may be applied this year. If this does turn out to be the case, the Panel have requested that they consider the matter further.
- 2.5 The Governance Ethics and Standards Committee are due to consider the report at their meeting on 16 March. The views of the committee will be reported back verbally to Council at this meeting.

### **3. Consultation**

- 3.1 It has not been necessary to carry out formal consultation in relation to this report.

### **4. Alternative Options Considered**

- 4.1 Council could decide not to support the recommendations made by the IRP, although alternative recommendations would not be fully costed which may lead to an unsound decision being made.

### **5. Implications**

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

## **6. Background Papers**

6.1 None identified

## **7. Appendices**

7.1 Appendix 1 – Implications

7.2 Appendix 2 – Report of the Independent Remuneration Panel

## **8. Recommendation(s)**

### **That Council:**

- 1) Considers the report of the Independent Remuneration Panel, alongside any feedback offered by the Governance Ethics and Standards Committee, and determines whether to accept the recommendations contained in the report;
- 2) Consequent on those recommendations agrees:
  - a) The application of the pay award in relation to Members' Allowances for 2022/23 as detailed in the report and approves the amended schedule of Members' Allowances for 2022/23 as attached at Annex A to the Independent Remuneration Panel's report; and
  - b) The schedule of Members' Allowances for 2023/24 as attached at Annex B to Independent Remuneration Panel's report.
- 3) Authorises the Monitoring Officer to make appropriate amendments to the Constitution to reflect any changes to the Members' Allowances Scheme agreed.

## **9. Reasons for Recommendation(s)**

9.1 To ensure that the Council has an up to date and robust scheme for the payment of allowances to members.

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Tel: 01629 539035

## **Implications**

### **Financial**

- 1.1 The total costs for the increase, which are outlined in paragraph 2.5 above, will be £55,870. For the financial year 2022-23, the additional costs will be met from Earmarked Reserves. The base budget position will be aligned in 2023-24.

### **Legal**

- 2.1 The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) set out that local authorities must establish a panel to review and advise on the level of allowances payable to members. The Council must have regard to the recommendation made by the Panel.
- 2.2 The Council has the power to amend its Members' Allowances Scheme at any time during the year under regulation 10(3) of the 2003 Regulations.
- 2.3 Adopting the Members' Allowances Scheme and approval of amendments to the Constitution are both matters which are reserved to Full Council. However, under its terms of reference at Article 11 of the Constitution, the Governance, Ethics and Standards Committee is required to advise the Council on any matters in connection with the Members' Allowance Scheme, taking into account the recommendations of the Independent Remuneration Panel.

### **Human Resources**

- 3.1 None

### **Information Technology**

- 4.1 None

### **Equalities Impact**

- 5.1 None

### **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 None.

**Report of the Independent Remuneration Panel  
Derbyshire County Council  
January 2023**

## **Table of Contents:**

1. Background
2. Terms of Reference
3. Process of the Review
4. Results of the Review
5. Recommendations
6. Work Programme for 2023-2024

## **Annex A**

Recommended Amounts Payable to Members under the Members' Allowances Scheme 2022-2023

## **Annex B**

Recommended Amounts Payable to Members under the Members' Allowances Scheme 2023-2024

## 1. Background

- 1.1 The Independent Remuneration Panel is established under the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) to provide advice and recommendations to the Council on its Members' Allowances Scheme and amounts to be paid under it.
- 1.2 Relevant guidance was issued by the Office of the Deputy Prime Minister "EIM65960 - Local Government Councillors and civic dignitaries in England: ODPM guidance: Part One: members' allowances.
- 1.3 Panel members are appointed for a period of four years and no member may serve for more than two terms of office of four years. The terms of three members of the Panel ended in December 2022.
- 1.4 Panel members are recruited by public advertisement and should be of good standing in the community either as a resident and/or a stakeholder in the County. Ideally members should have sound knowledge of employment and financial matters with an understanding of the operations of a local authority. To maintain independence political appointments, and appointments which are made through friendship or any other personal association of any members of the council must be avoided.
- 1.5 The Council has successfully recruited three new members to the Panel who have been in place since December 2022 and contributed to this report.
- 1.5 The current Derbyshire County Council Independent Remuneration Panel comprises five members, none of whom are members of the Council or any of its committees, nor an employee of the Council. The members are:
  - a) **Peter Clay - elected by the panel as Chair for 2022-23**  
Retired Senior Banker, Retired Magistrate, former Non-Executive Director and Audit Chair of various Public Bodies including four NHS appointments, former Chair of Lincolnshire IRP, presently Chair of City of Lincoln IRP. Member since December 2021.
  - b) **Peter Clifford** - Retired Magistrate having served 17 years (including 6 years as a Chair). Former Pensions Manager at Coalite Group and Rolls-Royce. Bachelor of Law degree from the University of London. Member since December 2021.
  - c) **Matthew Holden** - Currently a serving Police Officer and former local authority officer and a Member of the IRP at South Holland District Council. Member since December 2022.



- d) **Gemma Shepherd-Etchells** - Magistrate and Senior Lecturer. Independent Member of the Cheshire Police and Crime Panel. Member since December 2022
- e) **Robin Morrison** - Former local authority Chief Executive before retirement and currently serving as Chair of Worcestershire Children First an arm's length company owned by Worcestershire County Council delivering Education and Children's Social Services to the Council. Member since December 2022.

1.6 During 2022-23 having served two terms Simon Westwood, Denis Heaney and Andrew Sharpe's terms of office expired. The Panel would like to thank the retiring members for their valuable contributions to the Panel over the last eight years. Following a public advertisement and recruitment exercise three new members, Matthew Holden, Robin Morrison and Gemma Shepherd-Etchells were appointed to the Panel by the Council with effect from December 2022.

1.7 The Panel is advisory in nature and the recommendations it makes are not binding on the authority. However, the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) requires Council to "have regard" to the Panel's recommendations when setting its allowances.

## 2. **Terms of Reference**

The purpose of the Independent Remuneration Panel is as follows:

- a) To make recommendations to the authority as to the amount of basic allowance that should be payable to its elected members.
- b) To make recommendations to the authority about the responsibilities or duties which should lead to the payment of a special responsibility allowance and as to the amount of such an award.
- c) To make recommendations to the authority about the duties for which a travelling and subsistence allowance can be paid and as to the amount of this allowance.
- d) To make recommendations as to the amount of co-optees' allowance.
- e) To make recommendations as to whether the authority's allowances scheme should include an allowance in respect of the expenses of arranging for the care of children and dependents and if it does make such a recommendation, the

amount of this allowance and the means by which it is determined.

- f) To make recommendations on whether any allowance should be backdated to the beginning of a financial year in the event of the scheme being amended.
- g) To make recommendations as to whether annual adjustments of allowance levels may be made by reference to an index, and if so, for how long such a measure should run.
- h) The IRP will make its recommendations in the form of a report to Council.

### 3. **Process of the Review**

The Panel held two meetings during the year in December and January.

The Panel was first asked to re-consider the issue of Members' Allowances for the 2022/23 year in light of the agreed pay award for local authority staff. In its 2022 report the Panel recommended, and Council subsequently agreed, that that any allowances payable to members should be "uplifted by any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1st April each year".

It was explained that the matter of increasing the allowances in line with the national pay award was not straightforward as the final agreement on pay saw all staff awarded a flat rate increase of £1,925. The agreement also increased some staff allowances, such as payments for sleep in work and laboratory technicians, by 4.04%. There were other matters covered in the award such a 1 day increase in annual leave which was not considered relevant to the role of Councillor. If the flat rate increase was strictly applied to Councillors, this would result in all members receiving an increase of £1,925 to their basic allowance which would be equivalent to a nearly 17% rise. The same £1,925 would then be payable to members in receipt of an SRA. The Panel unanimously agreed that this would not be appropriate as it would far exceed the pay award to most staff in percentage terms.

The Panel then discussed various options on how to implement the pay award. Alternatives discussed were:

- Applying an average percentage rise across all pay scales (equivalent to 4.84%)
- Applying an average percentage rise across Senior Management Grades (equivalent to 1.90%)
- Applying the rate at which staff allowances were increased (equivalent to 4.04%)

In making their recommendations, the Panel discussed and had regard for the following:

- Councillors were not immune to the cost-of-living difficulties being felt by staff and an increase in allowance was appropriate to recognise this. It was reaffirmed that elected members needed to be appropriately remunerated to recognise the important role they undertake.
- The option of aligning the increase to Senior Management pay was not supported as Panellists considered this figure to be too low in light of the previous point.
- The option of increasing the allowances by the average percentage rise across all pay scales was supported. Panellist felt that Councillors should be treated in similar terms to the majority of staff. The Panel felt that both staff and Councillors were public servants in the same way and that any increase to allowances should recognise this.

Following agreement to recommend an increase of 4.84%, the Panel next considered the increase in relation to SRAs. Concern was expressed that if SRAs were increased by 4.84% also, this would result in some councillors receiving an increase of more than £1,925 which, as discussed above, was felt not to be appropriate. The Panel therefore agreed to recommend that any total rise to allowances to any member should be capped at £1,925 and back dated to 1 April 2022.

The Panel next went on to consider the Allowances Scheme for 2023/24. The following was discussed:

- There had been no significant change to allowances paid by comparable neighbouring councils or any district council in Derbyshire.
- As part of the Panel's report in 2022, an offer an open invitation was extended to all Members of the Council for them to ask questions or raise issues with the Panel at any time. No such matters were raised so the Panel felt that it would serve no purpose to review allowances in any detail. The Panel felt that there was no aspect of the scheme in need of review.

In relation to the Staff Pay Award for 2023/24, the Panel were informed that employers and unions had not yet begun negotiations. It was therefore not possible to agree any recommendations in advance of the next financial year. The Panel did, however express the view that linking staff pay awards to increases in Members' Allowances was recognised good practice and had worked well previously. The Panel was therefore minded to recommend that Members Allowances for 2023/24 were left unchanged but uplifted by any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1st April.

However, the Panel recognised that a similar situation to 2022/23 may arise where a flat rate increase might be agreed. If this was the case for 2023/24, the Panel would wish to convene again to discuss the matter further.

#### 4. Results of the Review

##### 4.1 Basic Allowance for 2023/24

On the issue of the Basic Allowance, the Panel agreed that there should be no change to the allowance for 2023-2024 other than the addition of any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1 April. Should a non-percentage pay award be agreed, the Panel would wish to meet to consider this further.

##### 4.2 Special Responsibility Allowances for 2023/24

On the issue of Special Responsibility Allowances, the Panel agreed that there should be no change to the allowance for 2023-2024 other than the addition of any increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1 April. Again, should a non-percentage pay award be agreed, the Panel would wish to meet to consider this further.

##### 4.3 Staff Pay award 2022/23

On the issue of the pay award for 2022/23, The Panel agreed that both the Basic and Special Responsibility Allowances for 2022-23 should be increased by 4.84% and back paid to 1 April 2022. However, if this recommendation should result in any individual member's overall allowance increasing by more than £1,925, the increase should be capped at that level.

4.4 A revised Members' Allowances Scheme incorporating the recommended amendments is attached at Annex A for 2022/23. A revised Members' Allowances Scheme for 2023/24 incorporating the recommended amendments is attached at Appendix B.

#### 5. Recommendations

5.1 The Panel therefore recommends to Council that:

The basic allowance payable to all Members from 1<sup>st</sup> April 2023 should remain at the 2022-2023 level uplifted by any percentage increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1<sup>st</sup> April. This is conditional on a percentage pay award being agreed and that if a flat-rate were to be agreed, the Panel would wish to reconsider this recommendation.

5.4 Special Responsibility Allowances payable to all Members from 1st April 2023 should remain at the 2022-2023 level uplifted by any percentage increase in the pay award due to employees covered by the NJC Pay Rates for Local Government Services as of 1st April. This is conditional

on a percentage pay award being agreed and that if a flat-rate were to be agreed, the Panel would wish to reconsider this recommendation.

- 5.5 Basic and Special Responsibility Allowances for 2022-23 should be increased by 4.84% and back paid to 1 April 2022. However, if this should result in any individual member's overall allowance for the year increasing by more than £1,925, the increase should be capped at that level.
- 5.6 The revised Members' Allowances Scheme for 2022-23 at Annex A is approved.
- 5.7 The revised Members' Allowances Scheme for 2023-24 at Annex B is approved.

## 6. **Work Programme for 2023-24**

- 6.1 The Panel intends to continue to keep under review all aspects of allowances paid to. Again, an open invitation is extended to all Members of Council to ask questions or raise issues with the Panel at any time.

**Report Author**  
**Peter Clay**  
**Independent Chair**

**Derbyshire County Council Independent Remuneration Panel      Annex A**  
**Amounts Payable to Members under the Members Allowances Scheme      2022/23**

No Claim Required. These Allowances will be paid Automatically.

		Relative Responsibility %	Annual Amount 2022-23 £
<b>Special Responsibility Allowances</b>			
Council	Chairman	25	9,864
	Civic Chairman	25	9,864
	Civic Vice-Chairman	10	3,948
Cabinet	Leader	100	39,468
	Deputy Leader	75	29,592
	Cabinet Member	50	19,728
Leader of the Main Opposition Group		45	17,760
Leader of a Minority Opposition Group (with at least 10% of Council Members)		15	5,916
Cabinet Support Member		25	9,864
Improvement and Scrutiny Committee-Resources	Chairman	25	9,864
	Vice-Chairman	10	3,948
Improvement and Scrutiny Committee-Places			
Improvement and Scrutiny Committee-People			
Improvement and Scrutiny Committee-Health			
Improvement and Scrutiny Committee-Climate Change, Biodiversity and Carbon Reduction			
Planning Committee (Regulatory)			
Governance, Ethics and Standards Committee			
Audit Committee			
Pensions and Investments Committee			
Appointments and Conditions of Service Committee			
Basic Allowance			11,940
Co-optees Allowance			792
Fostering Panel			2,088

NB - A Member cannot be in receipt of more than two SRAs at any one time

**Derbyshire County Council Independent Remuneration Panel      Annex B**

**Amounts Payable to Members under the Members Allowances Scheme      2023/24**

Note: the figures in this table will be amended in line with whatever is determined regarding the application of the staff pay award for 2023/24, once it is agreed.

No Claim Required. These Allowances will be paid Automatically.

		Relative Responsibility %	Annual Amount 2023-24 £	
<b>Special Responsibility Allowances</b>				
Council	Chairman	25	9,864	
	Civic Chairman	25	9,864	
	Civic Vice-Chairman	10	3,948	
Cabinet	Leader	100	39,468	
	Deputy Leader	75	29,592	
	Cabinet Member	50	19,728	
Leader of the Main Opposition Group		45	17,760	
Leader of a Minority Opposition Group (with at least 10% of Council Members)		15	5,916	
Cabinet Support Member		25	9,864	
Improvement and Scrutiny Committee-Resources Improvement and Scrutiny Committee-Places Improvement and Scrutiny Committee-People Improvement and Scrutiny Committee-Health Improvement and Scrutiny Committee-Climate Change, Biodiversity and Carbon Reduction Planning Committee (Regulatory) Governance, Ethics and Standards Committee Audit Committee Pensions and Investments Committee Appointments and Conditions of Service Committee	Chairman	25	9,864	
	Vice-Chairman	10	3,948	
	Basic Allowance			11,940
	Co-optees Allowance			792
	Fostering Panel			2,088

NB - A Member cannot be in receipt of more than two SRAs at any one time

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**WEDNESDAY, 22 MARCH 2023**

**Report of the Interim Director of Finance and ICT**

**Derbyshire Pension Board - Appointment of Independent Chair**

**1. Purpose**

- 1.1 To seek approval for the appointment of an Independent Chair for Derbyshire Pension Board (the Pension Board/the Board).

**2. Information and Analysis**

- 2.1 Section 5 of the Public Service Pensions Act 2013 and Regulation 106 of the Local Government Pension Scheme Regulations 2013 (as amended by the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015) introduced a requirement for administering authorities of local government pension funds to establish local pension boards as part of an enhanced governance structure for the Local Government Pension Scheme (LGPS).

Pension boards were introduced to assist administering authorities to secure compliance with pension legislation and to ensure the effective and efficient governance and administration of the LGPS. Derbyshire County Council is the administering authority of Derbyshire Pension Fund (Pension Fund/the Fund).

In April 2015, Council approved the establishment of Derbyshire Pension Board and its inaugural terms of reference. Council has subsequently reviewed the operation of the Board, extended Board

terms of membership, approved Board appointments and approved updated terms of reference which are attached as Appendix 2.

The Board has successfully supported the Pensions and Investments Committee in discharging the Council's statutory functions under the LGPS Regulations and associated pension legislation related to the Fund. The Board has also encouraged the administering authority in its drive to adopt best practice in relation to the governance and administration of the Pension Fund.

The Board is made up of two Member Representatives and two Employer Representatives, together with an Independent Chair. The Independent Chair must be neither a member of the Pension Fund, nor a representative of a Fund employer.

2.2 Following previous Council approvals of Board appointments, the Member and the Employer Representatives of the Board are as follows:

<b>Role</b>	<b>Name</b>	<b>Start Date of Term</b>	<b>Term</b>	<b>Expiry</b>
Member Rep	Karen Gurney	Jun 2019	4 Years	Jun 2023
Member Rep	John Sadler	Nov 2022	4 Years	Nov 2026
Employer Rep	Oliver Fishburn	May 2019	4 Years	May 2023
Employer Rep	Susan Ambler	Feb 2022	4 Years	Feb 2026

2.3 The role of the Independent Chair of the Pension Board, which is a non-voting position, is to:

- ensure that the Board carries out the functions set out in its Terms of Reference
- develop a work plan for the Board in conjunction with officers of the Council
- determine the agenda for meetings of the Board in conjunction with officers of the Council
- ensure that meetings of the Board are productive and effective, and that opportunity is provided for the views of all Board members to be expressed and considered
- prepare a draft Annual Pension Board Report in conjunction with officers of the Council, for consideration by the Board

2.4 The term of office of the current Board Chair, Ronald Graham, is due to expire on 31 March 2023. A recruitment exercise has been undertaken to appoint a Board Chair from 1 April 2023 for a four year fixed term

period, subject to periodic review. Remuneration for this role is £10,000 p.a. plus reasonable expenses.

This position was advertised as follows:

- on the Fund's website
- through the County Council's recruitment site
- by the Local Government Association to its LGPS contacts
- via LinkedIn

2.5 Four applications were received, including one from the current Chair of the Pension Board. All of the candidates were interviewed by the Chair of the Pensions and Investments Committee, the Head of Pension Fund and by one of the Fund's Pensions Officers.

The candidates were evaluated against their responses to interview questions which explored their knowledge, experience and fit for the role. The current Chair of the Pension Board, Ronald Graham, achieved the highest score.

Mr Graham has substantial experience of pension matters as a solicitor, partner and, subsequently, as a consultant, specialising in pensions law with one of the largest law firms in the UK, prior to his retirement from day to day legal work.

It is proposed that Ronald Graham is reappointed as Chair of Derbyshire Pension Board for a term of four years, subject to periodic review.

### **3. Implications**

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

### **4. Background Papers**

4.1 Background papers held by the Head of Pension Fund:

- Derbyshire Pension Board Independent Chair Role & Person Specification
- Applications for the position of Independent Chair of the Pension Board

## **5. Appendices**

5.1 Appendix 1 – Implications

5.2 Appendix 2 – Derbyshire Pension Board Terms of Reference

## **6. Recommendation(s)**

That Council:

Approves the appointment of Ronald Graham as Independent Chair of Derbyshire Pension Board for a term of four years from 1 April 2023.

## **7. Reasons for Recommendation(s)**

7.1 To ensure that Derbyshire Pension Board has an appropriate Independent Chair in line with its Terms of Reference.

**Report Author:** Dawn Kinley

**Contact details:** dawn.kinley@derbyshire.gov.uk

## **Implications**

### **Financial**

- 1.1 The cost of the Independent Chair for Derbyshire Pension Board is met by the Pension Fund.

### **Legal**

- 2.1 Regulation 105(2) of the Local Government Pension Scheme Regulations 2013 (as amended) allows an administering authority to delegate any function under those Regulations. An administering authority is also required under Regulation 109 to 'have regard' to guidance issued by the Secretary of State in relation to local pension boards. Under government guidance issued in 2015 when Pension Boards were first established, the administering authority has to consider carefully the establishment of its local pension board and the appointment of its members. The guidance indicates that this should be a function undertaken by the administering authority (i.e. full council) rather than delegated to a committee or officers.

### **Human Resources**

- 3.1 None

### **Information Technology**

- 4.1 None

### **Equalities Impact**

- 5.1 None

### **Corporate objectives and priorities for change**

- 6.1 None

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

- 7.1 None

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# Derbyshire Pension Board: Terms of Reference

March 2021

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## 1. Introduction

This document sets out the terms of reference for the Derbyshire Pension Board (the Board). The Board will exercise all its powers and duties in accordance with the law and (subject to that), these Terms of Reference.

Derbyshire County Council (the Council) is required to maintain a local pension board to assist the Council in its role as the administering authority of Derbyshire Pension Fund, part of the Local Government Pension Scheme (the LGPS).

The Board was set up in 2015, in accordance with the requirements of Section 5 of the Public Service Pensions Act 2013 and Regulation 106 of the Local Government Pension Scheme Regulations 2013 (2013 LGPS Regulations). Regulation 106 was published in January 2015 as part of the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015.

The Board operates independently of the Council's Pensions and Investments Committee (the Committee) which is responsible for the management and administration of the Fund on behalf of the Council.

The role of the Board is to support the Committee in discharging the Council's statutory functions under the Local Government Pension Scheme Regulations and associated pension legislation in relation to the Fund.

The Local Government Pension Scheme (LGPS) Regulations refer to Scheme Managers of LGPS funds; Derbyshire County Council is the Scheme Manager of Derbyshire Pension Fund.

## 2. Functions of the Board

The function of the Board as set out in Regulation 106 of the 2013 LGPS Regulations is to assist the administering authority:

(a) to secure compliance with:

- the 2013 LGPS Regulations
- any other legislation relating to the governance and administration of the LGPS and any connected scheme
- any requirements imposed by the Pensions Regulator in relation to the LGPS and any connected scheme

(b) to ensure the effective and efficient governance and administration of the Scheme and any connected scheme

The Council considers that assisting the administering authority means providing oversight of the matters listed above; accordingly, the Board may make recommendations to the Committee to assist

in the management of the Fund. The oversight of the Fund's governance is considered to include oversight of the governance of funding and investment matters.

The Board may determine the areas of compliance, governance and administration in relation to the management of the Fund that it wishes to consider; it will also undertake work requested by the administering authority in relation to the management of the Fund.

Under the 2013 LGPS Regulations, the Board also has the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

In order to carry out their role effectively, members of the Board are entitled to attend all parts of Pensions and Investments Committee meetings, including the part of the meeting when items covered by exempt/confidential information procedures under the Local Government Act 1972 are considered.

The Board will provide recommendations to the Committee with respect to governance documents and procedures it has reviewed to assist the Committee with its decision making.

### **3. Composition of the Board**

#### **Membership**

The Board shall consist of four voting Board Members, as follows:

- two Member Representatives; and
- two Employer Representatives.

There shall be an equal number of Member and Employer Representatives.

#### **Member Representatives**

Member Representatives shall either be members of the Fund or have the capacity to represent such members.

All active, deferred and pensioner scheme members will be invited, via the Fund's website, to submit applications to join the Board. A selection process will be carried out by the administering authority in conjunction with the Chair of the Board to appoint the Member Representatives.

Member Representatives should be able to demonstrate their capacity to attend, and complete the necessary preparation for, meetings and participate in training as required.

#### **Employer Representatives**

Employer Representatives shall be officers or elected members of employers of the Fund or have the capacity to represent employers of the Fund.

No officer or elected member of the Council who is responsible for the discharge of any function under the LGPS Regulations (other than functions required of duly-appointed members of the Board) may be a member of the Board.

All of the Fund's employers will be invited to nominate one representative to represent employers on the Board. A selection process will be carried out by the administering authority in conjunction with the Chair of the Board to appoint the Employer Representatives.

Employer Representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

### **Chair of the Board**

The Council may appoint one Independent Member who, if appointed, shall be the Chair and shall not be entitled to vote. The Independent Member must be neither an Employer nor a Member Representative.

Where the Council does not appoint an Independent Chair, the office of Chair must be filled alternately from municipal year to year by an Employer Representative and a Member Representative.

The Chair of the Board shall:

- ensure that the Board carries out the functions set out in these Terms of Reference
- develop a work plan for the Board in conjunction with officers of the Council
- determine the agenda for meetings of the Board in conjunction with officers of the Council
- ensure that meetings of the Board are productive and effective, and that opportunity is provided for the views of all Board members to be expressed and considered
- prepare a draft Annual Pension Board Report in conjunction with officers of the Council, for consideration by the Board

The decision of the Chair on all points of procedure and order shall be final.

### **Term of Office – Chair**

Any Independent Representative's term of office will be determined by separate terms agreed by the Scheme Manager and will be subject to ongoing review as defined in those terms.

### **Terms of Office – Employer and Member Representatives**

Employer and Member Representatives are appointed for a period of four years. Former or existing members of the Board may be reappointed for further terms following a selection process.

An employer representative appointment will automatically cease if the individual is no longer in the employment of that employer or no longer an elected member of that employer.

An appointment will automatically cease if:

- a Board Member no longer meets the eligibility criteria
- a Board Member has a conflict of interest which, in the opinion of the Council, cannot be managed in accordance with the Pension Fund's Conflicts of Interest Policy
- a Board Member wishes to resign and has given one month's notice in writing to the Council (Director of Legal Services).

If a Board Member fails, without reasonable excuse, to attend meetings or otherwise comply with the requirements of being a Board Member, for example fails to attend the necessary knowledge and understanding training, then the tenure of membership will be reviewed by the other Board Members in liaison with the Council.

## **4. Decision making, administration and reporting**

### **Notice of Meetings, Agendas and Minutes**

The Scheme Manager shall agree the agenda of each Pension Board meeting with the Chair of the Board and shall give notice to all Board Members of every meeting of the Board, ensuring that all meeting papers are circulated to Board members at least 5 working days prior to each meeting. Additional items may be added to the agenda at a later date with the consent of the Chair. Minutes of Board meetings shall be circulated to the Chair of the Board for draft approval within 10 working days and then circulated to the remaining Board members for formal approval at the following Board meeting.

### **Location and Timing of meetings**

The Board shall as a minimum meet twice each municipal year. The meetings shall normally be held at County Hall in Matlock but can be held virtually if appropriate.

### **Quorum and Appointment of Proxies**

A meeting of the Board is quorate when at least one Member Representative and one Employer Representative and, if appointed, the Independent Chair are present.

If the Independent Chair is unable to attend the meeting, the meeting will be quorate when at least three other members of the Board are present. In these circumstances, the other members of the Board will appoint one of their number to chair the meeting. The member chairing the meeting in this circumstance will retain his or her right to vote.

All members of the Board are expected to attend meetings regularly and records of attendance of all members will be maintained. If for any reason a Board Member cannot attend a Board meeting, he or she is not permitted to send a proxy or substitute in his or her place to attend and vote at the meeting.

## **Voting and Decision-making**

A decision will require the approval of a majority of Board Members present at the meeting.

An Independent Member does not have a voting right.

## **5. Budget**

The Board will be provided with adequate resources to fulfil its role.

### **Fees**

Payments to any Independent Member will be in accordance with the terms of their contract.

It is anticipated that the employers of representatives on the Pension Board will allow their employees time off to allow the representatives to perform the role within their normal working day.

### **Expenses**

The expenses of Board members shall be in accordance with the Council's normal policies and the expenses of the Board shall be met from the Fund.

## **6. Standards of conduct & conflicts of interest**

The members of the Board shall always act within the relevant legislative and regulatory requirements and, subject to these, within these Terms of Reference and in accordance with the Council's Code of Conduct for Members which is consistent with the 'Seven Principles of Public Life' (known as the Nolan Principles) and the Pension Fund's Conflict of Interest Policy.

Though members of the Board include representatives of specific categories of stakeholder (i.e. scheme members and employers) each Board member is required to have due regard to the role of the Board as outlined in these Terms of Reference. Accordingly, all members are expected to work jointly with the key purpose of oversight of the management of the Scheme, putting aside any individual views of any stakeholders. This should not prevent Board members from sharing their knowledge on how matters might impact on specific stakeholders of the Scheme.

The Board must be satisfied that it is acting in accordance with the relevant legislative and regulatory requirements and (so far as practicable) also within:

- the conflicts of interest requirements of the Public Service Pensions Act 2013 and the Local Government Pension Scheme Regulations
- in the spirit of any national guidance or Code of Practice in relation to conflicts of interest
- the Pension Fund's Conflict of Interest Policy

Each member of the Board, or a person proposed to be appointed to the Board, (as well as attendees participating in the meeting) must provide the Council with such information as is required for the purposes of demonstrating that there is no conflict of interest or that any conflict can be managed appropriately

## 7. Knowledge & skills

In accordance with the Public Service Pensions Act 2013 and The Pensions Regulator's Code of Practice No. 14 there is a requirement for members of the Board to have knowledge and understanding of the following areas:

- The LGPS rules e.g. eligibility for the scheme and scheme benefits
- Documented administration policies
- The law relating to pensions so far as relevant to the Fund

Pension Board members' breadth of knowledge and understanding should be sufficient to allow them to understand fully and challenge any information or advice they are given.

The Fund has developed a Training Policy to support members of the Pensions and Investments Committee and the Board, and senior officers in performing and developing personally in their individual roles, with the aim of ensuring that the Fund is managed by individuals who have the appropriate levels of knowledge and skills.

Members of the Board are required to comply with the Fund's Training Policy.

## 8. Communication & reporting

One of the Fund's core objectives is to deliver clear, timely and relevant communications to all stakeholders. The Board shall ensure that the following up to date information is included on the Fund's website:

- The names of Board Members
- A Board email contact address
- The role of the Board as set out in these Terms of Reference
- How scheme members and employers are represented on the Board
- These Terms of Reference
- A summary of business covered at Board meetings
- The Board's Annual Report

The Board's Annual Report, detailing the activities of the Board over the previous year, will be published as part of the Pension Fund Annual Report which is reported to the Pensions & Investments Committee ahead of publication. The Board's Annual Report will also include:

- board attendance
- membership and training details
- any declared conflicts of interest
- the cost of running the Board
- the work plan for the year ahead

The Board will be accountable to report under the relevant provisions of the Pensions Act 2004, the 2013 LGPS Regulations and other relevant LGPS Regulations.

Any recommendations or concerns should be reported, in the first instance, to the Chair of the Committee. Where the Board is concerned that any recommendations or concerns have not been properly dealt with by the Committee, the matter should be escalated to the Council's Monitoring Officer and / or the Section 151 Officer (as appropriate).

If despite having followed these internal escalation routes, the Board has remaining concerns, they should be reported to the appropriate external body (e.g. the LGPS Scheme Advisory Board or the Pensions Regulator).

In addition to developing the Board's Annual Report, the Board shall prepare a report for Committee on its activities part-way through the year. When circumstances permit, the Chair of the Board shall meet with the Chair of the Committee at least once a year to discuss Board / Committee matters.

## 9. Review

These Terms of Reference shall be reviewed on each material change to the legislation covering local pension boards and at least every three years.

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**23 MARCH 2023**

**Report of the Director of Legal and Democratic Services**

**Changes to Outside Body Appointments**

**1. Purpose**

- 1.1 To seek approval to change two outside body appointments following the Long Eaton by-election and a request from an organisation.

**2. Information and Analysis**

- 2.1 The Council has been approached by Scargill's Educational Foundation who have requested that the County Council appoints a Member to serve as a Trustee for the charity as permitted by the terms of reference governing the trust. The Charity provides small grants for students under the age of 25 that are resident in the Parishes of West Hallam, Dale Abbey and Stanley and Mapperley to further their education. The Conservative Group has identified Councillor R Flatley as the Member representative.
- 2.2 Following the Long Eaton by-election, there is a vacancy on the Long Eaton Town Centre Forum. Councillor G Hickton has been nominated by the Conservative Group to this vacancy.

**3. Consultation**

- 3.1 Not required.

#### **4. Alternative Options Considered**

- 4.1 No alternative options have been considered as the appointments have been submitted as appropriate by the relevant political group.

#### **5. Implications**

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

#### **6. Background Papers**

- 6.1 None identified.

#### **7. Appendices**

- 7.1 Appendix 1 – Implications

#### **8. Recommendation(s)**

To approve with immediate effect that:

- a) Councillor Flatley is appointed as the Council's representative on Scargill's Educational Foundation; and
- b) Councillor Hickton is appointed as the Council's representative on the Long Eaton Town Forum

#### **9. Reasons for Recommendation(s)**

- 9.1 To ensure that the Council has appropriate representatives on outside bodies.

**Report Author:** Alec Dubberley    **Contact details:** [alec.dubberley@derbyshire.gov.uk](mailto:alec.dubberley@derbyshire.gov.uk)  
Tel: 01629 539035

**Implications**

**Financial**

1.1 There are no financial implications associated with this report.

**Legal**

2.1 Appointments to outside bodies is a local choice function which can be exercised by Council or the Leader under delegated powers.

**Human Resources**

3.1 None.

**Information Technology**

4.1 None.

**Equalities Impact**

5.1 None.

**Corporate objectives and priorities for change**

6.1 None.

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

7.1 None.

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 March 2023**

**Report of the Director of Legal and Democratic Services**

**Changes to Political Balance and Committee Memberships**

**1. Purpose**

- 1.1 Under Regulation 8(1) of the Local Government (Committees and Political Groups) Regulations 1990, the Proper Officer has received notification that Councillors Rose and Stevenson wish to be treated as a political group.
- 1.2 The notification states that the Group will be known as the Reform UK Group and that Councillor Rose is to be recognised as the Group Leader. The creation of a fourth political group results in changes to the political balance and allocation of seats to Committees and this report purposes to make the necessary changes.

**2. Information and Analysis**

Committee Membership

- 2.1 In determining the membership of committees, account must be taken of the requirements of the Local Government (Committees and Political Groups) Regulations 1990 as amended made under the Local Government and Housing Act 1989. These regulations require that seats on committees and sub-committees are allocated in a way which reflects the overall political balance of the Council and that the Council gives effect to the wishes of the political groups in the appointments to those seats.

2.2 Allocation of seats by a Council must give effect to the following principles set out in the 1989 Act. The principles have to be applied in priority order as follows:

- (a) that not all the seats are allocated to the same political group;
- (b) that the majority of seats are allocated to a particular political group if the number of persons belonging to that group are a majority of the authority's membership;
- (c) subject to (a) and (b) above, that the total number of all seats of the ordinary committees allocated to each particular political group reflects the group's proportion to the membership of the authority;
- (d) subject to (a) – (c) above, that the number of seats allocated to a particular political group reflects that group's proportion of the membership of the authority.

2.3 Derbyshire County Council has one elected member that has not joined a political group. A political group is defined as comprising two or more members. Members who are not members of a political group are not automatically entitled to seats on committees, however as long as the principles of proportionality outlined above are respected and no member votes against the recommendation, the Act does not prevent Councils choosing to offer seats to unaligned/non-grouped members.

2.4 The current political make-up of the Council is:

Conservative Group	42
Labour Group	15
Liberal Democrat Group	4
Reform UK Group	2
Green Councillor	1

There are a total of 100 committee seats to be allocated for the remainder of the 2022/23 municipal year. The allocation of seats on the committees and sub-committees of the Council is, therefore, as follows:

<b>Committee</b>	<b>Total Seats</b>	<b>Con</b>	<b>Lab</b>	<b>Lib dem</b>	<b>Reform UK</b>	<b>Green</b>
Appointments and Conditions of Service	<b>8</b>	6	2	0	0	0
Audit	<b>6</b>	4	1	0	1	0
DCC Trading	<b>5</b>	4	1	0	0	0
Governance Ethics and Standards	<b>8</b>	6	2	0	0	0

<b>Committee</b>	<b>Total Seats</b>	<b>Con</b>	<b>Lab</b>	<b>Lib dem</b>	<b>Reform UK</b>	<b>Green</b>
I&S - Climate	<b>10</b>	6	2	1	0	1
I&S - Health	<b>9</b>	6	2	1	0	0
I&S - People	<b>9</b>	5	2	1	1	0
I&S - Places	<b>9</b>	6	2	1	0	0
I&S - Resources	<b>9</b>	6	3	0	0	0
Pensions and Investments	<b>8</b>	5	1	1	1	0
Planning Delegation Sub	<b>4</b>	3	1	0	0	0
Regulatory – Planning	<b>10</b>	7	2	1	0	0
SACRE	<b>5</b>	3	2	0	0	0
<b>Total</b>	<b>100</b>	<b>67</b>	<b>23</b>	<b>6</b>	<b>3</b>	<b>1</b>

2.5 The Reform UK Group needs to be allocated two additional seats across the Committees of the Council.

2.6 In order to facilitate the required changes to representatives, the Group Leaders of the Conservative and Reform UK Groups have provided the necessary nominations to seats.

### **3. Consultation**

3.1 There is no requirement for public consultation on this report. Relevant Political Groups have been contacted for their nominations as appropriate.

### **4. Alternative Options Considered**

4.1 The Council must make the appointments to Committees to ensure political balance, although members could choose to make different appointments to those suggested.

### **5. Implications**

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

### **6. Background Papers**

6.1 None identified

### **7. Appendices**

7.1 Appendix 1 – Implications

## **8. Recommendation(s)**

That Council:

Approves the following changes to representation on committees:

- 1) Replace Councillor Gourlay with Councillor Rose as a member of the Audit Committee; and
- 2) Replace Councillor Ashton with Councillor Stevenson as a member of the Pensions and Investment Committee

## **9. Reasons for Recommendation(s)**

- 9.1 To ensure that the Committees of the Council are politically balanced as required by relevant legislation.
- 9.2 To ensure that the Council has sufficient membership on its committees that reflect the wishes of political groups.

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Tel: 01629 539035



**Implications**

**Financial**

- 1.1 There are no direct financial implications arising this report as the changes do not result in the need to pay additional Special Responsibility Allowances

**Legal**

- 2.1 Legal implications have been considered in the body of the report.

**Human Resources**

- 3.1 None

**Information Technology**

- 4.1 None

**Equalities Impact**

- 5.1 None

**Corporate objectives and priorities for change**

- 6.1 None

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

- 7.1 None

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 March 2023**

**Report of the Executive Director of Corporate Services &  
Transformation**

**PAY POLICY STATEMENT 2023**

**1. Purpose**

- 1.1 To approve the Pay Policy Statement (attached at Appendix 2) for publication on the Council's website on 1 April 2023.

**2. Information and Analysis**

- 2.1 Since 2012 the Council has published an annual Pay Policy Statement in accordance with Section 38 of the Localism Act 2011 setting out the Council's policies on pay and conditions for its most senior employees (defined as 'chief officers' in the Act) and employees. Teachers and staff employed in local authority schools are not covered by the Act.

- 2.2 The Pay Policy Statement sets out the methods by which salaries of all employees are determined, the detail and level of remuneration of its most senior employees (chief officers), the definition of the Council's lowest paid employees and the pay multiple (ratio) between the salary of the highest paid employee and the median full time equivalent salary in the Council. The Council's pay multiple is 6.8:1.

- 2.3 The Act defines chief officers as:

- Head of Paid Service (Managing Director)
- Monitoring Officer (Director of Legal & Democratic Services)
- Statutory Chief Officers (Executive Director of Adult Social Care & Health, Director of Public Health, Executive Director of Children's Services, Director of Finance & ICT)
- Non-Statutory Chief Officers (Executive Director of Place and Executive Director of Corporate Services & Transformation)
- Deputy Chief Officer – direct reports to the above.

A structure chart showing the Statutory and Non-Statutory Chief Officers and their direct reports is within the appendices of Appendix 2 Pay Policy Statement.

2.4 The Pay Policy Statement is reviewed and published annually on 1 April. A summary of the changes that have been applied to the Pay Policy Statement are outlined below.

2.4.1 Introduction (Appendix 2, Section 3)

Minor changes have been made to reflect the provisions of the revised Officer Employment Procedure Rules approved by Council on 2 November 2022, namely that the appointment of Executive Directors will be approved by a politically balanced panel without the need to refer the decision to Full Council. The appointment to the Head of Paid Service will remain as per the current constitution.

In addition, the Pay Policy Statement has been updated to reflect that the appointment of Executive Directors and Directors on a temporary basis will be approved by the Head of Paid Service in consultation with the Chair and Vice-Chair of the Appointments and Conditions of Service Committee for a period of no more than 12 months and whereby the annual salary does not total £100,000 or more or has been approved by Council.

2.4.2 About the Council (Appendix 2, Section 4)

This has been updated to reflect the current composition of the Corporate Management Team as follows;

*“The Managing Director (Head of Paid Service) and four Executive Directors, together with the Director of Finance & ICT, Director of Public Health and the Director of Legal and Democratic Services form the Council’s Corporate Management Team leading the work that provides services across Derbyshire.”*

#### 2.4.3 Chief Officer Remuneration (Appendix 2, Section 6, Table 1)

The Pay Policy Statement has been updated to reflect the current senior management structure. As reported to Council on 14 September 2022, the organisation is creating a new Transformation and Strategy Division. The Service Director Commissioning & Transformation within the Children's Services Department has been repurposed and therefore removed from the Pay Policy Statement and the statement adjusted to include the post of Director of Transformation & Strategy within the Corporate Services & Transformation Department. Upon implementation of the Transformation & Strategy division, the current Organisation Development and Policy (ODP) division will be renamed the Organisation Resilience, People and Communications (ORPC) Division and the Director of ODP role will be renamed accordingly. It is proposed that Council agrees that the Pay Policy Statement can be updated accordingly, and the revised Pay Policy Statement published on the website to reflect the change in job title for the Director of ODP to the Director of ORPC, which is at the same grade and salary range, at the point the new Transformation and Strategy Division and ORPC Division are implemented.

In addition, within the Adult Social Care and Health Department a temporary post of Deputy Director of Public Health has been removed from the Pay Policy Statement.

#### 2.4.5 Lowest Paid Employee (Appendix 2, Section 7)

Increase from £9.50/hr 2021/22 to £10.50/hr 2022/23 in Grade 1/2.

#### 2.4.6 Pay Multiple (Appendix 2, Section 8)

Reduction in pay multiple ratio from 7.3:1 to 6.8:1 due to large percentage increase to lower grades from the 2022-23 pay award.

#### 2.4.7 Starting Pay (Appendix 2, Section 9)

Wording in the policy has been updated to allow for recruiting managers to have discretion to appoint to a higher point in the pay grade due to a candidate's current salary, experience or qualifications.

#### 2.4.8 National Pay Agreements (Appendix 2, Section 11)

The wording has been expanded to include the relevant National Joint Council who negotiate pay for employees up to Grade 16, Senior Officers Grade 17 and above and the Managing Director. In addition, the following wording has been included to provide clarity in relation to Green Book terms and conditions:

*“Where national agreements include changes to Green Book terms and conditions, these will not be automatically applied to the Derbyshire Package terms and conditions. Should the Council wish to consider any proposed changes to Derbyshire Package terms and conditions relevant processes must be followed including consultation with the Joint Trade Unions as appropriate.”*

2.4.9 Salary Sacrifice Schemes (Appendix 2, Section 14)

The Council offers a range of salary sacrifice schemes and further information is provided in the Derbyshire Package terms and conditions of service booklet.

2.5 Any further amendments to the Pay Policy Statement, other than minor updates to reflect the 2023/24 pay agreement will require the approval of Full Council.

**3. Consultation**

3.1 The Council has not amended the way employees are paid, therefore there has been no requirements to consult on the review of the Council Pay Policy Statement.

**4. Alternative Options Considered**

4.1 An alternative option could be to not publish an annual Pay Policy Statement however this would be in breach of Section 38 of the Localism Act 2011 meaning the Council would not be compliant with legislation, therefore this option is not recommended.

**5. Implications**

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

**6. Background Papers**

6.1 None

**7. Appendices**

7.1 Appendix 1 – Implications

7.2 Appendix 2 – Pay Policy Statement

## **8. Recommendation(s)**

That Council:

- 8.1 approves the Pay Policy Statement for the financial year commencing 1 April 2023 at Appendix 2 to this report and agrees that the Statement should be published on the Council's website and
- 8.2 agrees that the Pay Policy Statement be updated accordingly, and the revised Pay Policy Statement published on the website to reflect the change in job title for the Director of Organisation Development and Policy to the Director of Organisation Resilience, People and Communications at the point the new Transformation and Strategy Division and Organisation Resilience, People and Communications Division are implemented.

## **9. Reasons for Recommendation(s)**

- 9.1 Publication of the Council's Pay Policy Statement is a requirement under section 38 of the Localism Act 2011.
- 9.2 To enable an administrative amendment to be made to the Pay Policy Statement in a timely fashion and ensure the published version is up to date.

**Report Author:**  
**Pete Buckley**

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## **Implications**

### **Financial**

- 1.1 This report recommends approval the Pay Policy Statement effective from 1 April 2023. The Policy details a number of changes as set out in section 2.4, any budgetary requirements for these changes has either been considered as part of the 2023-24 budget process, will be covered by existing departmental budgets or will be subject to a separate approval in line with Financial Regulations.

### **Legal**

- 2.1 Sections 38 to 43 of the Localism Act 2011 requires local authorities to prepare and publish annual pay policy statements that set out their policies on the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees. Pay policy statements must be prepared for each financial year and must be approved by Full Council. Not publishing an annual Pay Policy Statement would, therefore, be in breach of this legislative requirement and is not recommended.
- 2.2 The requirement to publish a Pay Policy Statement and the information which must be included within the Statement is set out in section 38 of the Localism Act 2011. Section 43 of the Act specifies the officers who are considered to be chief officers for the purposes of the Statement.
- 2.3 In accordance with section 39 of the Localism Act, the Pay Policy Statement must be approved by a resolution of the authority before it comes into force and the Statement must be approved before the end of the 31<sup>st</sup> March immediately preceding the financial year to which it relates.

### **Human Resources**

- 3.1 As outlined within the attached Pay Policy Statement.

### **Equalities Impact**

- 4.1 The Council's pay and grading structure is based on a "points to pay" relationship determined through Job Evaluation as a mechanism to ensure the consistent evaluation of the relative value



of job roles across the Council. This ensures a fair, open and transparent pay and reward structure that is affordable and supports the equal treatment of all employees in respect of their pay, terms and conditions and is compliant with Equal Pay legislation and Single Status requirements.

- 4.2 The Council's policies on pay and terms and conditions apply equally to employees at all levels of seniority across the authority. There is therefore no direct impact on employees with any protected characteristic arising from the Council's pay and grading structure, salary structure or reward and remuneration policies.

### **Corporate objectives and priorities for change**

- 6.1 Maintaining policies that ensure fairness and equal pay across the organisation support the people priorities outlined in the Council's People Strategy in particular attracting and retaining the best people in the most effective way possible, promoting diversity and inclusion and enabling responsive workforce plans and the development of credible reward strategies.

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

- 7.1 None.

**APPENDIX**  
**2**

# Pay Policy Statement

## April 2023



# Contents

1. Purpose
2. Scope
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4. About the Council
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10. Pay progression
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12. Terms and conditions
13. Protection of earnings policy
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15. Termination of employment
16. Local Government pension scheme
17. Short term secondments
18. Gender pay gap

## Appendix 1: Senior Management Structure

Version	Date	Detail	Author
1	03/02/2023	Annual review	Scott Davis

This pay policy statement outlines Derbyshire County Council's approach to the pay of its workforce including the pay of its senior officers.

---

## 2. Scope

This policy statement applies to all Council employees, excluding teachers and employees of local authority schools.



### 3. Introduction

The Council is committed to fairness and transparency of pay in employment.

This Pay Policy Statement sets out the Council's policy on pay for senior managers and employees for 2023/24 and is in accordance with the requirements of section 38 of the Localism Act 2011 and Guidance and Supplementary Guidance issued by the Department for Communities and Local Government in February 2012 and February 2013. For the purposes of this statement, senior managers means 'chief officers' as defined by section 43 of the Localism Act 2011. The posts falling within the statutory definition are set out at Appendix 1.

Under the Local Government Transparency Code 2015 additional organisational information is required to be published annually on the website. This consists of third tier organisation charts, senior salaries information, including functional responsibilities, budget amounts and numbers of staff responsible for, together with details of trade union facility time. Read about our current organisational data and trade union information [here](#).

This Pay Policy Statement was approved by Full Council on 22 March 2023.

Full Council will approve the appointment of the Managing Director (Head of Paid Service) following the recommendation of such an appointment such an appointment by a politically balanced panel in line with the requirements of the Council's Constitution.

A politically balanced panel will approve the appointment of Executive Directors and Directors. The appointment panel will be formed in line with the requirements of the Council's Constitution. Full Council will receive 'for information' reports as appropriate to note the appointment of Executive Directors.

Temporary appointments to Directors and Executive Directors of no more than 12 months at a grade whereby the annual salary does not total £100,000 or more or has been approved by Council will be approved by the Head of Paid Service in consultation with the Chair and Vice-Chair of the Appointments and Conditions of Service Committee.

Full Council will approve any salary packages for roles exceeding £100k per annum that have not already been approved by Council. The salary package offered for Chief Officer appointments are made in line with the Council's Senior Accountability Framework and pay and grading structure and are set out in the table below.

Any amendments to this policy, other than minor updates to reflect the 2023/24 pay agreement, will require the approval of Full Council.

## 4. About the Council

For 2023/24 the Council has a net budget requirement of £678.2m and will use these funds to provide approximately 807,000 residents with essential local services. By 31 March 2028 the Council needs to save £46.4m due to inflation, including pay pressures, greater demands on areas of the budget for Adult Social Care, vulnerable children and waste disposal and an expected reduction in Government grants from 2025-26.

As £16.2m savings are planned in 2023/24 it is important that services provide excellent value for money and make the best use of our resources.

The Council has approximately 11,300 appointments across four departments. The Managing Director (Head of Paid Service) and four Executive Directors, together with the Director of Finance & ICT, Director of Public Health and the Director of Legal and Democratic Services form the Council's Corporate Management Team leading the work that provides services across Derbyshire.

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## 5. Pay arrangements

The Council uses the Korn Ferry Group's Job Evaluation Scheme to evaluate the elements of each job to provide an individual score line and total points score. The Council's pay structure is aligned to the scheme's points bandings and applies across the whole workforce (with the exception of Soulbury, Further Education Lecturers, Apprentices and centrally employed Teaching and Headteacher posts). Read about the Council's pay structure and pay progression [here](#). Read about information relating to the job evaluation scheme, including the elements assessed [here](#).

The Council has agreed to apply recruitment and retention payments to address recruitment and retention difficulties where these arise subject to the appropriate approval including Market Supplement Payments. Please see our recruitment and retention payments policies [here](#).

Any pay supplements paid to Senior Officers will be published within the Council's senior management salaries [here](#).

---

## 6.Chief Officers’ remuneration

The grade and salary range of the Managing Director, Executive Directors and statutory chief officers, non-statutory chief officers and deputy chief officers is set out below. The table details the level and elements of remuneration for each chief officer and the remuneration that would be paid to chief officers on recruitment. *Senior Salaries shown reflect the 2022/23 salary rates and are subject to change following the 2023/24 NJC and JNC pay agreements.*

**Table 1**

<b>Job Title</b>	<b>Grade</b>	<b>Salary range 2022/23</b>
Managing Director (Head of Paid Service)	21	£165,340 - £180,493
<b>Executive Directors:</b> Adult Social Care & Health (Statutory Chief Officer) Children’s Services (Statutory Chief Officer) Place (Non-Statutory Chief Officer) Corporate Services & Transformation (Non-Statutory Chief Officer)	20	£121,562 - £133,525
Director of Public Health (Statutory Chief Officer) Director of Finance & ICT (Statutory Chief Officer) Director of Legal & Democratic Services (Monitoring Officer) Director of Organisation Development & Policy (Deputy Chief Officer) Director of Transformation and Strategy (Deputy Chief Officer) Director of Corporate Property (Deputy Chief Officer) Director of Adult Social Care (Deputy Chief Officer) Director of Early Help and Safeguarding (Deputy Chief Officer) Director of Schools & Learning (Deputy Chief Officer) Highways Director (Deputy Chief Officer) Environment & Transport Director (Deputy Chief Officer) Economy & Regeneration Director (Deputy Chief Officer)	18	£95,713 - £105,094
Director of Adult Social Care Transformation (Deputy Chief Officer) Director of Performance, Quality and Partnerships (Deputy Chief Officer)	17	£83,780 – £91,967
Assistant Director Public Health x 3 (Deputy Chief Officer) Assistant Director of Finance (Deputy Chief Officer)	16	£64,797 – £70,524

Assistant Director of Finance (Audit) (Deputy Chief Officer) Assistant Director of ICT (Deputy Chief Officer) Assistant Director of Legal Services x 2 Head of Pensions and Investments (Deputy Chief Officer)		
Finance Manager x 2 (Deputy Chief Officer) Head of Democratic & Registration Services	15	£57,334 – £62,887
Public Health Lead (Public Health Policy) (Deputy Chief Officer) Head of Performance, Governance and Improvement (Deputy Chief Officer) Department Service Relationship Manager (Deputy Chief Officer)	14	£49,932 – £55,486

Read about chief officer salaries within the Council's open data and the Local Government Transparency Code data [here](#). Derbyshire salary scales including senior officer salaries are available [here](#).

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## 7. Lowest paid employee

At 1 April 2023 pay point 1/2 on the Derbyshire Pay and Grading Structure in Grade 1/2 £20,258 (£10.50/hr), is the salary that is defined as the lowest within the Council. (The Council's pay structure is pending the 2023/24 pay award).

The Council employs apprentices who are not included within the definition of 'lowest paid employees' as they are employed on temporary contracts and paid the national minimum wage rate applicable for their age.

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## 8. Pay multiple

In accordance with the Hutton Review of Fair Pay in the Public Sector and the requirements of the Local Government Transparency Code 2015, based on the Council's pay structure, the pay multiple between the median salary (£24,946) and the highest salary (£170,242) is a ratio of 6.8:1. (The Council's pay structure is pending the 2023/24 pay award).



## 9. Starting pay

All employees, including senior managers, will normally be appointed to the minimum point of the pay grade for the job. In certain cases, it may be appropriate to appoint to a higher point in the pay grade at the discretion of the recruiting manager due to the candidate's current salary, experience or qualifications.

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## 10. Pay progression

Employees on Grades 1/2 to 4 are on single pay points. Employees on Grade 5 and above receive annual increments until the top of their salary grade has been reached. The first increment is paid when the employee has been in post for 12 months.

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## 11. National pay agreement

Pay agreements are negotiated by the National Joint Council for Local Government Services for employees up to Grade 16, the Joint Negotiating Committee for Chief Officers of Local Authorities for senior managers Grade 17 and above and the Joint Negotiating Committee for Local Authority Chief Executives for the Managing Director.

The Derbyshire Pay Structure is adjusted by any 'cost of living' increase agreed nationally by the relevant National Joint Committee. If the national agreement is not a flat rate increase, application will reflect the national agreement and read across to the Derbyshire Pay and Grading Structure. The statement will be updated once relevant pay agreements are finalised.

Where national agreements include changes to Green Book terms and conditions, these will not be automatically applied to the Derbyshire Package terms and conditions. Should the Council wish to consider any proposed changes to Derbyshire Package terms and conditions relevant processes must be followed including consultation with the Joint Trade Unions as appropriate.

## 12. Terms and conditions

All employees are covered by the Derbyshire Package terms and conditions of service. Read about the Derbyshire Package terms and conditions of service [here](#).

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## 13. Protection of earnings policy

Read about the Council's policy on Protection of Earnings [here](#). This applies to all employees of the Council.

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## 14. Salary sacrifice schemes

The Council offers a range of salary sacrifice schemes. Further details are available in the Derbyshire Package terms and conditions of service booklet [here](#).

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## 15. Termination of employment

Payments made to employees including senior managers for circumstances of redundancy will be made in accordance with the Councils Redundancy, Redeployment, Protection of Earning and Buy Out of Hour Policy [here](#).

In addition, the published Employer Discretions provides the Councils policies for Voluntary Early Retirement and Voluntary Redundancy [here](#) and the Attendance Management and Ill Health Capability Procedure is available [here](#) which sets out the framework by which short-term, long-term and ill health capability is addressed.

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## 16. Local Government pension scheme

The Council is part of the Local Government Pension Scheme which provides pension benefits to eligible employees. Read about the Local Government Pension scheme [here](#).

The Council exercises the various discretions provided by the Local Government Pension Scheme. Read about the Derbyshire Pension Fund and Derbyshire County Council employer discretions [here](#).

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## 17. Short term secondments

A temporary payment may be made for covering part of another job or taking on extra responsibilities. Read about the Secondment Policy [here](#).

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## 18. Gender pay gap

In accordance with the Gender Pay Gap legislation which came into force on 31 March 2017, employers with at least 250 employees are required to publish their gender pay gap information by 31 March each year. Read about information relating to the Council's Gender Pay Gap [here](#). See information relating to Government Gender Pay Gap [here](#).

**Senior Management Structure – Statutory and Non-Statutory Chief Officers and their direct reports**

Managing Director (Head of Paid Service)

Executive Director Corporate Services & Transformation (Non-Statutory Chief Officer)

- Director of Legal & Democratic Services (Monitoring Officer)
  - Assistant Director of Legal Services x 2
  - Head of Democratic & Registration Services
- Director of Organisation Development & Policy
- Director of Transformation & Strategy
- Director of Corporate Property
- Director of Finance & ICT (Statutory Chief Officer)
  - Assistant Director Finance x 2
  - Head of Pensions & Investments
  - Assistant Director ICT
  - Finance Manager x 2

Executive Director Adult Social Care & Health (Statutory Chief Officer)

- Director of Public Health (Statutory Chief Officer)
  - Assistant Director Public Health x 3
  - Public Health Lead (Public Health Policy)
- Director of Adult Social Care
- Director of Adult Social Care Transformation

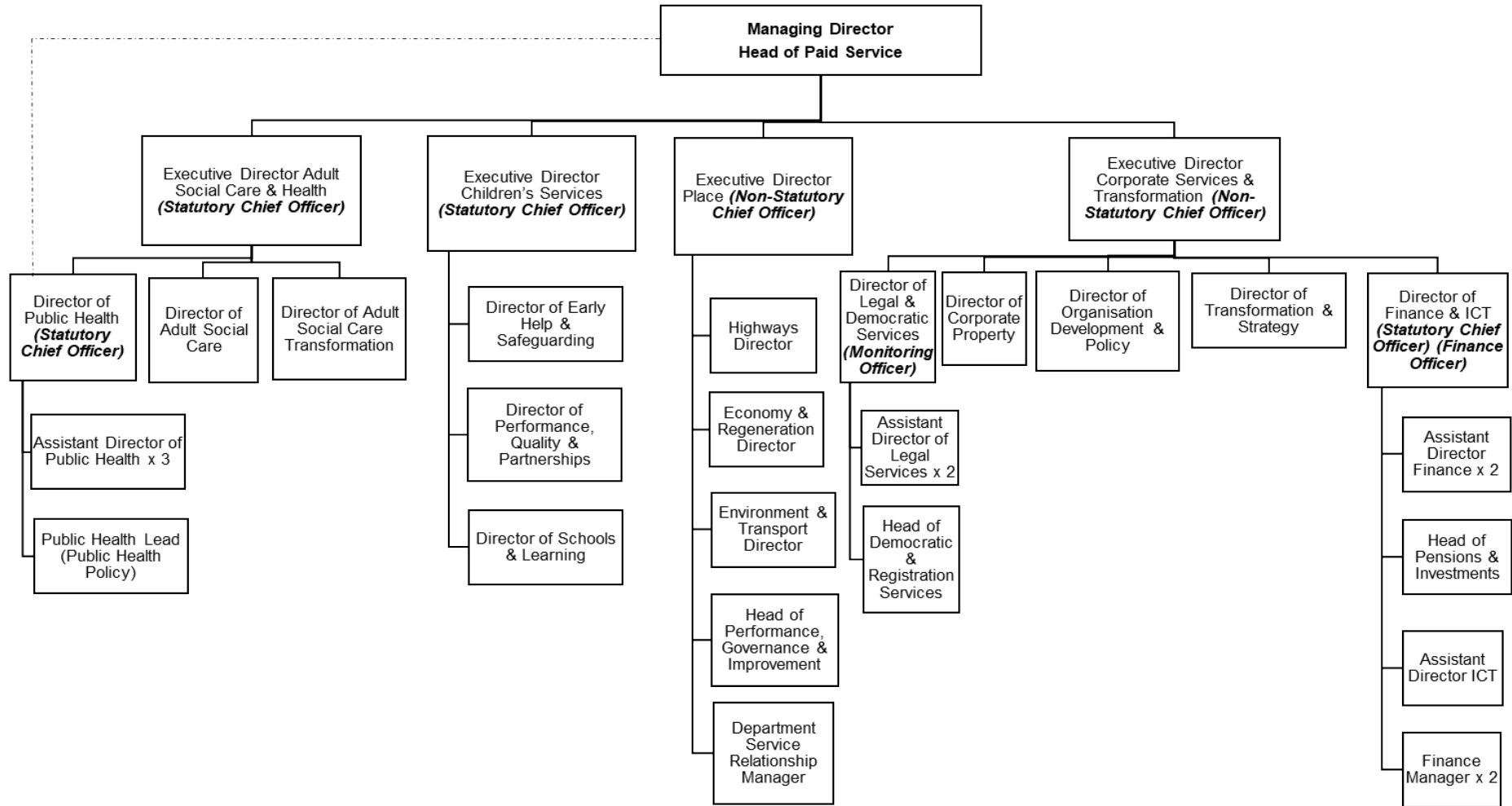
Executive Director Children's Services (Statutory Chief Officer)

- Director of Early Help & Safeguarding
- Director of Performance, Quality & Partnerships
- Director of Schools & Learning

Executive Director Place (Non-Statutory Chief Officer)

- Highways Director
- Economy & Regeneration Director
- Environment & Transport Director
- Head of Performance, Governance and Improvement
- Department Service Relationship Manager

# Senior Management Structure – Statutory & Non-Statutory Chief Officers and their direct reports



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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 MARCH 2023**

**Report of the Director of Legal and Democratic Services and Monitoring Officer**

**Minor Change to the Constitution: ICP Joint Committee and the Health and Wellbeing Board**

**1. Purpose**

- 1.1 To ask Council to note that reference to the new Integrated Care Partnership (ICP) joint committee and their Terms of Reference have been included within the Council's Constitution, as well as an amended terms of reference for the Health and Wellbeing Board (HWB) which have been revised in light of the creation of the ICP and approval of the terms of reference by Cabinet.

**2. Information and Analysis**

- 2.1 On 13<sup>th</sup> October 2022, Cabinet approved the establishment of the ICP as a Joint Committee, together with terms of reference. The ICP is an executive joint committee and as a result, its creations and the approval of the terms of reference fall within the remit of Cabinet. The ICP is to enable appropriate decision-making to meet the new obligations for every area in England to have an integrated Care System to ensure closer collaboration between NHS and local government partners.
- 2.2 In accordance with paragraph 2 of Article 22 of the Constitution – Review and Revision of the Constitution, the Monitoring Officer is authorised to make changes to the Constitution which are required to be made so as to put into effect any decision of the Cabinet, Cabinet

Member, Committee, sub-Committee or officer exercising delegated powers. The Monitoring Officer received a report on 28<sup>th</sup> November 2022 and approved the making of the amendments. A copy of the Report and Officer Decision Record are attached at Appendix 2. A copy of the Terms of Reference for the ICP joint committee which are now included within Article 18 – Other Joint Committees of the Constitution are attached at Appendix 3, and a copy of the revised Terms of Reference for the HWB which are now included within the Constitution at Article 14 are attached at Appendix 4.

- 2.3 Any such amendments must be reported retrospectively to the Governance, Ethics and Standards Committee and to Full Council for noting. The amendments were reported to Governance, Ethics and Standards Committee on 19<sup>th</sup> January 2023.

### **3. Consultation**

- 3.1 None required

### **4. Alternative Options Considered**

- 4.1 This is a report provided for information in order to fulfil the requirements of Article 22 to retrospectively report any amendments made to the Constitution by the Monitoring Officer and Director of Legal Services.

### **5. Implications**

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

### **6. Background Papers**

- 6.1 Report to Cabinet of 13<sup>th</sup> October - Establishment of ICP Joint Committee and nominations  
<https://democracy.derbyshire.gov.uk/documents/s16824/ICP%20Joint%20Committee.pdf>

### **7. Appendices**

- 7.1 Appendix 1 – Implications  
Appendix 2 – Report to the Monitoring Officer and Officer Decision Record  
Appendix 3 – Terms of Reference for the ICP  
Appendix 4 – Revised Terms of Reference for the HWB



## 8. Recommendations

That Council notes:

- a) The inclusion in the Constitution of reference to the new Integrated Care Partnership joint committee as established by Cabinet and their terms of reference as approved by Cabinet;
- b) The inclusion in the Constitution of the revised terms of reference for the Health and Wellbeing Board at Article 14 as approved by Cabinet; and
- c) That the amendments were reported to Governance, Ethics and Standards Committee on 19th January 2023.

## 9. Reasons for Recommendation(s)

9.1 In order to comply with the requirements of Article 22 in the Constitution.

<b>Report Author:</b>	Helen Barrington Director of Legal and Democratic Services	<b>Contact details:</b>	Helen.barrington@derbyshire.gov.uk
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## **Implications**

### **Financial**

- 1.1 There are no significant implications for the Council as this does not involve any expenditure or budgetary changes.

### **Legal**

- 2.1 As described within the report.

### **Human Resources**

- 3.1 This is an administrative decision and as such, there are no Human Resources implications.

### **Information Technology**

- 4.1 This is an administrative decision and as such, there are no Information Technology implications.

### **Equalities Impact**

- 5.1 This is an administrative decision and as such, there are no Equalities implications.

### **Corporate objectives and priorities for change**

- 6.1 This links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

- 7.1 None.

**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**REPORT TO THE MONITORING OFFICER AND DIRECTOR OF LEGAL  
AND DEMOCRATIC SERVICES**

**28<sup>TH</sup> NOVEMBER 2022**

**Report of the Principal Solicitor**

**Minor change to the Constitution: ICP Joint Committee and the Health  
and Wellbeing Board**

**Minor Change to the Constitution: ICP Joint Committee and the Health  
and Wellbeing Board**

**1. Purpose**

- 1.1 To seek approval to include in the Constitution reference to the new Integrated Care Partnership (ICP) joint committee and their terms of reference which have been approved by Cabinet and an amended terms of reference for the Health and Wellbeing Board (HWB) which have been revised in light of the creation of the ICP and which also have been approved by Cabinet.

**2. Information and Analysis**

- 2.1 On 13<sup>th</sup> October 2022, Cabinet approved the establishment of the ICP as a Joint Committee, together with terms of reference. The ICP is an executive joint committee and as a result, its creation and the approval of the terms of reference fall within the remit of Cabinet. The ICP is to enable appropriate decision-making to meet the new obligations for every area in England to have an integrated Care System to ensure closer collaboration between NHS and local government partners.
- 2.2 It is therefore proposed to add the Terms of Reference attached at Appendix 2 for the ICP within Article 18 – Other Joint Committees as item 18.4.

- 2.3 The revised terms of reference for the Health and Wellbeing Board which reflect the role of the ICP are attached at Appendix 3 will replace those currently at Article 14. The HWB is also joint executive committee and so consideration of the revision of the terms of reference falls to Cabinet.
- 2.4 In accordance with paragraph 2 of Article 22 of the Constitution – Review and Revision of the Constitution, the Monitoring Officer is authorised to make changes to the Constitution which are required to be made so as to put into effect any decision of the Cabinet, Cabinet Member, Committee, sub-Committee or officer exercising delegated powers.
- 2.5 Any such amendments must be reported retrospectively to the Governance, Ethics and Standards Committee and to Full Council for noting.

### **3. Consultation**

- 3.1 Not applicable as this is an administrative decision to ensure that the Constitution remains up to date.

### **4. Alternative Options Considered**

- 4.1 Not to include the reference to the ICP, the terms of reference and the revised terms of reference for the HWB would not reflect the decisions made by Cabinet. Therefore, not amending the Constitution to include these would not be appropriate.

### **5. Implications**

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

### **6. Background Papers**

- 6.1 Report to Cabinet of 13<sup>th</sup> October - Establishment of ICP Joint Committee and nominations  
<https://democracy.derbyshire.gov.uk/documents/s16824/ICP%20Joint%20Committee.pdf>

### **7. Appendices**

- 7.1 Appendix 1 – Implications  
7.2 Appendix 2 – Terms of Reference for the ICP

- 7.3 Appendix 3 – Revised Terms of Reference for the HWB
- 7.4 Appendix 4 – Proposed Officer Decision

## **8. Recommendation(s)**

That the Monitoring Officer and Director of Legal and Democratic Services agrees to:

- a) include in the Constitution reference to the new Integrated Care Partnership (ICP) joint committee and their terms of reference as approved by Cabinet at Article 18;
- b) include the revised terms of reference for the HWB as approved by Cabinet at Article 14; and
- c) report the amendment to the Governance, Ethics and Standards Committee and full Council for noting.

## **9. Reasons for Recommendation(s)**

- 9.1 To ensure that the relevant part of the Council's Constitution remains accurate and current.
- 9.2 To ensure that a decision of Cabinet is implemented.

**Report Author:** Helen Barrington

**Contact details:** [Elizabeth.wild@derbyshire.gov.uk](mailto:Elizabeth.wild@derbyshire.gov.uk)

## **Implications**

### **Financial**

- 1.1 There are no significant implications for the Council as this does not involve any expenditure or budgetary changes.

### **Legal**

- 2.1 As described within the report.

### **Human Resources**

- 3.1 This is an administrative decision and as such, there are no Human Resources implications

### **Information Technology**

- 4.1 This is an administrative decision and as such, there are no Information Technology implications

### **Equalities Impact**

- 5.1 This is an administrative decision and as such, there are no equalities implications

### **Corporate objectives and priorities for change**

- 6.1 This links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

- 7.1 None

**DERBYSHIRE COUNTY COUNCIL  
OFFICER DECISION AND DECISION REVIEW RECORD**

<b>Officer: Helen Barrington</b> <i>*For emergency powers, this would be the Executive Director</i>		<b>Service: Legal &amp; Democratic Services</b>
<b>Delegated Power Being Exercised: Director of Legal and Democratic Services - delegated Power</b> <i>*The delegation detailed in the Constitution to the specified officer or emergency powers</i>		
<b>Subject of Decision:</b> (i.e. services affected)	Minor change to the Constitution to include reference to, and the terms of reference for, the Integrated Care Partnership (ICP) and to include the amended terms of reference for the Health and Wellbeing Board	
<b>Is this a review of a decision? If so, what was the date of the original decision?</b>	No	
<b>Key decision? If so have Democratic Services been notified?</b>	This is not a key decision	
<b>Decision Taken (specify precise details, including the period over which the decision will be in place and <b>when it will be (further) reviewed</b>):</b>	That the Monitoring Officer and Director of Legal and Democratic Services agrees to: <ul style="list-style-type: none"> <li>d) include in the Constitution reference to the new Integrated Care Partnership (ICP) joint committee and their terms of reference as agreed by Cabinet on 13<sup>th</sup> October 2022 at Article 18;</li> <li>e) include the revised terms of reference for the HWB as approved by Cabinet on 13<sup>th</sup> October 2022 at Article 14; and</li> <li>f) report the amendment to the Governance, Ethics and Standards Committee and full Council for noting.</li> </ul>	
<b>Reasons for the Decision (specify all reasons for taking the decisions including where necessary reference to Council policy and anticipated impact of the decision)</b> Where the decision is subject to statutory guidance please state how this has been taken into consideration.	To ensure that the relevant part of the Council's Constitution remains accurate and current.  To ensure that a decision of Cabinet is implemented.	

Alternative Options Considered (if appropriate) and reasons for rejection of other options	Not to include the reference to the ICP, the terms of reference and the revised terms of reference for the HWB would not reflect the decisions made by Cabinet. Therefore, not amending the Constitution to include these would not be appropriate.
Has a risk assessment been conducted ?- if so what are the potential adverse impacts identified and how will these be mitigated?	No – this is an administrative decision and a risk assessment is not required
Would the decision normally have been the subject of consultation with service users and the public? If so, explain why this is not practicable and the steps that have or will be taken to communicate the decision	No, this is an administrative decision.
Has any adverse impact on groups with protected characteristics been identified and if so, how will these be mitigated?	This is an administrative decision and as such, there are no equalities implications
Background/Reports/Information considered and attached (including Legal, HR, Financial, Equality and other considerations as required))	As set out in the report to the Director of Legal & Democratic Services dated 28th November 2022.
Consultation with relevant Cabinet Member (s) – please note this is obligatory.	The decisions to establish the ICP Joint Committee, approve its terms of reference and approve revised the Terms of Reference for the Health and Wellbeing Board were made by Cabinet following a report on 13 <sup>th</sup> October 2022.
Approval of Chair of appropriate Improvement and Scrutiny Committee where call in is intended to be waived – please	Not applicable.



note this is obligatory in those circumstances

Decision:

Approved by Helen Barrington, Director of Legal & Democratic Services

Signature and Date:

*Helen E. Barrington*

22<sup>nd</sup> December 2022

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## Appendix 2 – Terms of Reference for Integrated Care Partnership



### **Derby and Derbyshire Integrated Care System Partnership (ICP) Terms of Reference and core strategic functions**

#### **Background**

The Derby and Derbyshire Integrated Care Partnership (ICP) is a statutory joint committee in accordance with Section 116ZA of Local Government and Public Involvement in Health Act 2007 and is part of the Derby and Derbyshire Integrated Care System (ICS).

Derby and Derbyshire Integrated Care System works across the local authority footprints of Derby City and Derbyshire County. The ICP is one of two statutory bodies within the ICS, the other being the Derby and Derbyshire Integrated Care Board (ICB), which has also been established by legislation.

The ICP is a broad alliance of organisations and representatives concerned with improving the care, health, and wellbeing of the population, jointly convened by local authorities and the NHS as equal partners to facilitate joint action to improve health and care outcomes and experiences, influence the wider determinants of health, and plan and deliver improved integrated health and care.

The ICP will work alongside other organisations and members of the voluntary sector, as well as the Health and Wellbeing Boards for Derby and Derbyshire, in relation to delivering population health and wellbeing outcomes.

#### **Purpose and function**

The ICP's primary purpose will be to act in the best interest of people, patients, and the system, rather than representing individual interests of any one constituent partner.

Under s1176ZB of the Local Government and Public Involvement in Health Act 2007 the Derby and Derbyshire ICP is required to prepare an Integrated Care Strategy that:

- Details how the needs of resident of its areas will be met either by the ICB, NHS England or local authorities.

- Considers how NHS bodies and local authorities could working together to meet these needs using section 75 of the National Health Service Act 2006.
- Must have regard to the NHS mandate and guidance published by the Secretary of State.
- Involves Local Healthwatch and people who live or work in the ICP's area.
- Is reviewed and revised as required when a new joint strategic needs assessment is received from a local authority within the ICP.
- Considers how health related services can be more closely integrated with arrangements for the provision of health services and social care in its area.
- Is published and provided to each local authority in its area and each partner Integrated Care Board of those local authorities.

Under s116B of the Local Government and Public Involvement in Health Act 2007 a local authority and each of its partner ICPs must have regard to:

- Any joint assessment of health and social care in relation to the area for which they are responsible.
- Any Integrated Care Strategy that applies to the area of the local authority.
- Any Joint Health and Wellbeing Strategy prepared by the local authorities and any of its partner ICBs.

These statutory functions will be supported by the following actions:

- Provide a forum to build on the joint positive working between the NHS ,local authorities and the voluntary sector.
- Sign off the strategic intent for the health and social care system including the development of the Integrated Care Strategy and refresh
- Oversee integration between NHS and social care, including conversations about shared budgets.
- Leads on preventative actions that are clearly linked to health and social care service provision.
- Drive the delivery of a shift of resources into prevention
- Provide the opportunity to unblock obstacles to success emerging in local Place Alliances and to hear the voices of those on the frontline to inform strategic thinking and planning within Derby and Derbyshire Integrated Care System.
- Develop a clear view on the contribution of the health and social care services into improving population health, the wider determinants of health and reducing health inequalities.
- Contribute to the “anchor” approach.
- Working with Health and Wellbeing Boards and with broader partnerships and partners to support action linked to primary prevention and the wider determinants of health.

- Collaborate with the activity of the Integrated Care Board to ensure an aligned approach to activity.
- Mobilises services linked to partner organisations to operationalise and support delivery in health and social care space

## **Chairing**

### **Chair**

The meeting will be chaired on a rotating basis by the Chair of Derby Health and Wellbeing Board and the Chair of the Derbyshire Health and Wellbeing Board.

The Health and Wellbeing Board representatives or ICB representative can name a suitable delegate to represent them on a regular basis at the meeting.

### **Vice-chair**

The vice chair will be the ICB Board Chair, and this person will deputise should the scheduled Chair be unable to attend a meeting.

The chairs and vice chair will be equal functional roles in this partnership.

### **Chairing arrangements**

The chair of the meeting will rotate after every three meetings. Development sessions will be jointly chaired, and appropriate arrangements will be put in place for any additional meetings convened at short notice.

Should neither the Chair nor vice-chair be able to attend a meeting of the Integrated Care Partnership, the ICP members present at meeting will agree to appoint a Chair for that meeting from the members present. It is assumed that in the first instance the Health and Wellbeing Board Chair not currently holding the chair on the rotation would be asked.

## **Membership**

The full Integrated Care Partnership membership will comprise:

- Rotating Chairs: Derby City Council Health and Wellbeing Board Chair and Derbyshire County Council Health and Wellbeing Board Chair.
- Vice Chair: Integrated Care Board Chair
- NHS Derby and Derbyshire Integrated Care Board:
  - the ICB Chief Executive Officer
  - One Executive Director member
  - One Non-Executive member

At least one member of the ICB must be present at the meeting.

- Political leadership from Derby City Council and Derbyshire County Council comprising:

- Executive member with responsibility for Public Health (if not covered by Health and Wellbeing Board Chair role)
- Executive member with responsibility Adult Social Care
- Executive member with responsibility Children's Social Care
- Local authority officers from Derby City Council and Derbyshire County Council comprising:
  - Statutory Officer who fulfils the role of Director of Adult Social Services
  - Statutory Officer who fulfils the role of Director of Children's Services
  - Statutory Officer who fulfils the role of Director of Public Health

At least one representative from each local authority must be present at the meeting. This can be a political or senior officer representative.

Other members of the Integrated Care Partnership include:

- Derbyshire Community Health Services NHS Foundation Trust, Chief Executive
- Derbyshire Healthcare NHS Foundation Trust, Chief Executive
- University Hospitals of Derbyshire and Burton NHS Foundation Trust, Chief Executive Officer
- Chesterfield Royal Hospital NHS Foundation Trust, Chief Executive Officer.
- East Midlands Ambulance Service NHS Foundation Trust representative.
- DHU Health Care, Chief Executive
- Primary Care Networks Clinical Director
- Place Partnerships Clinical Chair
- Provider GP Leadership Board Chair
- Clinical Professional Leadership Board Chair
- District and borough council political leadership comprising:
  - Two elected members who are representatives on Derbyshire Health and Wellbeing Board
- District and borough council chief officers comprising:
  - Two chief officers from the same organisations as the political district and borough council leadership reps
- Voluntary and Community Sector representatives:
  - One person representing Derbyshire based organisations
  - One person representing Derby City based organisations
- Healthwatch Chief Executive Officers
  - Healthwatch Derbyshire, Chief Executive Officer, Healthwatch Derbyshire.
  - Healthwatch Derby, Chief Executive Officer, Healthwatch Derby

Specific officers may be asked to attend meetings to provide detailed insight and input to topics or issues and these officers will not be able to vote on matters. NHS England shall be entitled to attend meeting as an observer and shall not be entitled to vote.

The ICP membership will be reviewed annually in line with the financial year commencing in April.

Public and patient experience, including those with lived experience, will feed into the Derby and Derbyshire ICP through its engagement activities and its Citizens Panel which will inform the work of the partnership.

### **Attendance**

Attendance of ICP meetings will be monitored and fed back to the ICP annually. Members are expected to attend at least four meetings held each calendar year.

### **Term of office**

The term of office of members shall end if:

- a) Rescinded by the organisation by whom they are appointed
- b) If a Councillor appointed by a Council cease to be a member of the appointing Council
- c) If the individual change's role within an organisation and is no longer in the role that led to their appointment to the ICP.

### **Substitutes**

It is expected that members will prioritise attendance at these meeting and make themselves available. Exceptionally where this is not possible a deputy of sufficient seniority may attend, if required who will be able to make decisions on behalf of their organisation in accordance with the objectives set out in the Terms of Reference for this group. The Chair of the ICP must be informed in advance of the relevant meeting of the identify of a substitute.

### **Responsibilities of ICP members**

Members should be senior leaders and key decision makers who are able to actively contribute to, and be collectively accountable for, the development and delivery of the Integrated Care Strategy and achievement of our shared ambition to health and care outcomes and reduce health inequalities.

All members will:

- Fully engage in the Integrated Care Partnership including active participation in discussions and decision-making relating to all relevant agenda items.
- Propose, as appropriate, agenda items, for information or discussion, to the Integrated Care Partnership.
- Represent their respective organisations or networks they represent and must take responsibility for communicating all relevant information within their organisation or network.
- Actively progress any strategic decision or action agreed at the Integrated Care Partnership through their own organisation and any relevant partners and networks.
- Ensure full support and implementation of the Integrated Care Strategy through their own organisation and relevant networks.
- Ensure their organisations are fully represented and participate in relevant sub-groups and/ or Task and Finish groups as appropriate.
- Members are expected to make good two-way connections between the Derby and Derbyshire ICP and the constituent partners, modelling a collaborative approach to working, and listening to the voices of people, patients, and the public utilising where possible the 'Ten principles for how ICSs work with people and communities, attached as Appendix 2.
- District Council members are in attendance on behalf of the other district councils and therefore have an obligation to feed in and out from the broader group of district councils.
- For Local Authority representatives this will be in accordance with the due political process.
- The Integrated Care Partnership will direct and commission specific pieces of work
- ICP members will be expected to action, coordinate, and feedback on agreed actions within agreed timescales.

## **Frequency**

The ICP will meet every eight weeks for a maximum of 3 hours unless the ICP agrees via a formal vote of members at the meeting to continue beyond this time limit.

If there is insufficient business the Chair can agree to cancel the meeting up to 5 days in advance of the set meeting date.

The date, time and venue of meetings will be fixed in advance and an annual schedule of meetings will be agreed.

Additional meetings may be convened at the request of the Chair or Vice Chair.

## **Reporting**



Reports considered by the Integrated Care Partnership will need to make a clear recommendation and demonstrate how they are delivering against integrated Care Strategy priorities. Reports for information and noting will be circulated electronically between meetings to ensure that information is shared in a timely manner.

### **Agenda planning**

All partnership members will be asked to put forward reports for consideration prior to agendas being finalised.

The Chair will set the agenda for the meeting.

### **Meeting Agenda**

The agenda will be approved by the co-chairs and will follow the following format:

- a) Apologies
- b) Declarations of Interest
- d) Minutes and action log of previous meeting
- e) Items for discussion and decision
- f) Items for information (where no decision is required).

All reports associated with agenda items must meet standard reporting requirements and be received by the secretariat by the date stated when agenda items are requested.

No late items will be accepted.

The agenda will be published at least five clear working days before the meeting, a copy of the agenda and associated papers will be sent to every member of the ICP.

### **Minutes**

The minutes of the proceedings will be approved at the next suitable meeting after they have been agreed as a correct record at that meeting. The minutes will be accompanied by a list of agreed action points which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for that meeting.

### **Quorum**

The meeting will be quorate when one ICB representative and one local authority member from both Derby and Derbyshire local authorities are present. The meeting will not proceed if Quorum is not met.

If any member of the Derby and Derbyshire ICP has been disqualified from participating in the discussion and/or decision-making for an item on the agenda, by reason of a declaration of a conflict of interest, then that individual shall no longer count towards the quorum.

### **Declaration of Interests**

Any interests held by members should be declared on any item of business at the meeting in accordance with procedures of the host authority.

The code of conduct for the members organisation will apply e.g., Derbyshire County Council Councillor will utilise their code of conduct. If organisations do not have their own code of conduct, then the code of conduct for the organisation hosting the meetings will apply.

### **Voting**

At this stage of its development the ICP will operate on a consensus basis.

Where items cannot be agreed on a consensus basis a small task and finish group involving necessary representatives will be established to consider matters outside of the ICP meeting, reporting back with an agreed way forward. If required, this will be facilitated by a third party.

### **Development sessions**

In addition to the formal public meetings, the ICP will hold regular development sessions. Development sessions will be held in private to support specific issue focused discussion and learning and active development of ICP members.

### **Operational Delivery**

Where possible delivery against priorities in the ICS Strategy and actions agreed by the ICP will be delivered by established system groups.

The ICP will be mindful of other system priorities and key groups, such as the Health and Wellbeing Board, Health and Wellbeing Partnerships and City Partnership when agreeing work programmes or actions.

The ICP will have a clear understanding of its relationships with other boards and seek to avoid duplication of effort and ensure alignment with other system activity. The governance diagram at Appendix 1 of this document sets out the

relationship between the ICP and other groups and programmes of work in Derbyshire. If required a protocol document between the ICP and other strategic groups will be established to facilitate discussions and delivery against priorities.

The ICP will have two groups which can as appropriate report into the meeting, the Integrated Place Executive, and the Provider Collaboration Board. The Board will also receive regular updates from Derbyshire Health and Wellbeing Board and Derby Health and Wellbeing Board. The ICP will also update other Boards on its programme of work on a regular basis.

Place Alliances will be aligned to the Integrated Care Partnership and act as a delivery structure, working alongside Derbyshire Health and Wellbeing Partnerships and strategic groups in Derby City, to coordinate delivery of agreed actions and pieces of work.

Task and finish groups will be established by exception to take forward key pieces of work where this is no identified system group. Task and finish groups will include representatives from partner organisations and wider stakeholders.

### **Access to Information/Freedom of information**

The ICP shall be regarded as a local authority committee for access to information purposes and meetings will normally be open to the press/public.

### **ICP papers**

The agenda and supporting papers shall be circulated at least five clear working days in advance meetings and published on the Derby City Council website. Minutes will be published on the Derby City Council website.

Partners will be able to link to this online resource and share information about forthcoming meetings as appropriate.

### **Scrutiny**

Decisions of the ICP will be subject to scrutiny and the “call-in” powers of the constituent councils’ scrutiny arrangements.

### **Secretariat**

The Secretariat role will be provided by Derby City Council. This role will include minute-taking and distribution, administration of all agenda items and associated papers.

## **Remuneration**

Members attendance at meeting will not result in additional payments. Mileage and expenses can be made by the respective authorities or organisations in line with organisational policy and procedures.

## **Support arrangements**

The host authority will also provide support via the Monitoring Officer and Section 151 officer.

## **Information Sharing Protocol**

If necessary, the ICP and partners will develop an information sharing protocol to enable the effective sharing of information and ensure compliance with General Data Protection Regulations.

## **Review**

These terms of reference will be reviewed annually or earlier if required.

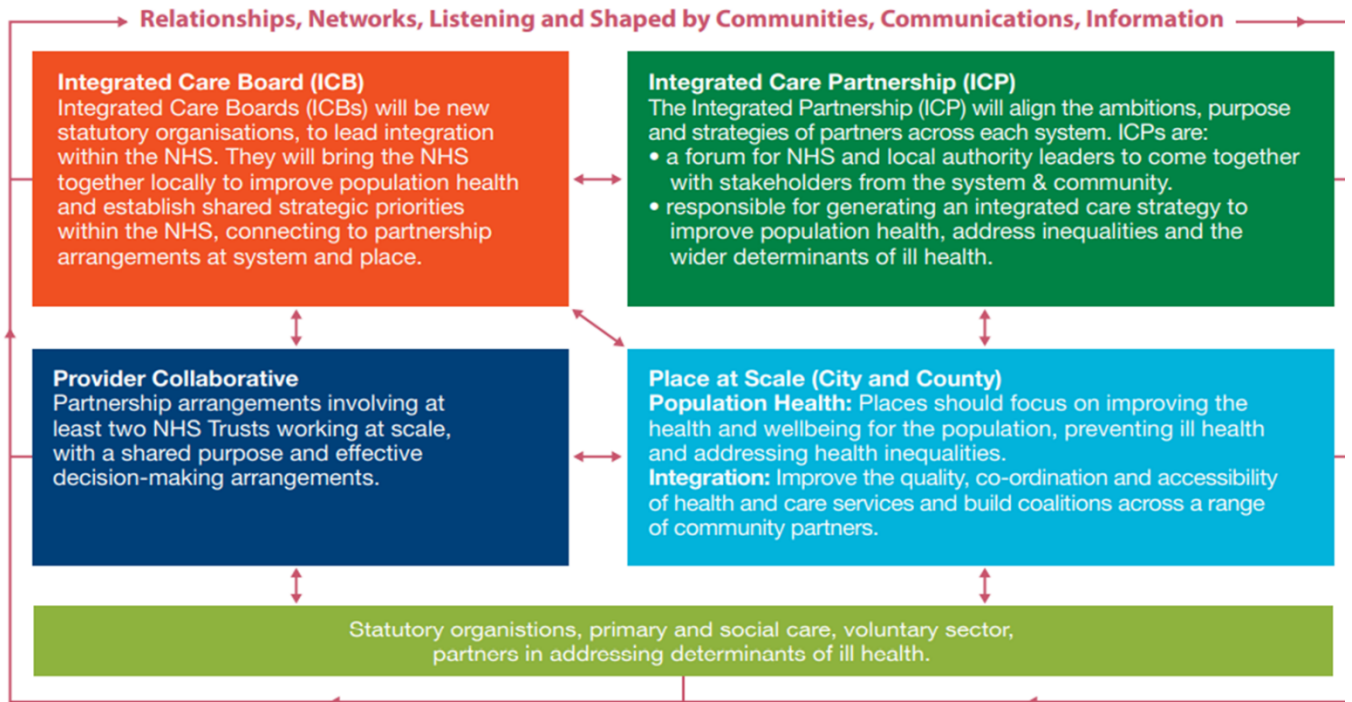
### **Last Review**

September 2022

### **Next Review**

April 2023

## Terms of Reference Appendix 1: ICP Relationship with other Boards



## **Terms of Reference Appendix 2: Ten principles for how ICSs work with people and communities**

1. Put the voices of people and communities at the centre of decision-making and governance, at every level of the ICS.
2. Start engagement early when developing plans and feed back to people and communities how their engagement has influenced activities and decisions.
3. Understand your community's needs, experience and aspirations for health and care, using engagement to find out if change is having the desired effect.
4. Build relationships with excluded groups, especially those affected by inequalities.
5. Work with Healthwatch and the voluntary, community and social enterprise (VCSE) sector as key partners.
6. Provide clear and accessible public information about vision, plans and progress, to build understanding and trust.
7. Use community development approaches that empower people and communities, making connections to social action.
8. Use co-production, insight, and engagement to achieve accountable health and care services.
9. Co-produce and redesign services and tackle system priorities in partnership with people and communities.
10. Learn from what works and build on the assets of all ICS partners – networks, relationships, activity in local places

## **Appendix 3: Derbyshire Health and Wellbeing Board (HWB) - Terms of Reference and core strategic functions**

### **Background**

Under the Health and Social Care Act 2012 all local authorities are required to establish a Health and Wellbeing Board (HWB) for its area. The Health and Wellbeing Board is established as a committee of Derbyshire County Council.

The legislative framework for the wider health and social care system is within the [Health and Social Care Act 2012](#).

### **Vision and objectives**

Derbyshire Health and Wellbeing Board has a vision to:

Focus on prevention and the wider determinants of health so that the work of the Board will reduce health inequalities and improve health and wellbeing across all stages of life by working in partnership with our communities.

The objectives of the Board are to enable the residents of Derbyshire to:

- Start Well,
- Live Well and Stay Well,
- Age Well and Die Well.

### **Purpose and function**

Derbyshire Health and Wellbeing Board must undertake the following statutory functions by:

- Preparing and publishing a Joint Strategic Needs Assessment (JSNA) of current and future health and social care needs and ensuring it informs the Health and Wellbeing Strategy and Integrated Care Strategy.
- Preparing and publishing a Joint Local Health and Wellbeing Strategy (JLHWS) for Derbyshire.
- Promoting integrated working in planning, commissioning and delivery of services to improve the health and wellbeing of the population of Derbyshire, including the use of Section 75 agreements.
- Receiving and responding to the plan of the Integrated Care Board
- Preparing and publishing a Pharmaceutical Needs Assessment to assess the need for pharmaceutical services in Derbyshire.
- Expressing an opinion when an application is received from pharmacies in Derbyshire where they wish to consolidate or merge.

These statutory functions will be supported by the following actions:

- Holding organisations and partners to account for delivering against the priorities outlined in the Health and Wellbeing Strategy.

- Ensuring the Health and Wellbeing Strategy has a clear focus on activity linked to primary and secondary prevention, which the Board, through the organisations represented on it, can lead on.
- Championing prevention and population health as important strategic issues and influencing organisations and partnerships both within and external to ICS to reflect this in their work.
- Working as part of the wider system to address strategic challenges for population health, with a particular focus, where appropriate, of working collaboratively with Derby City Health and Wellbeing Board.
- Representing Derbyshire in relation to health and wellbeing issues at a regional and national level where appropriate.
- Working closely with the Derbyshire Healthwatch to ensure appropriate engagement and involvement with patients and service users.
- Ensuring that, where appropriate, system wide delivery plans or shared spaces to collaborate are in place to support the HWBS strategic priorities and outcomes.
- Challenging performance against the outcomes outlined in the HWBS via the HWB dashboard indicators which make links to performance frameworks for the NHS, public health and local authorities.
- Developing mechanisms to measure, monitor and report improvements in health and wellbeing outcomes for Derbyshire.
- Ensuring there are effective and appropriate mechanisms to communicate, engage and co-produce health and wellbeing strategy priorities with local people and stakeholders.

## **Membership**

The Health and Wellbeing Board will involve Integrated Care System and wider partners. The Cabinet member with Executive responsibility for Public Health will Chair the Board. The Vice Chair is indicated in the membership list below should the Chair be unable to attend a meeting.

Should neither the Chair nor vice-chair be able to attend a meeting of the Health and Wellbeing Board, the members present at the meeting will agree to appoint a Chair for that meeting from the members present.

The full Health and Wellbeing Board membership will comprise:

- Cabinet Member with Executive responsibility for Public Health (Chair) (Statutory)
- Chief Executive Officer for Derby and Derbyshire Integrated Care Board (Statutory)
- Non-Executive Director for Derby and Derbyshire Integrated Care Board (Vice chair) (Statutory)



- Senior officer with statutory responsibility for Adult Social Care, Derbyshire County Council (Statutory)
- Senior officer with statutory responsibility for Children's Services, Derbyshire County Council (Statutory)
- Director of Public Health, Derbyshire County Council (Statutory)
- One representative from Healthwatch Derbyshire (Statutory)

Statutory officer who fulfils role of

- Cabinet Member with responsibility for Adult Social Care
- Cabinet Member with responsibility for Children's Social Care
- Chair of 3D to represent the voluntary sector
- One elected member holding a relevant Cabinet portfolio or committee chairperson from each district or borough council in Derbyshire
- Police and Crime Commissioner for Derbyshire
- One senior officer representative from Derbyshire Constabulary
- One senior officer representative from Derbyshire Fire and Rescue Service

The Board can co-opt additional members as it considers appropriate in relation to Health and Wellbeing Strategy priorities.

Representatives from NHS England, Public Health England, the UK Health Security Agency, or Office of Health Improvement can attend the Board meetings as required, but in relation to specific issues or area of interest. These officers will not be able to vote on matters.

Senior officers from district and borough councils may attend the meeting to support district and borough elected members who are formal members of the committee. These officers will not be able to vote on matters.

Specific officers may be asked to attend one or a series of HWB meetings to provide detailed insight and input to particular topics or issues, such as one of the Health and Wellbeing Board priorities. These officers will not be able to vote on matters.

The Board membership will be reviewed annually in line with the municipal year.

### **Responsibilities of Board members**

Members should be senior leaders and key decision makers who are able to actively contribute to, and be collectively accountable for, the development and delivery of the Health and Wellbeing Strategy and achievement of our shared ambition to improve population health and wellbeing outcomes and reduce health inequalities.

All members will:

- Endeavour to attend all meetings of the Health and Wellbeing Board as no substitutes will be permitted. If they are unable to attend any actions or issues will need to be raised via liaison with another Health and Wellbeing Board member.
- Fully engage in the Health and Wellbeing Board including active participation in discussions and decision-making relating to all relevant agenda items.
- Propose, as appropriate, agenda items, for information or discussion, to the Health and Wellbeing Board.
- Represent their respective organisations or networks they represent and must take responsibility for communicating all relevant information within their organisation or network.
- Actively progress any strategic decision or action agreed at the Health and Wellbeing Board through their own organisation and any relevant partners and networks.
- Ensure full support and implementation of the Health and Wellbeing Strategy through their own organisation and relevant networks.
- Ensure their organisations are fully represented and participate in relevant sub-groups and/ or Task and Finish groups as appropriate.
- In addition to the above expectations of all members, it is also the role of the Healthwatch representative to ensure the appropriate representation of the patient, public and carer population.

### **Term of office**

The term of office of members shall end if:

- a. Rescinded by the organisation by whom they are appointed
- b. If a Councillor appointed by a Council cease to be a member of the appointing Council
- c. If the individual change's role within an organisation and is no longer in the role that led to their appointment to the HWB

### **Governance**

#### **Agenda Planning**

The Chair and Vice Chairs in conjunction with the Director of Public Health will set the agenda for future meetings. All Board members will be asked to put forward reports for consideration prior to agendas being finalised. The Board will be updated quarterly on the work of the Derby and Derbyshire Integrated Care Partnership.

#### **Reporting**

Reports considered by the Health and Wellbeing Board will need to make a clear recommendation and also demonstrate how they are delivering against Health and Wellbeing Strategy priorities. Reports for information and noting

will be circulated electronically to the Board between meetings to ensure that information is shared in a timely manner.

All reports associated with agenda items must meet standard reporting requirements and be received by the secretariat by the date stated when agenda items are requested.

No late items will be accepted.

The agenda will be published at least five clear working days before the meeting, a copy of the agenda and associated papers will be sent to every member of the Board.

### **Minutes**

The minutes of the proceedings will be approved at the next suitable meeting after they have been agreed as a correct record at that meeting. The minutes will be accompanied by a list of agreed action points which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for that meeting.

Minutes will be published on the Derbyshire County Council website.

### **Meetings of the Board**

#### **Frequency**

The Health and Wellbeing Board will meet on a quarterly basis.

The date, time and venue of meetings will be fixed in advance by the Board and an annual schedule of meetings will be agreed.

Meetings will normally take place at County Hall, Matlock unless the Board is required to visit another venue or participate in a joint session with Derby City. The Board is a statutory committee of the council and therefore it is required to meet in person.

If there is insufficient business the Chair can agree to cancel the meeting up to 5 days in advance of the set meeting date

Additional meetings may be convened at the request of the Chair or Vice Chair.

#### **Quorum**

A quorum of five will apply for meetings of the HWB, with at least three statutory members present.

If any member of the Board has been disqualified from participating in the discussion and/or decision-making for an item on the agenda, by reason of a declaration of a conflict of interest, then that individual shall no longer count towards the quorum.

### **Attendance**

Attendance of Health and Wellbeing Board meetings will be monitored and fed back to the Health and Wellbeing Board annually.

### **Development sessions**

In addition to the formal public meetings, the Board will hold regular development sessions – both as a Derbyshire Health and Wellbeing Board and jointly with Derby Health and Wellbeing Board as appropriate. Development sessions will be held in private to support specific issues, focused discussion and learning, ongoing review of Board functioning and active development of the Board and its members.

### **Voting**

At this stage of its development the HWB will operate on a consensus basis. If a vote is required, it will be amongst the statutory members of the Board only.

### **Declaration of Interests**

Any interests held by members or co-opted members should be declared on any item of business at meetings in accordance with the Council's Code of Conduct for Members and the Localism Act 2011.

### **Public questions**

Public questions must be tabled 3 working days in advance and in line with the procedures for Full Council and will be considered at the Chair's discretion to ensure they are relevant to the work of the Health and Wellbeing Board. Questions must be asked exactly as submitted, and no supplementary questions are allowed.

### **Scrutiny**

Decisions of the Health and Wellbeing Board will be subject to scrutiny, but will not be subject to the "call-in powers" of the Improvement and Scrutiny Committee.

### **Remuneration**

Members attendance at meeting will not result in additional payments. Mileage and expenses can be made by the respective authorities or organisations in line with organisational policy and procedures.

### **Secretariat**

The Secretariat role will be provided by Council Democratic Services. This role will include minute-taking and distribution, administration of all agenda items and associated papers. Democratic Services will be supported with co-ordination and operational assistance by Public Health officers.

### **Support arrangements**

Derbyshire County Council will also provide support via the Monitoring Officer and Section 151 officer.

### **Information Sharing Protocol**

If necessary, the ICP and partners will develop an information sharing protocol to enable the effective sharing of information and ensure compliance with GDPR.

### **Access to Information/Freedom of information**

The Board shall be regarded as a County Council committee for access to information purposes and meetings will normally be open to the press/public.

### **Operational Delivery**

Work will be delivered by established system groups at a county wide level. The Health and Wellbeing Board will direct and commission specific pieces of work via Board members who will need to action, coordinate and feedback to the Board within agreed timescales.

Task and finish groups will be established by exception to take forward key pieces of work for the Health and Wellbeing Board. Task and finish groups will include representatives from Health and Wellbeing Board member or partner organisations and wider stakeholders.

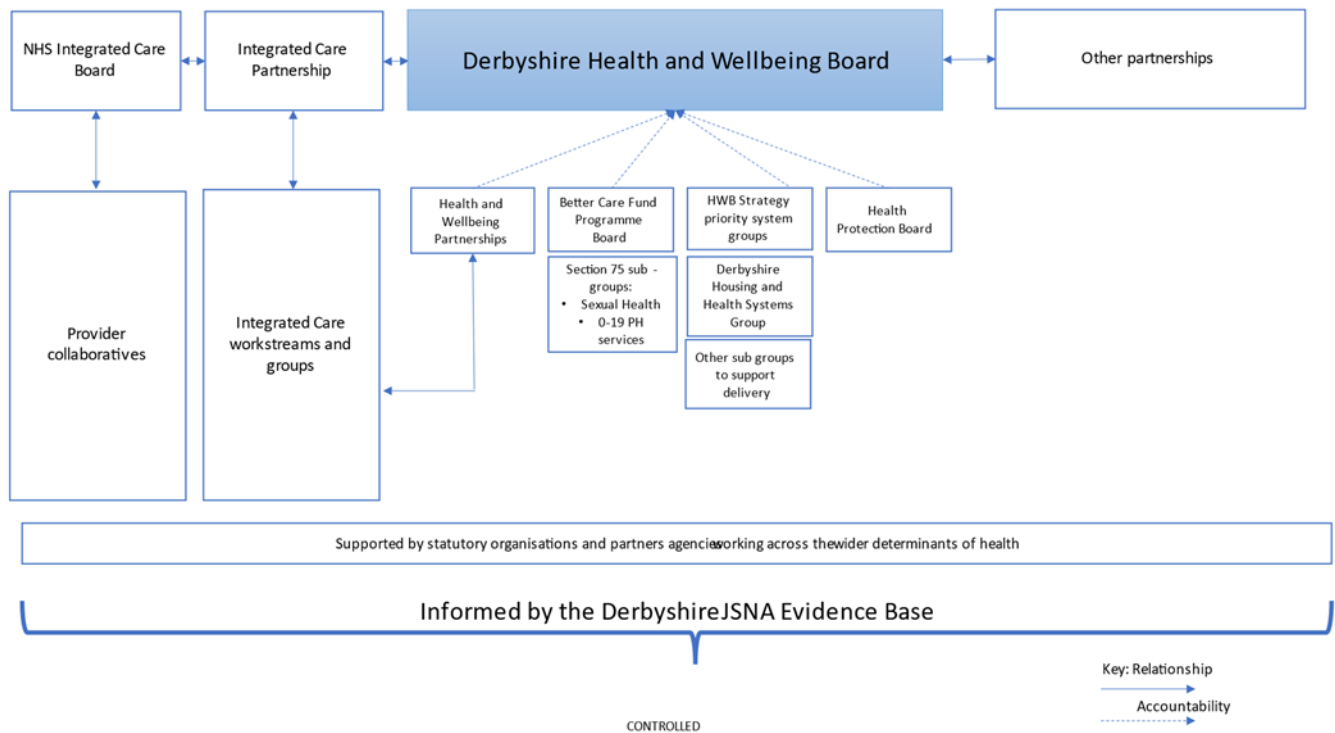
Derbyshire Locality Health Partnerships will act as a delivery structure, working alongside Integrated Care System Place Alliances, to coordinate delivery of agreed actions and pieces of work.

The governance diagram at the end of this document sets out the relationship between the HWB and other groups and programmes of work in Derbyshire. If required a protocol document between the Health and Wellbeing Board and other strategic groups will be established to facilitate discussions and delivery against priorities.

### **Review**

These Terms of Reference will be reviewed annually or earlier if required.

### **Appendix 1: HWB Governance arrangements**



**Last Review**  
May 2022

**Next Review**  
May 2023



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 MARCH 2023**

**Report of the Director of Legal and Democratic Services**

**Minor Change to the Constitution: Trading Standards – Legislation Update**

**1. Purpose**

- 1.1 To notify Council of minor amendments made to the Constitution to update the list of legislation under which the Council's Trading Standards Service can take enforcement action.

**2. Information and Analysis**

- 2.1 It is a statutory requirement under section 9P of the Local Government Act 2000 for the Council to maintain and keep its Constitution up to date. For the Constitution to remain up to date the list of legislation under which the Council's Trading Standards Service can take enforcement action needs to be regularly updated.
- 2.2 On 28 November 2022, the Director of Legal and Democratic Services under delegated authority from Cabinet agreed to update the existing list of legislation for Trading Standards enforcement and under delegated authority from Council agreed to include that updated list of legislation in Appendix A to Appendix 1 of the Constitution – Responsibility for Functions.
- 2.2 A copy of the report which was approved by the Director of Legal and Democratic Services is attached at Appendix B with the updated list of legislation attached at Appendix 2 to that report.
- 2.3 The delegation to the Director of Legal Services requires any agreed amendment to be reported retrospectively to the Governance, Ethics

and Standards Committee and full Council for noting. The amendments were reported to the Governance, Ethics and Standards Committee on 19 January 2023.

### **3. Consultation**

3.1 Not applicable.

### **4. Alternative Options Considered**

4.1 The decision has been made by the Monitoring Officer and Director of Legal Services. Council is asked to note the decision. Therefore, there are no appropriate alternatives to consider. Alternatives were considered in the making of the decision as outlined in the report attached at Appendix B.

### **5. Implications**

5.1 Appendix A sets out the relevant implications considered in the preparation of the report.

### **6. Background Papers**

6.1 None identified.

### **7. Appendices**

7.1 Appendix A – Implications.

7.2 Appendix B – Report to the Monitoring Officer and Director of Legal and Democratic Services.

### **8. Recommendations**

That Council notes:

- a) the decision made by the Director of Legal Services to amend the Constitution to include the updated list of legislation to enable the Trading Standards Service to undertake necessary enforcement action; and
- b) that the amendments were reported to Governance, Ethics and Standards Committee on 19 January 2023.

### **9. Reasons for Recommendations**

9.1 In order to comply with the requirements of Article 22 in the Constitution.

**Report Author:**  
Helen Barrington

**Contact details:**  
[helen.barrington@derbyshire.gov.uk](mailto:helen.barrington@derbyshire.gov.uk)



**Implications**

**Financial**

- 1.1 There are no significant implications for the Council as this does not involve any expenditure or budgetary changes.

**Legal**

- 2.1 As outlined in the report.

**Human Resources**

- 3.1 This is an administrative decision and as such, there are no Human Resources implications.

**Information Technology**

- 4.1 This is an administrative decision and as such, there are no Information Technology implications.

**Equalities Impact**

- 5.1 This is an administrative decision and as such, there are no Equalities implications.

**Corporate objectives and priorities for change**

- 6.1 None.

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

- 7.1 None

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**REPORT TO THE MONITORING OFFICER AND DIRECTOR OF LEGAL  
AND DEMOCRATIC SERVICES**

**25<sup>th</sup> November 2022**

**Report of the Principal Solicitor**

**Minor change to the Constitution: Trading Standards – Legislation  
Update**

**1. Divisions Affected**

1.1 County- wide

**2. Key Decision**

2.1 This is not a key decision

**3. Purpose**

3.1 To seek approval to updated the list of enforcement legislation for trading standards enforcement for inclusion in the Constitution.

**4. Information and Analysis**

4.1 The Trading Standards Service subscribes to a vetted facility which provides an updated list of legislation on a six-monthly basis. A new and updated list has recently been provided and it is proposed that this update replaces the list currently included in the Constitution at Appendix A to Appendix 1 – Responsibility for Functions of the Council's Constitution.

4.2 Due to the regularity of the updates the updating of the list of legislation, on 14 October 2021, Cabinet agreed to delegate authority to the Director

of Legal and Democratic Services to update the Constitution as necessary and in response to changes in relevant legislation regarding Trading Standards enforcement or administration and, in particular, to update the list of legislation attached at Appendix A to Appendix 1 of the Constitution – Responsibility for Functions, as necessary.

- 4.3 In accordance with paragraph 2 of Article 22 of the Constitution – Review and Revision of the Constitution, the Monitoring Officer is authorised to make changes to the Constitution which:
- amount to legal or technical amendments that do not materially affect the Constitution; or
  - are required to be made so as to put into effect any decision of the Cabinet, Cabinet Member, Committee, sub-Committee or Officer exercising delegated powers
- 4.4 Delegation 18 to the Director of Legal and Democratic Services also authorises the Director of Legal and Democratic Services to undertake any revisions or amendments to the constitution required as a consequence of amendments or variations to legislation or the implementation of new legislation.
- 4.5 Any such amendments must be reported retrospectively to the Governance, Ethics and Standards Committee and to Full Council for noting.

## **5. Consultation**

- 5.1 Not applicable

## **6. Alternative Options Considered**

- 6.1 Not to approve the updated list and include it within the Constitution. If the updated list of legislation is not included within the Constitution, then the Council's Trading Standards Service would not have the authorisation to undertake its statutory duties in relation to the whole range of consumer protection legislation. This would create a situation where the trading Standards Service was unable to exercise powers under the legislation, could not undertake enquiries or investigation into non-compliance and fail to take formal action, including prosecution against rogue businesses. Such a situation would create unacceptable risks to Derbyshire consumers and legitimate Derbyshire businesses.

## **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 – Updated list of legislation

## **10. Recommendation(s)**

That the Monitoring Officer and Director of Legal and Democratic Services agrees to:

- a) update the existing list of legislation within the Council's Constitution as set out in Appendix 2;
- b) include this updated list of legislation in Appendix A to Appendix 1 of the Constitution – Responsibility for Functions;
- c) report the amendment to the Governance, Ethics and Standards Committee and full Council for noting.

## **11. Reasons for Recommendation(s)**

11.1 To ensure that the relevant part of the Council's Constitution remains accurate and current.

11.2 To enable the County Council to meet its statutory duties and to enable the Council's Trading Standards Service to protect residents and businesses under various pieces of criminal and/or civil legislation.

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

12.1 No

**Report Author:** Elizabeth Wild – Principal Solicitor  
**Contact details:** [Elizabeth.wild@derbyshire.gov.uk](mailto:Elizabeth.wild@derbyshire.gov.uk)

## **Implications**

### **Financial**

- 1.1 There are no significant implications for the Council as this does not involve any expenditure or budgetary changes.

### **Legal**

- 2.1 As described within the report.

### **Human Resources**

- 3.1 This is an administrative decision and as such, there are no Human Resources implications

### **Information Technology**

- 4.1 This is an administrative decision and as such, there are no Information Technology implications

### **Equalities Impact**

- 5.1 This is an administrative decision and as such, there are no equalities implications

### **Corporate objectives and priorities for change**


- 6.1 The Council Plan includes specific priorities linked to Trading standards work. These cover the protection of vulnerable residents susceptible to scams and fraud, and the support for local businesses due to the EU exit process. There would be implications for progress against these priorities if associated enforcement to this work were hampered due to the lack of authorisation to Trading Standards staff.
- 6.2 This also links to the Council Priority of High Performing Value for Money and Resident Focused Services. The changes proposed will enable efficient and up to date functioning of the Council as a corporate body.

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

- 7.1 None

**DERBYSHIRE COUNTY COUNCIL  
OFFICER DECISION AND DECISION REVIEW RECORD**

Officer: Helen Barrington <i>*For emergency powers, this would be the Executive Director</i>		Service: Legal & Democratic Services
Delegated Power Being Exercised: Director of Legal and Democratic Services - delegated Power <i>*The delegation detailed in the Constitution to the specified officer or emergency powers</i>		
Subject of Decision: (i.e. services affected)	Minor change to the Constitution: Trading Standards – Legislation Update	
Is this a review of a decision? If so, what was the date of the original decision?	No	
Key decision? If so have Democratic Services been notified?	This is not a key decision	
Decision Taken (specify precise details, including the period over which the decision will be in place and <b>when it will be (further) reviewed</b> ):	That the Monitoring Officer and Director of Legal and Democratic Services agrees to: a) update the existing list of legislation within the Council’s Constitution as set out in Appendix 2 to the report; b) include this updated list of legislation in Appendix A to Appendix 1 of the Constitution – Responsibility for Functions; c) report the amendment to the Governance, Ethics and Standards Committee and full Council for noting.	
Reasons for the Decision (specify all reasons for taking the decisions including where necessary reference to Council policy and anticipated impact of the decision) Where the decision is subject to statutory guidance please state how this has been taken into consideration.	To ensure that the relevant part of the Council’s Constitution remains accurate and current.  To enable the County Council to meet its statutory duties and to enable the Council’s Trading Standards Service to protect residents and businesses under various pieces of criminal and/or civil legislation.	
Alternative Options Considered (if appropriate) and reasons for rejection of other options	Not to approve the updated list and include it within the Constitution. If the updated list of legislation is not included within the Constitution, then the Council’s Trading Standards Service would not have the authorisation to undertake its statutory duties in relation to the whole range of consumer protection legislation. This would create a situation where the trading Standards Service was unable to exercise powers under the legislation, could not undertake enquiries or investigation into non-compliance and fail to take formal action, including prosecution against rogue businesses. Such a situation would create unacceptable risks to Derbyshire consumers and legitimate Derbyshire businesses.	

Has a risk assessment been conducted ?- if so what are the potential adverse impacts identified and how will these be mitigated?	No.
Would the decision normally have been the subject of consultation with service users and the public? If so, explain why this is not practicable and the steps that have or will be taken to communicate the decision	No, this is an administrative decision.
Has any adverse impact on groups with protected characteristics been identified and if so, how will these be mitigated?	This is an administrative decision and as such, there are no equalities implications
Background/Reports/Information considered and attached (including Legal, HR, Financial, Equality and other considerations as required))	As set out in the report to the Director of Legal & Democratic Services dated 25 <sup>th</sup> November 2022.
Consultation with relevant Cabinet Member (s) – please note this is obligatory.	This was discussed with Cllr Hart by email on 24 <sup>th</sup> November 2022 and agreement confirmed.
Approval of Chair of appropriate Improvement and Scrutiny Committee where call in is intended to be waived – please note this is obligatory in those circumstances	Not applicable.
Decision:	Approved by Helen Barrington, Director of Legal & Democratic Services
Signature and Date:  28/11/2022	



**List of Legislation as at 30 June 2022****Part 1****Authorisation for officers enforcing legislation generally.**

Agriculture (Miscellaneous Provisions) Act 1968  
 Air Quality (Domestic Solid Fuels Standards)(England) Regulations 2020  
 Animal Health Act 1981  
 Animal Welfare Act 2006  
 Animals Act 1971  
 Anti-social Behaviour Act 2003  
 Birmingham Commonwealth Games Act 2020  
 Botulinum Toxin and Cosmetic Fillers (Children) Act 2021  
 Brucellosis (England) Order 2015  
 Cancer Act 1939  
 Children and Families Act 2014  
 Children and Young Persons (Protection from Tobacco) Act 1991  
 Children and Young Persons Act 1933  
 Clean Air Act 1993 – Motor Fuel (Composition and Content), and Biofuel Labelling Regulations.  
 Companies Act 2006  
 Consumer Credit Act 1974  
 Consumer Protection Act 1987  
 Consumer Rights Act 2015  
 Copyright, Designs and Patents Act 1988  
 Criminal Justice Act 1988  
 Criminal Justice and Police Act 2001  
 Customs & Excise Management Act 1979  
 Education Reform Act 1988  
 Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015  
 Enterprise Act 2002  
 Environmental Protection (Microbeads)(England) Regulations 2017  
 Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020  
 Estate Agents Act 1979  
 European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty:
 

- Advanced Television Services Regulations 2003
- African Horse Sickness (England) Regulations 2012
- Animal By-Products(Enforcement)(England) Regulations 2013
- Avian influenza (Preventative Measures)(England) Regulations 2006
- Avian Influenza (Vaccination)(England) Regulations 2006
- Beef and Veal Labelling Regulations 2010
- Biofuel Labelling Regulations 2004
- Bluetongue Regulations 2008
- Business Protection from Misleading Marketing Regulations 2008
- Cat and Dog Fur (Control of Import, Export and Placing on the Market) Regulations 2008
- Cattle Identification Regulations 2007
- Construction Products Regulations 2013
- Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013
- Consumer Protection from Unfair Trading Regulations 2008
- Consumer Rights (Payment Surcharges) Regulations 2012
- Cosmetic Products Enforcement Regulations 2013 and the EU Cosmetic Products Regulation 1223/2009
- Crystal Glass (Descriptions) Regulations 1973
- Detergents Regulations 2010

Diseases of Swine Regulations 2014  
EC Fertilisers (England and Wales) Regulations 2006  
Eggs and Chicks (England) Regulations 2009  
Electrical Equipment (Safety) Regulations 2016  
Electromagnetic Compatibility Regulations 2016  
Energy Information Regulations 2011  
Energy Performance of Buildings (England and Wales) Regulations 2012  
Equine Identification (England) Regulations 2018  
Financial Services (Distance Marketing) Regulations 2004  
Fluorinated Greenhouse Gases Regulations 2015  
Foot-and-Mouth Disease (Control of Vaccination)(England) Regulations 2006  
Footwear (Indication of Composition) Labelling Regulations 1995  
Gas Appliances (Enforcement) and Miscellaneous Amendments Regulations 2018  
General Product Safety Regulations 2005  
Package Travel and Linked Travel Arrangements Regulations 2018  
Packaging (Essential Requirements) Regulations 2015  
Passenger Car (Fuel Consumption and CO2 Emissions Information) Regulations 2001  
Personal Protective Equipment (Enforcement) Regulations 2018  
Pressure Equipment (Safety) Regulations 2016  
Products of Animal Origin (Disease Control)(England) Regulations 2008  
Pyrotechnic Articles (Safety) Regulations 2015  
Quality Schemes (Agricultural Products and Foodstuffs) Regulations 2018  
Radio Equipment Regulations 2017  
REACH Enforcement Regulations 2008  
Recreational Craft Regulations 2017  
Registration of Establishments (Laying Hens)(England) Regulations 2003  
Rights of Passengers in Bus and Coach Transport (Exemptions and Enforcement) Regulations 2013  
Simple Pressure Vessels (Safety) Regulations 2016  
Supply of Machinery (Safety) Regulations 2008  
Textile Products (Labelling and Fibre Composition) Regulations 2012  
Timeshare, Holiday Products, Resale and Exchange Contracts Regulations 2010  
Tobacco and Related Products Regulations 2016  
Toys (Safety) Regulations 2011  
Trade in Animals and Related Products Regulations 2011  
Transmissible Spongiform Encephalopathies (England) Regulations 2018  
Veterinary Medicines Regulations 2013  
Volatile Organic Compounds in Paints, Varnishes and Vehicle Refinishing Products Regulations 2012  
Welfare of Animals at Time of Killing (England) Regulations 2015  
Zoonoses (Monitoring) (England) Regulations 2007

Fireworks Act 2003  
Food (Promotion and Placement) (England) Regulations 2021  
Fraud Act 2006  
Hallmarking Act 1973  
Health Act 2006  
Knives Act 1997  
Leasehold Reform (Ground Rent) Act 2022  
Legal Services Act 2007  
Licensing Act 2003  
Medicines and Medical Devices Act 2021  
Motor Cycle Noise Act 1987  
Offensive Weapons Act 2019  
Olympic Symbol etc. (Protection) Act 1995  
Prices Act 1974

Protection of Animals Act 1911  
Psychoactive Substances Act 2016  
Registered Designs Act 1949  
Road Traffic Acts 1988 and 1991  
Road Traffic (Foreign Vehicles) Act 1972  
Road Traffic Regulation Act 1984  
Single Use Carrier Bags Charges (England) Order 2015  
Tenant Fees Act 2019  
and the Housing and Planning Act 2016 as it relates to Client Money Protection Schemes  
Theft Act 1968  
Tobacco Advertising and Promotion Act 2002  
Trade Descriptions Act 1968  
Trade Marks Act 1994  
Unsolicited Goods and Services Acts 1971 and 1975  
Video Recordings Act 1984  
Vehicles (Crime) Act 2001

## **Part 2**

### **Additional List of Legislation for officers with qualification/competency in: Food Law**

European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty:

Animals and Animal Products (Examination for Residues and Maximum Residue Limits)(England and Scotland) Regulations 2015  
Country of Origin of Certain Meats (England) Regulations 2015  
Food for Specific Groups (Food for Special Medical Purposes for Infants, Infant Formula and Follow-on Formula) (Information and Compositional Requirements) (Amendment etc.) (England) Regulations 2020  
Food for Specific Groups (Information and Compositional Requirements)(England) Regulations 2016  
Food Information Regulations 2014  
Food Safety and Hygiene (England) Regulations 2013  
Genetically Modified Organisms (Traceability and Labelling)(England) Regulations 2004  
Materials and Articles in Contact with Food (England) Regulations 2012  
Novel Foods (England) Regulations 2018  
Official Controls (Animals, Feed and Food, Plant Health Fees etc.) Regulations 2019 *in so far as it relates to food law*  
Official Feed and Food Controls (England) Regulations 2009 *in so far as it relates to food law*  
Olive Oil (Marketing Standards) Regulations 2014  
Organic Products Regulations 2009  
Poultrymeat (England) Regulations 2011  
Quick-frozen Foodstuffs (England) Regulations 2007  
Scotch Whisky Regulations 2009  
Specified Products from China (Restrictions on First Placing on the Market) (England) Regulations 2008  
Spirit Drinks Regulations 2008  
Wine Regulations 2011

Food Act 1984  
Food (Promotion and Placement) (England) Regulations 2021  
Food and Environment Protection Act 1985 [Note: Authorisation must be issued directly to the officer by the FSA.]  
Food Safety Act 1990

### **Part 3**

#### **Additional List of Legislation for officers with qualification/competency in: Feed Law**

Agriculture Act 1970

Animal Feed (Composition, Marketing and Use)(England) Regulations 2015

Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015

European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty:

Animal Feed (Basic Safety Standards) (England) Regulations 2019

Genetically Modified Organisms (Traceability and Labelling)(England) Regulations 2004

Official Controls (Animals, Feed and Food, Plant Health Fees etc.) Regulations 2019 *in so far as it relates to feed law*

Official Feed and Food Controls (England) Regulations 2009 *in so far as it relates to feed law*

### **Part 4 Additional List of Legislation for officers with qualification in: Weights and Measures Law**

European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty:

Measuring Container Bottles (EEC Requirements) Regulations 1977

Measuring Instruments Regulations 2016

Non-automatic Weighing Instruments Regulations 2016

Weights & Measures (Packaged Goods) Regulations 2006

Weights and Measures Act 1985

### **Part 5**

#### **A separate authorisation is required under the Health and Safety at Work etc Act 1974 referring to the following:**

i) Sections 20, 21, 22 and 25 of the 1974 Act;

ii) The following Regulations made under the 1974 Act:

The Ammonium Nitrate Materials (High Nitrogen Content) Safety Regulations 2003

The Biocidal Products and Chemicals (Appointment of Authorities and Enforcement) Regulations 2013

The Chemicals (Hazard Information and Packaging for Supply) Regulations 2009

The Dangerous Substances and Explosive Atmospheres Regulations 2002,

The Explosives Regulations 2014,

The Petroleum (Consolidation) Regulations 2014, and

iii) The provisions of the following Acts mentioned in Schedule 1 to the 1974 Act:

Explosives Act 1875  
Public Health Acts 1936 and 1961

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 MARCH 2023**

**Report of the Director of Legal & Democratic Services and Monitoring Officer**

**Revisions to Council Constitution: Delegations relating to Special Severance Payments**

**1. Purpose**

- 1.1 To seek approval for delegations in the Constitution to approve special severance payments.

**2. Information and Analysis**

- 2.1 The Council's Constitution makes it clear that full Council is responsible for considering settlements and exit packages on termination of employment or remuneration on appointment in excess of £100,000. This is in accordance with the Openness and accountability in local pay: Guidance under section 40 of the Localism Act. The Director of Legal and Democratic Services also has delegated authority to prosecute, withdraw, defend, compromise, settle, appeal and appear in proceedings, or compromise or settle proceedings or potential proceedings on behalf of the County Council in any court of law, whether criminal or civil, tribunal, inquiry, chamber or other hearing or before any Judge, Registrar, Recorder, Magistrate, Coroner, Inspector, Arbitrator, Mediator, or expert.
- 2.2 The Department for Levelling Up, Housing and Communities published Statutory guidance on the making and disclosure of Special Severance

Payments by local authorities in England on 12 May 2022. A copy of the guidance is accessible via the following link:

<https://www.gov.uk/government/publications/special-severance-payments/statutory-guidance-on-the-making-and-disclosure-of-special-severance-payments-by-local-authorities-in-england>

- 2.3 The guidance explains that Special Severance Payments are payments made to employees, office holders, workers, contractors, and others outside of statutory, contractual or other requirements when leaving employment in public service. Such payments may be considered in situations where the individual concerned resigns, is dismissed, or agrees a termination of contract. The following do not constitute Special Severance Payments:
- statutory redundancy payments
  - contractual redundancy payments, whether applicable to voluntary or compulsory redundancy, and whether agreed by collective agreement or otherwise
  - severance payments made in accordance with that local authority's policy adopted pursuant to Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
  - a strain cost paid to the relevant LGPS administering authority under LGPS Regulation 68(2) which results from a LGPS member's retirement benefits becoming immediately payable without reduction under Regulation 30(7), or under Regulation 30(6) where the employer has waived the reduction under Regulation 30(8)
  - payment for untaken annual leave
  - payments ordered by a court or tribunal or agreed as part of a judicial or non-judicial mediation
  - payments made as part of the ACAS Early Conciliation process
  - payments made to compensate for injury or death of the worker
  - payments made in consequence of the award of ill-health retirement benefits under Regulation 35 of the LGPS Regulations
- 2.4 The guidance recognises that there may be exceptional circumstances where the existing statutory or contractual entitlements, or both, are insufficient to facilitate an exit or to offer sufficient compensation for loss of employment or office. In such circumstances Special Severance Payments may be made where there are exceptional circumstances and they provide value for money.



2.5 The government expects that any Special Severance payments should be approved according to the following process:

- payments of £100,000 and above must be approved by a vote of full council, as set out in the Localism Act 2011.
- payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval and that of any others who have signed off the payment.
- payments below £20,000 must be approved according to the Council's scheme of delegation.

It is also expected that the Council's s151 Officer and Monitoring Officer should take a close interest in and be able to justify any special severance payments that are made.

2.6 As set out above, the Constitution already includes provisions for payments in excess of £100,000 to be approved by full Council and other settlement payments to be approved by the Director of Legal and Democratic Services. However there is no specific constitutional requirement for payments between £20,000 and £100,000 to be approved by the Head of Paid Service or Leader.

2.7 The requirement to involve council Leaders in such decisions is incongruous when considering that staffing matters are non-executive functions and Leaders hold an executive role. It is understood that the Association of Local Authority Chief Executives is aware of cases where decisions taken solely by a Leader (and not involving other councillors) have been found not to comply with legislation. The Council has an established Appointments and Conditions of Service Committee that is responsible for staffing matters and the Leader is the Chair of that Committee. In order to comply with the spirit of the statutory guidance and avoid challenge to any future decisions it is therefore recommended that the involvement of the Leader in such decisions is in their role of Chair of the Appointments and Conditions of Service Committee and not in their executive role.

2.8 It is therefore proposed that section A4 Staffing Conditions of Appendix 1 – Responsibility for Functions to the Constitution be amended to include a delegation to the Managing Director (as Head of Paid Service) with the approval of the Leader (as Chair of the Appointments and Conditions of Service Committee) to approve any Special Severance Payment on termination of employment between £20,000 and £100,000 in consultation with the s151 officer and Monitoring Officer.

2.9 There may be occasions where the Head of Paid Service or Leader are unable to act owing to conflict, absence or illness. Where the Head of Paid Service is unable to act it is proposed that the Monitoring Officer with the agreement of the s151 officer be authorised to approve any Special Severance Payment on termination of employment between £20,000 and £100,000. Where the Leader is unable to act it is proposed that the Vice-Chair of the Appointments and Conditions of Service be authorised to approve any Special Severance Payment on termination of employment between £20,000 and £100,000.

2.10 These amendments were considered and agreed by Governance, Ethics and Standards Committee on 19 January 2023.

### **3. Alternative Options Considered**

3.1 Do nothing – this option is not appropriate as it will not ensure that the Constitution reflects the statutory guidance, is kept up to date and is fit for purpose.

### **4. Implications**

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

### **5. Consultation**

5.1 Not applicable.

### **6. Background Papers**

6.1 None identified.

### **7. Appendices**

7.1 Appendix 1 – Implications.

### **8. Recommendation**

That Council approves the amendments of section A4 Staffing Conditions of Appendix 1 – Responsibility for Functions to the Constitution to include:

- a) a delegation to the Managing Director (as Head of Paid Service) with the approval of the Leader (as Chair of the Appointments and Conditions of Service Committee) to approve any Special Severance Payment on termination of employment between

- £20,000 and £100,000 in consultation with the s151 officer and Monitoring Officer;
- b) authority for the Monitoring Officer with the agreement of the s151 officer to approve any Special Severance Payment on termination of employment between £20,000 and £100,000 where the Head of Paid Service is unable to act,
  - c) authority for the Vice-Chair of the Appointments and Conditions of Service to approve any Special Severance Payment on termination of employment between £20,000 and £100,000 where the Leader is unable to act.

## **9. Reasons for Recommendations**

- 9.1 To comply with legislative requirements and ensure the Council's Constitution is kept up to date and fit for purpose.

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## **Implications**

### **Financial**

1.1 There are no direct financial implications as a result of this report as there are no budgetary requirements.

### **Legal**

- 2.1 Special severance payments are lawful and can be authorised under existing statutory powers.
- 2.2 The Openness and accountability in local pay: Guidance under section 40 of the Localism Act provides that full council should be offered the opportunity to vote before large severance packages beyond a particular threshold are approved for staff leaving the organisation. The Secretary of State considers that £100,000 is the right level for that threshold to be set. The Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England forms part of the best value regime for local authorities and sets out the government's position on the use of special severance payments.
- 2.3 The Council "must have regard" to the statutory guidance but does not have to follow it slavishly and can depart from it where there is good reason for doing so.
- 2.4 Article 22 of the Constitution makes it clear that changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Governance Ethics & Standards Committee. These amendments were considered and agreed by the Governance Ethics & Standards Committee on 19 January 2023.
- 2.5 The Council is required to prepare and keep up to date its Constitution as set out in Section 9P of the Local Government Act 2000 as amended. Approval by full Council of the recommendations in this report will enable the compliance with this duty.

### **Human Resources**

3.1 None.

### **Information Technology**

4.1 None.

### **Equalities Impact**

5.1 None.

### **Corporate objectives and priorities for change**

6.1 This report links to the Council Priority of 'High Performing Value for Money and Resident Focused Services'. The changes proposed will enable efficient, effective and lawful decision making.

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

7.1 None.

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**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 MARCH 2023**

**Report of the Director of Legal & Democratic Services and Monitoring Officer**

**Revisions to Council Constitution: Local Choice functions**

**1. Purpose**

- 1.1 To seek approval for amendments to the Local Choice functions in the Constitution and a number of consequential changes.

**2. Information and Analysis**

- 2.1 The Local Government Act 2000 introduced new models of governance for local authorities. There were four governance models available to councils under the 2000 Act, namely: -

- (i) Mayor and Cabinet Executive
- (ii) Leader and Cabinet Executive
- (iii) Mayor and Council Manager
- (iv) Alternative arrangements – the modified committee system for authorities with a population of less than 85,000 as at the time of the Act

As Members of Council are aware, Derbyshire County Council operates executive arrangements, with a Leader and Cabinet model.

- 2.2 The legislation provides for functions to be allocated between the executive (Cabinet) and non-executive (Council and Committees). For this purpose functions are classified as functions which:
- a) must not be the responsibility of the executive;
  - b) must be the responsibility of the executive;
  - c) the local authority can decide whether they are to be the responsibility of the executive; and
  - d) are shared between the council and the executive.
- 2.3 The Act together with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, as amended, identify which functions are to be treated as executive functions and non-executive functions. Regulation 3 and Schedule 2 to the Regulations set out which functions the Council can decide should be the responsibility of the executive or the non-executive. These are known as 'local choice functions'.
- 2.4 The current local choice functions are included in the Council's Constitution (Section G Local Choice Functions of Appendix 1 – Responsibility for Functions) attached at Appendix 3. They have been reviewed because they include a number of functions that are specifically specified in the Regulations as non-executive functions and do not include all relevant functions that are listed in Schedule 2 to the Regulations.
- 2.5 It is important to note that the non-executive functions currently included in the Constitution as local choice functions have not been designated as the responsibility of the executive and as a result decisions will have been made lawfully by the non-executive.
- 2.6 It is proposed that an amended Section G Local Choice Functions of Appendix 1 – Responsibility for Functions is approved by Council for inclusion in the Constitution. The new version attached to this report at Appendix 2 includes all the functions relevant to a county council that are listed in Schedule 2 to the Regulations.
- 2.7 The guidance on the approach to the division of functions between the executive and non-executive set out in the 'Local Government Act 2000: Guidance to English Local Authorities' has been taken into account and the amendments are in line with the recommended approach. The only function where a different approach is proposed relates to the making of agreements with other local authorities for the placing of staff at the disposal of those other authorities. It is proposed that this function is treated as a non-executive function that falls within the remit of the Appointments and Conditions of Service Committee and delegated to



the Managing Director/Head of Paid Service and Executive Directors because decisions relating to staffing matters are non-executive functions. Designating this specific staffing function as an executive function has the potential to cause confusion. Therefore it is proposed that it is designated as a non-executive function to ensure there is clarity and certainty that all staffing decisions fall outside of the remit of the executive.

2.8 In respect of those functions that are currently including in Section G Local Choice Functions of Appendix 1 – Responsibility for Functions that are not ‘local choice functions’, it is proposed that the following action is taken:

Functions relating to Health and Safety at work	No action. This applies where the functions are discharged otherwise than in the authority's capacity as an employer. Such functions are the responsibility of district councils rather than the county council
Functions relating to Elections	<p>The duty to appoint a returning officer for county council elections is now within the remit of the Appointments and Conditions of Service Committee.</p> <p>It is proposed that the functions of Council is amended to include:</p> <ul style="list-style-type: none"> <li>• making decisions relating to election functions</li> </ul>
Functions relating to the name and status of areas and individuals	<p>The functions of Council already include changing the name of the area. It is proposed that this is amended to:</p> <p>(h) changing the name and status of areas and individuals</p>
Power to make, amend, revoke or re-enact bye-laws pursuant to any provision of any enactment (including a local Act) whenever passed, and s14 Interpretation Act	<p>No action.</p> <p>The functions of Council already include making, amending, revoking, re-enacting or adopting bye-laws</p>

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Power to promote or oppose local or personal bills pursuant to s239 Local Government Act 1972	No action. The functions of Council already include promoting or opposing the making of local legislation or personal Bills
Powers to make Standing Orders	No action. The functions of Council already include adopting and changing the Constitution which includes the power to make standing orders
Duty to make arrangements for the proper administration of financial affairs	No action. Responsibility for designating an officer as the Chief Financial Officer is now within the remit of the Appointments and Conditions of Service Committee
Preparation of the Council's Statement of Accounts, Income and Expenditure and Balance Sheet including the preparation of the Annual Governance Statement	No action. The functions of Audit Committee already include responsibility for approving the Annual Statement of Accounts and preparation of the Annual Governance Statement

2.9 Council is therefore asked to agree that the following amendments are made to the list of functions of the Full Council set out in Appendix 1 – Responsibility for Functions to the Constitution as set out in Appendix 2 to this report:

- Add “making decisions relating to election functions”
- Amend (h) to “changing the name and status of areas and individuals”

2.10 These amendments were considered and agreed by Governance, Ethics and Standards Committee on 19 January 2023.

### **3. Alternative Options Considered**

3.1 Do nothing – this option is not appropriate as it will not ensure that the Constitution kept up to date and fit for purpose.

#### **4. Implications**

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

#### **5. Consultation**

- 5.1 Not applicable.

#### **6. Background Papers**

- 6.1 None identified.

#### **7. Appendices**

- 7.1 Appendix 1 – Implications.  
7.2 Appendix 2 – Proposed Local Choice functions.  
7.3 Appendix 3 – Current Local Choice functions.

#### **8. Recommendations**

That Council approves:

- (a) the amended Section G Local Choice Functions set out in Appendix 2 to this report for inclusion in Appendix 1 – Responsibility for Functions of the Constitution; and
- (b) the following amendments to the list of functions of the Full Council set out in Appendix 1 – Responsibility for Functions to the Constitution:
  - Add “making decisions relating to election functions”
  - Amend (h) to “changing the name and status of areas and individuals”

#### **9. Reasons for Recommendations**

- 9.1 To comply with legislative requirements and ensure the Council’s Constitution is kept up to date and fit for purpose.

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## Implications

### Financial

1.1 None.

### Legal

2.1 As set out in the body of the report, the Local Government Act 2000 introduced new models of governance for local authorities, including the introduction of executive arrangements.

2.2 The Act together with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, as amended, identify which functions are to be treated as executive functions and non-executive functions. Regulation 3 and Schedule 2 to the Regulations set out which functions the Council can decide should be the responsibility of the executive or the non-executive. These are known as 'local choice functions'.

2.3 Chapter 5 of the Local Government Act 2000: Guidance to English Local Authorities includes guidance on the approach to the division of functions between the executive and non-executive and relevant extracts are set out below:

“5.8 The Secretary of State has adopted the following approach to the division of functions between the executive and the council:

- determination of the local authority's policy framework and budget (see chapter 2 of this guidance) and other constitutional and quasi-legislative functions are to be the responsibility of the full council;
- functions which involve either determining an application from a person for a licence,
- approval, consent, permission or registration or direct regulation of a person (except in cases where there is only limited discretion in the discharge of the function) together with any related enforcement actions (including prosecution) are not to be the responsibility of the executive; and
- all other functions are to be the responsibility of the executive.”

“**Functions which may be appropriate for either the executive, the full council or a committee**

...

5.38 The functions of determining any appeal against a decision made by or on behalf of the local authority and of making arrangements for the determination of certain appeals (relating to school exclusions and admissions and appointments to Council Tax Benefit and Housing Benefit Review Boards) are also specified in Schedule 2 to the Regulations as local choice functions.

5.39 Where the functions of making arrangements for the determination of certain appeals (relating to school exclusions and admissions and appointments to Council Tax Benefit and Housing Benefit Review Boards) are not to be the responsibility of the executive the local authority's executive arrangements should provide that they will be discharged by the full council.

...

5.43 In addition, Schedule 2 to the Regulations provides that appointments to outside bodies are local choice functions. Whoever makes such an appointment, the member appointed could be either a member of the executive or another councillor.

5.44 The Secretary of State advises that a local authority's executive arrangements should provide that the executive will make appointments to outside bodies in connection with functions which are the responsibility of the executive (e.g. housing, education, social services, regeneration, etc.) and all other appointments should be made by the full council, a committee or officer of the local authority.

5.45 The powers to place staff at the disposal of other local authorities (using section 113 of the Local Government Act 1972 or any other similar provision) are local choice functions.

5.46 Using the powers in section 13(4) and 13(5) of the Act a local authority's executive arrangements should provide that the functions to place staff at the disposal of other local authorities, for example to facilitate the exercise of joint arrangements, are to be the responsibility of the executive except to the extent that the staff are being placed at the disposal of the other authority in relation to the discharge of functions which are not the responsibility of the executive of the authority placing the staff."

- 2.4 Article 22 of the Constitution makes it clear that changes to the Constitution will only be approved by the full Council after consideration of the proposal by the Governance Ethics & Standards Committee. The amendments were considered and agreed by Governance, Ethics and Standards Committee on 19 January 2023 and therefore this constitutional requirement is discharged.
- 2.5 The Council is required to prepare and keep up to date its Constitution as set out in Section 9P of the Local Government Act 2000 as

amended. Approval by full Council of the recommendations in this report will enable the compliance with this duty.

### **Human Resources**

3.1 None.

### **Information Technology**

4.1 None.

### **Equalities Impact**

5.1 None.

### **Corporate objectives and priorities for change**

6.1 This report links to the Council Priority of 'High Performing Value for Money and Resident Focused Services'. The changes proposed will enable efficient, effective and lawful decision making.

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

7.1 None.

## Local Choice Functions

Some Council functions are “local choice functions”. This means that the Council can decide whether the function is to be the responsibility of the Executive (an “executive function”) or the responsibility of the Council (a “non-executive” function). The following table sets out these “local choice functions”, designates them as “executive” or “non-executive”, and shows who is authorised to discharge them.

<b>Local Choice function</b>	<b>Executive or Non-Executive</b>	<b>Decision maker</b>	<b>Further delegation</b>
Any function under a Local Act not specifically excepted	See Annex 1		
The determination of any appeal against any decision made by or on behalf of the authority in connection with executive functions	Executive	Cabinet	Relevant Executive Director responsible for the executive function in consultation with the Director of Legal and Democratic Services
The determination of any appeal against any decision made by or on behalf of the authority in connection with non-executive functions	Non-executive	Full Council/Relevant Committee responsible for the non-executive function	Relevant Executive Director responsible for the non-executive function in consultation with the Director of Legal and Democratic Services
Making of arrangements in relation to appeals against the exclusion of pupils from maintained schools (section 52 of the Education Act 2002)	Executive	Cabinet	Appeals heard and determined by a lay independent Panel appointed by the Director of Legal and Democratic Services

Making arrangements for school admission appeals (sections 94(1), (1A) and (4) of the School Standards and Framework Act 1998)	Executive	Cabinet	Appeals heard and determined by a lay independent Panel appointed by the Director of Legal and Democratic Services
Making arrangements for appeals by governing bodies (section 95(2) of the School Standards and Framework Act 1998)	Executive	Cabinet	Director of Legal and Democratic Services
Obtaining information under section 330 of the Town and Country Planning Act 1990 as to interests in land	Executive	Cabinet	Executive Director - Place
Obtaining particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976	Executive	Cabinet	Director of Legal and Democratic Services
Making agreements for the execution of highway works under Section 278 of the Highways Act 1980	Executive	Cabinet	Executive Director - Place
The appointment of any individual to outside bodies in connection with	Executive	Cabinet	Leader of the Council



functions which are the responsibility of the executive			
The appointment of any individual to outside bodies in connection with all other appointments	Non-executive	Full Council	Managing Director where the appointment is urgent and cannot be dealt with by submission to the next following meeting of the Council
The making of agreements with other local authorities for the placing of staff at the disposal of those other authorities	Non-executive	Appointments and Conditions of Service Committee	Managing Director/Head of Paid Service  Executive Directors

**ANNEX 1**

There are a number of functions in the Derbyshire Act 1981 and the responsibility for the discharge of these functions should be as follows:

<b>Function</b>	<b>Executive or Non-Executive</b>	<b>Decision making body</b>	<b>Further delegation</b>
Section 4 - Application of private street works code to parts of public streets	Executive	Cabinet	Executive Director - Place
Section 8 - Affixing of traffic signs to buildings.	Executive	Cabinet	Executive Director – Place
Section 12 - Provision of parking places in parks, etc.	Executive	Cabinet	Executive Director - Place
Section 21- Grass verges, etc.	Executive	Cabinet	Executive Director - Place
Section 26 - Oil-burning equipment byelaws	Non-Executive	Council	Not delegated

## G. LOCAL CHOICE FUNCTIONS

With regard to local choice functions, these are allocated as follows:

<b>FUNCTION</b>	<b>DECISION MAKING BODY</b>	<b>EXTENT OF RESPONSIBILITY</b>
The determination of an appeal against any decision made by or on behalf of the Council	Cabinet	In the absence of any existing appeals mechanism provided by the constitution  Consultation with the Director of Legal and Democratic Services and relevant Executive Director
The making of arrangements for appeals against the exclusion of pupils from school pursuant to the Schools Standards and Framework Act 1998	Cabinet	The appeals themselves are heard by lay and independent panel members appointed by the Director of Legal and Democratic Services
The making of arrangements for appeals in relation to school admission appeals pursuant to the Schools Standards and Framework Act 1998	Cabinet	The appeals themselves are heard by lay and independent panel members appointed by the Director of Legal and Democratic Services
The making of arrangements in relation to appeals by Governing Bodies pursuant to the School Standards and Framework Act 1998	Cabinet	Delegated to the Director of Legal and Democratic Services as detailed within the Scheme of Delegation at appendix 1 of the constitution
The obtaining of information under	Cabinet	To the extent that it is necessary to exercise these powers in

<b>FUNCTION</b>	<b>DECISION MAKING BODY</b>	<b>EXTENT OF RESPONSIBILITY</b>
s330 Town and Country Planning Act 1990 as to interests in land	Executive Director - Place	respect of actions which are preliminary to the exercise of powers to make compulsory purchase orders
The obtaining of particulars of persons interest in land under s16 Local Government (Miscellaneous provisions) Act 1976	Director of Legal and Democratic Services	
The making of agreements under s278 Highways Act 1980 for the execution of highways works	Executive Director - Place	
The appointment and removal of local authority governors to schools	Cabinet Member for Education	
The arrangements for school transport appeals	Executive Director for Children's Services	
Functions relating to Health and Safety at work	Executive Directors and Directors	As detailed within the Scheme of Delegation at Appendix 1
Functions relating to Elections	Director of Legal and Democratic Services in capacity of County Returning Officer	
Functions relating to	Full Council	

<b>FUNCTION</b>	<b>DECISION MAKING BODY</b>	<b>EXTENT OF RESPONSIBILITY</b>
the name and status of areas and individuals		
Power to make, amend, revoke or re-enact bye-laws pursuant to any provision of any enactment (including a local Act) whenever passed, and s14 Interpretation Act 1978	Full Council	
Power to promote or oppose local or personal bills pursuant to s239 Local Government Act 1972	Full Council	
Powers to make Standing Orders	Full Council	
Dealing with maladministration	Governance, Ethics and Standards Committee	In consultation with the Director of Legal and Democratic Services
Duty to make arrangements for the proper administration of financial affairs	Director of Finance and ICT	
Preparation of the Council's Statement of Accounts, Income and Expenditure and Balance Sheet,	Audit Committee  Full Council	In consultation with the Director of Finance and ICT
Including the preparation of the Annual Governance Statement		In consultation with the Director Finance and ICT, Director of Legal and Democratic Services, Audit Manager, Managing

FUNCTION	DECISION MAKING BODY	EXTENT OF RESPONSIBILITY
		Director and Executive Directors
Appointments to outside bodies	Full Council	



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**COUNCIL**

**22 March 2023**

**Report of the Director of Legal & Democratic Services and Monitoring Officer**

**Decisions taken as a matter of Urgency and Key Decisions and Special Urgency**

**1. Purpose**

- 1.1 In accordance with the provisions of the Constitution, to report to Council those executive decisions taken as a matter of urgency where 28 days' notice of the decision could not be given and where call-in has been waived.

**2. Information and Analysis**

- 2.1 Members of Council will be aware that on occasion there is a necessity for decisions to be taken urgently, most recently predominantly as a result of the covid-19 pandemic and the need to respond to changing government guidance in a timely fashion.

**Key decisions – Cases of special urgency**

- 2.2 Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, before the Council makes a key decision certain information needs to be published 28 clear days in advance. This is usually known as the 'Forward Plan'. The Regulations recognise that in the case of urgent decisions, this is not possible. As a result:

- a) where a key decision needs to be taken and publication of the information is impracticable, the decision can be made as long as five clear days' notice of the decision is given to the relevant Improvement and Scrutiny Committee Chairman; and
  - b) in cases of special urgency, a key decision can be taken with less than five clear days' notice if agreement is obtained from the Improvement and Scrutiny Committee Chairman that the making of the decision is urgent and cannot reasonably be deferred.
- 2.3 The Regulations require a report to Council at least once a year detailing each key decision taken where it was agreed that the special urgency provisions apply. The Access to Information Procedure Rules included in Appendix 6 to the Constitution requires this report to be submitted on a quarterly basis to full Council.
- 2.4 In accordance with the above requirement, Appendix 2 sets out the key decisions taken where special urgency provisions were agreed since the last report to Council.

### **Waiver of Call-in provisions**

- 2.5 Members will be familiar with the Council's Improvement and Scrutiny Procedure Rules included at Appendix 5 to the Constitution which sets out the call-in procedure. The call-in procedure does not apply where the executive decision being taken is urgent: that is where any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interest. In such cases call-in can be waived if the Chairman of the appropriate Improvement and Scrutiny Committee agrees both the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency.
- 2.6 The Improvement and Scrutiny Procedure Rules require such urgency decisions to be reported to the next available meeting of the Council, together with the reasons for urgency.
- 2.7 In accordance with the above requirements, details of urgent decisions where the call-in process was waived since the last report to Council and the reasons for urgency are set out in Appendix 3.

### **3. Alternative Options Considered**

- 3.1 Not to consider those executive decisions taken as a matter of urgency where 28 days' notice of the decision could not be given and where call-in has been waived; however, this is not recommended as this would not be in accordance with the Council's Constitution.



#### **4. Implications**

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

#### **5. Consultation**

5.1 Not applicable.

#### **6. Background Papers**

6.1 None.

#### **7. Appendices**

7.1 Appendix 1 – Implications.

7.2 Appendix 2 – Key decisions taken where special urgency provisions were agreed.

7.3 Appendix 3 - Details of urgent decisions where call in procedure was waived and the reasons for urgency.

#### **8. Recommendations**

That Council notes:

- a) the key decisions taken where special urgency provisions were agreed as detailed in Appendix 2; and
- b) the urgent decisions taken where the call-in procedure was waived under the Improvement and Scrutiny Procedure Rules as detailed in Appendix 3.

#### **9. Reasons for Recommendations**

9.1 In order to comply with the provisions in the Council's Constitution and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

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**Implications**

**Financial**

1.1 None.

**Legal**

2.1 As set out in the report.

**Human Resources**

3.1 None.

**Information Technology**

4.1 None.

**Equalities Impact**

5.1 None.

**Corporate objectives and priorities for change**

6.1 None.

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

7.1 None.

**Appendix 2. Key decisions taken where special urgency provisions were agreed  
17 November 2022 to 14 March 2023**

<b>Subject of Decision</b>	<b>Decision Taken by and Date Taken</b>	<b>Decision Taken</b>	<b>Reason for Decision</b>	<b>Reason for Urgency</b>
Nil return				

**Appendix 3:**

**Urgency decisions taken under the Improvement and Scrutiny Procedure Rules where call-in was waived  
17 November 2022 to 14 March 2023**

<b>Subject of Decision</b>	<b>Decision Taken by and Date Taken</b>	<b>Decision Taken</b>	<b>Reason for Decision</b>	<b>Reason for Urgency</b>
<b>Schools Block Funding Settlement 2023-24</b>	Cabinet, 23 February 2023	a) Notes the overall DSG settlement for 2023-24 and the additional grant for schools; b) Notes the Schools Block allocation for 2023-24; c) Notes the National Funding Formula multipliers set out in Appendix 2; d) Approves the local mainstream formula multipliers set out in Appendix 3 as the basis for calculating Derbyshire school and academy budgets; e) Approves a Minimum Funding Guarantee of 0.5% per pupil for 2023-24; f) Approves that no cap on individual school gains will be applied in 2023-24;	To ensure the Authority meets its statutory obligations in determining mainstream school and academy budgets for 2023-24.	To comply with a revised deadline from the Department for Education

Subject of Decision	Decision Taken by and Date Taken	Decision Taken	Reason for Decision	Reason for Urgency
		<p>g) Approves the request from the Schools Forum to de-delegate/top-slice funds from LA maintained primary and secondary schools' 2023-24 budgets for the services listed in Appendix 4;</p> <p>h) That Cabinet notes the Pupil Growth Fund settlement and the budget decisions approved by the Schools Forum.</p> <p>i) Approves that any matters of detail regarding the calculation of school budgets be delegated to the Executive Director for Children's Services and the Interim Director of Finance &amp; ICT in consultation with the Cabinet Member for Education; and</p> <p>j) Agrees to receive further reports on the</p>		

Subject of Decision	Decision Taken by and Date Taken	Decision Taken	Reason for Decision	Reason for Urgency
		other DSG blocks at future meetings.		
<b>Direct Award of Contract in relation to ICT Resource</b>	Cabinet Member for Corporate Services and Budget, 22 February	To make a direct award of contract for the provision of temporary ICT resource.	To strengthen the senior leadership of the service	To enable the arrangements to be put into place in a timely way
<b>Extension of the Wide Area Network and Internet Services Contracts</b>	Cabinet, 23 February 2023	To agree a contract extension to both the Wide Area Network and Internet Connectivity contracts.	The contract extensions will provide the necessary time for the future network and internet connectivity requirements to be determined that are aligned with other corporate strategies and priorities	To ensure continuity of the services

**ELECTED MEMBER QUESTIONS TO COUNCIL – 22 MARCH 2023**

**1. Question from Councillor D Murphy to Councillor K Athwal, Cabinet Member for Highways, Assets and Transport**

“Will the Cabinet Member for Highways Assets and Transport please explain what improvements have been made to the Highways of Derbyshire during the first two years of the 3-year £120 million Highways Capital Programme?”

**2. Question from Councillor P Smith to Councillor B Lewis, Leader of the Council**

“2022 marked the 30th anniversary of production at Toyota Manufacturing UK in Derbyshire and 25 years of our partnership with Toyota City. Toyota have been a good friend and partner to the County, supporting many communities and charitable causes over this time. To celebrate, there was a recent Civic visit from officials of Toyota City, including Mayor Ota. They also attended the recent Toyota City Partnership Board meeting, hosted by the County Council.

Does Cllr Lewis agree that the relationship with Toyota City is a worthwhile and appropriate model for encouraging suitable relationships between DCC and one of its prime companies - not only for the good the company does in the community, but also for the upskilling and employment opportunities provided by TMUK and its locally based supply chains? Will he join with me in applauding this partnership model that brings true mutual benefit to all?”

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