

Public Document Pack



Helen Barrington

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

Email:

democratic.services@derbyshire.gov.uk

Direct Dial: 01629 539035

Ask for: Alec Dubberley, Head of
Democratic and Registration Services

PUBLIC

To: Members of Council

Tuesday, 25 October 2022

Dear Councillor,

You are hereby summoned to attend a meeting of **Council** to be held at **2.00 pm** on **Wednesday, 14 September** and reconvened at **2.00 pm** on **Wednesday, 2 November 2022** 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

A G E N D A

PART I - NON-EXEMPT ITEMS

1. Apologies for absence

To receive apologies for absence for the re-convened part of the meeting (if any)

2. Declarations of interest

- To receive declarations of interest (if any)
3. Chairman's announcements
 4. Report of the Leader of the Council and Members' questions
To consider the report of the Council Leader and Members' questions on the report
 5. Creation of a Transformation and Strategy Division and Recruitment of the Director for Transformation and Strategy (Pages 1 - 6)
 6. Performance Monitoring and Revenue Outturn 2021-22 (Pages 7 - 176)
 7. Governance, Ethics and Standards Committee Chairman's Report 2021/22 (Pages 177 - 184)
 8. Revisions to the Council's Constitution: Amendments to the terms of reference of the Appointments and Conditions of Service Committee and Officer Employment Procedure Rules (Pages 185 - 210)
 9. DPB - Appointment of Member Representative (Pages 211 - 226)
 10. Change to Committee Membership (Pages 227 - 230)
 11. Decisions taken as a matter of Urgency and Key Decisions and Special Urgency (Pages 231 - 244)
 12. Public questions
To consider public questions (if any)
 13. Petitions
To receive petitions (if any)
 14. Elected Member questions (Pages 245 - 246)
To consider questions submitted by Elected Members
 15. Notices of Motion (Pages 247 - 250)



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 14 SEPTEMBER 2022

Report of the Executive Director for Corporate Services and Transformation

Creation of a Transformation and Strategy Division and Recruitment of the Director for Transformation and Strategy

1. Purpose

- 1.1 To update Council on the creation of a Transformation and Strategy Division within the department of Corporate Services and Transformation (CST) and to seek approval from Council for the salary package for the role of Director of Transformation and Strategy.

2. Information and Analysis

- 2.1 Derbyshire County Council's ability to continually adapt to the needs of its residents and communities, as well as the increasingly complex environment in which it delivers its services, is essential to achieving its ambitions for Thriving Communities, Vision Derbyshire and Enterprising Council. As part of the Council's approach to continuous improvement, a review was undertaken in 2020 into how well it manages and delivers change.
- 2.2 The review identified the need for a 'One-Council' approach to change to ensure our major transformation and complex - often cross-directorate - programmes of work are successful. To deliver that success, the review recommended establishing an effective and empowered Portfolio Management Office (PMO). In March 2021, the Council's Corporate management Team (CMT) agreed, and approved the proposal to strengthen the Council's approach to strategic transformation through a Business Partnering PMO model.

2.3 Following the appointment to the Executive Director for Corporate Services and Transformation in July 2022, the organisation is now able to implement a future operating model. This model will develop a coherent, consistent, and centrally led Transformation and Strategy Division which is designed to enable departments to deliver sustainable and successful programmes and projects aligned to the organisation's ambitions.

2.4 The proposal has had all appropriate approvals to this point. Specifically, the Managing Director as Head of Paid Service has approved:

- The creation of the new Transformation and Strategy Division
- The new Transformation function structure within it
- The transfer of the budgets to fund it
- The creation of a new Director of Transformation and Strategy.

This will ensure the application of the Council's agreed business partnering change model to: create and deploy a centralised PMO; embed a consistent approach to Programme and Project management; facilitate best practice and learning, and enable departments with council wide transformation skills, capabilities and resources.

2.5 The Division will be led by a newly defined Director of Transformation and Strategy who will direct and deliver transformation and strategy across the organisation, ensuring that major transformation programmes and strategies are not only aligned towards achieving our ambition but that they deliver successfully. The Director of Transformation and Strategy will lead two key functions: namely Portfolio Management and Transformation and Organisation Strategy. Although the post is new – in that it brings together the two functions of Transformation and Strategy – it builds on the post of Director of Transformation in Children's Services. This post has been vacant since January 2022 and the new Director for Transformation and Strategy is a re-purposing of that role in recognition of the need for a corporate approach to delivering transformation.

2.6 In parallel with the organisation's transformation approach, there is a need to ensure the Council remains resilient. The importance of business continuity planning and associated assurance processes, both within the organisation and across our partnerships, have been crucial during Covid-19 and remain so as other pressures on the Council emerge. The ODP division will be renamed the Organisation Resilience, People and Communications (ORPC) Division and the Director of ODP role will be renamed accordingly. This ORPC Division will continue to be responsible for HR, Communications and Customers, and will provide a focus for internal organisation resilience to complement the Council's emergency planning team.

- 2.7 In July 2022, Council approved that a salary within the range set out in Table 1 of the Pay Policy Statement (PPS), subject to any in-year JNC pay award, for Chief Officer posts where the salary range exceeds £100k is approved and can be offered in respect of any new appointments during the year. Although the Director of Transformation and Strategy is the re-purposed Director of Transformation (Children's Services) post, the additional responsibility around the wider Corporate Transformation and Organisation Strategy lifts the role from a Grade 17 to a Grade 18 and is therefore not defined within the current PPS. Whilst it is not a legislative requirement for Council to approve the change and appointment to this role, the statutory guidance issued under section 40 of the Localism Act 2011 does require the Council or a meeting of members to vote before salary packages over £100,000 are offered.
- 2.8 The salary of the role of the Director of Transformation and Strategy has been determined by the Council's job evaluation scheme as Grade 18 £93,788 to £103,169 per annum of the Council's Pay structure. The terms and conditions for the post are set out in the Council's standard terms and conditions in the Derbyshire package. Council is therefore asked to approve the salary for the role of Director of Transformation and Strategy.

3. Consultation

- 3.1 In accordance with the Officer Employment Procedure Rules, the Director of Organisation Development and Policy will notify all members of Cabinet of the proposed appointment to the role of Director of Transformation and Strategy to consider any objections following the recruitment process.

4. Alternative Options Considered

- 4.1 The Council could decide not to approve the salary for the Director of Transformation and Strategy. However this is now an established position within the Council's senior leadership structure, and crucial to the implementation of the new Transformation and Strategy Division.

5. Implications

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

6. Background Papers

- 6.1 Not applicable.

7. Appendices

7.1 Appendix 1 – Implications.

8. Recommendation

That Council:

approves the salary package for the role of Director of Transformation and Strategy as Grade 18 and therefore, up to £103,169 per annum.

9. Reasons for Recommendation

9.1 To comply with the necessary legislative, statutory guidance and Constitutional requirements.

Report Author:

Joe O'Sullivan

Contact details:

joe.osullivan@derbyshire.gov.uk

Appendix 1

Implications

Financial

- 1.1 The costs associated with the role of the Director of Transformation and Strategy can be met from within existing Corporate Services and Transformation Department Budget and from a transfer of budget from the Children's Services Department.

Legal

- 2.1 The establishment of the post of Director of Transformation and Strategy and creation of the Transformation and Strategy Division has been approved by the Managing Director as Head of Paid Service. The Head of Paid Service derives power from statute to agree the manner in which the discharge by the authority of their different functions is co-ordinated; the number and grades of staff required by the authority for the discharge of their functions; and the organisation of the authority's staff.
- 2.2 The Openness and accountability in local pay: Guidance under section 40 of the Localism Act provides that full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set. For this purpose, salary packages should include salary, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind to which the officer is entitled as a result of their employment. As set out in the Constitution, Appendix 1 – Responsibility for Functions, approval of remuneration on appointment in excess of £100,000 is the responsibility of full Council.
- 2.3 Subject to approval of the salary by Council, recruitment to the post will be carried out in accordance with the Officer Employment Procedure Rules which appear as a separate report on the Council agenda.
- 2.4 The proposals set out in the report meets the necessary legislative, statutory guidance and constitutional requirements.

Human Resources

- 3.1 As outlined within the report.

Information Technology

4.1 None directly arising from this report.

Equalities Impact

5.1 The role of Director of Transformation and Strategy will be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it. The appointment process will be conducted in accordance with the Council's Recruitment and Selection Policy and any reasonable adjustments will be made for candidates in order to access the process as appropriate.

5.2 It should be noted that the Council has put in place a number of measures in its recruitment process in order to promote equality. These include:

- providing disabled job applicants with adjustments throughout the recruitment process to help make the process fairer, such as making reasonable adjustments at interview.
- providing all disabled people who meet the essential criteria with a guaranteed interview and by ensuring that any test or assessment is fair to everyone and focuses on the skills and knowledge needed for the job.

Corporate objectives and priorities for change

6.1 This report supports the Council priorities and the recommendations proposed will enable recruitment to newly established senior leadership position.

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

7.1 None directly arising from this report.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

14 September 2022

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

Performance Monitoring and Revenue Outturn 2021-22

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 No.

3. Purpose

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

4. Information and Analysis

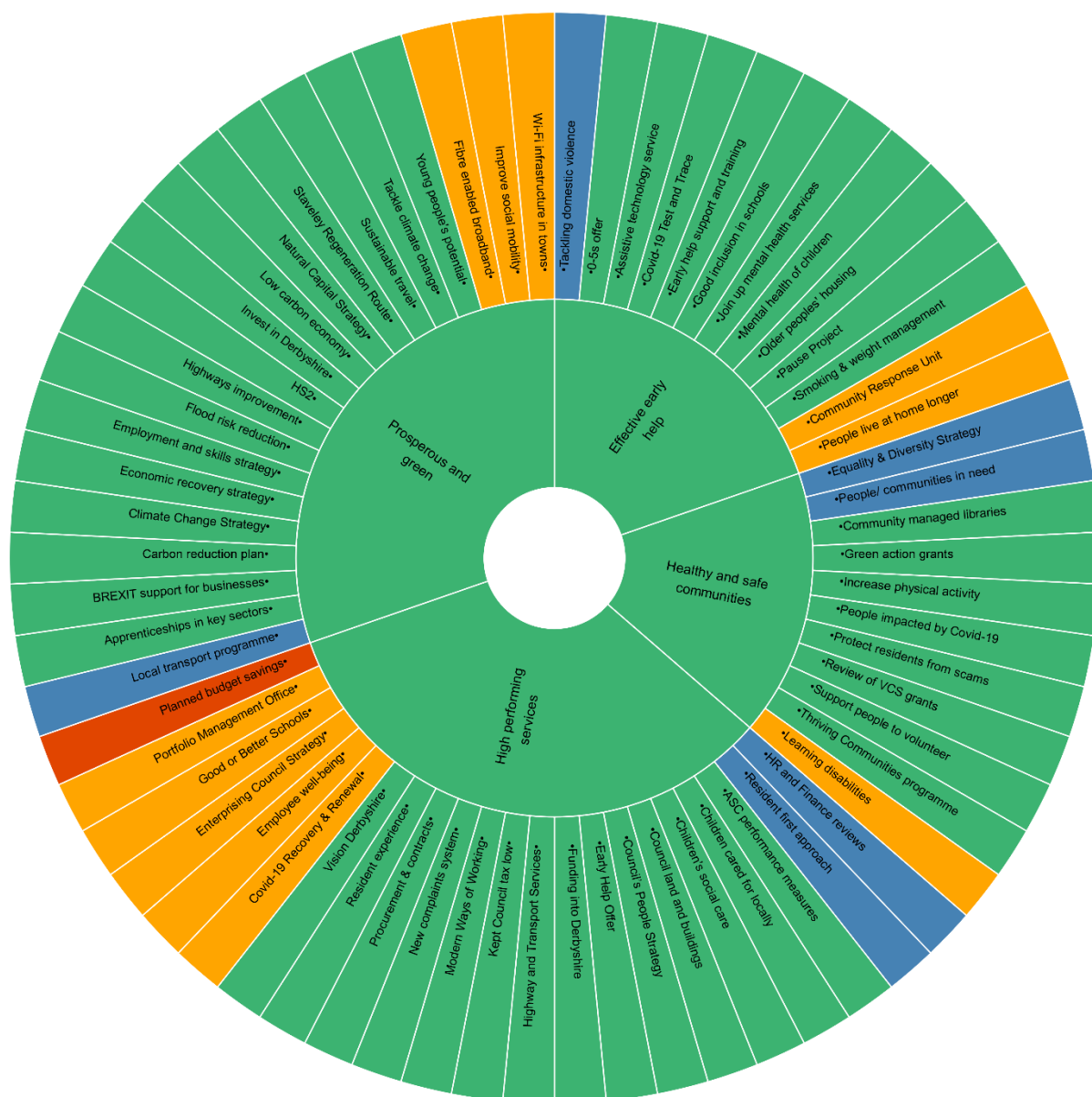
Integrated Reporting

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

Performance Summary

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

Deliverable Progress



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

Key Measures Against Target



Performance by Priority

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

4.10 Key areas of success are as follows:

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

4.11 Areas for consideration are as follows:

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

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

4.13 Key areas of success are as follows:

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

4.14 Areas for consideration are as follows:

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

hours has increased from 4.1% to 5.1% and the average absence for the year has risen from 8.71 to 10.66 days, above the target of 9 days for the year. The Wellbeing Strategy and Action Plan implemented in 2021-22 will continue to be monitored and reviewed as part of Council Plan reporting during 2022-23. More detailed analysis of sickness is currently being undertaken and work is underway to identify areas of significant concern, so that appropriate support can be provided to help departments and teams manage absence levels.

- A total of £2.783m was raised from the sale of land and property, below the target for the year of £3.621m. The shortfall of £0.828m was because of delays to sales expected in the quarter ended 31 March 2022. These will now take place in 2022-23 and the resulting target for 2022-23 of £3.200m is expected to be met or slightly exceeded.
- The impact of Covid-19 on services and resources has delayed progress on the following three deliverables: establishing a new Portfolio Management Office, developing a medium and long-term organisational recovery and renewal strategy and identifying and implementing a programme of strategic transformation as part of Phase 2 of the Enterprising Council Strategy. Work to progress all of these has been built into the refreshed Council Plan for 2022-23.

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

4.16 Key areas of success are as follows:

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

4.17 Areas for consideration are as follows:

- In 2021-22, 2,911 people were supported to regain their independence, against a target of 3,588 people. The Better Lives programme is being redesigned and wider system work is under way to seek further mitigation. A review of homecare has been undertaken and a plan is in place to tackle workforce challenges.

- During 2021-22, 89% of women received an antenatal contact. This is slightly below the target of 93% and the previous year's performance of 93.5%. Priority is given to first time mothers and those families where there are known concerns, to ensure needs are being met. Performance is being monitored and explored via contract management meetings.

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

4.19 Key areas of success are as follows:

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

4.20 Areas for consideration are as follows:

- The proactive work to reduce the backlog of highway defects by a third from March 2021 should improve the percentage of defects completed within target timescales going forwards but this has impacted the March 2022 figure of 75%, which is below the target of 90%. The amount of outstanding reactive jobs is being closely monitored so that resources can be managed appropriately, to keep the winter 'spike' in defects and workload as low as possible. During the year 95% of urgent defects were completed within the target timescales.

- Whilst the target for principal roads needing maintenance was not achieved, the targets for classified and unclassified roads needing maintenance were exceeded. The Council has continued to deploy additional resources to address highway defects and deliver the capital programme during 2021-22, focusing on priority areas such as drainage improvements, carriageway and footway surfacing and surface dressing. However, this investment will not impact on the road maintenance measures, which will be reflected in the results of the next annual survey, which will take place in June 2022.
- Progress on the Government Gigabit Voucher scheme remains slow. Six new projects were registered in the last quarter but six existing projects were cancelled due to lack of progress by the supplier/community. Whilst the administrative issues at the Department for Culture, Media and Sport appear to have been resolved, Openreach suspended the progressing of new Gigabit Voucher projects in January and have not indicated when this will resume. Progress will continue to be monitored and reported during 2022-23.
- Key activity to improve social mobility is being identified, however, the development of a new approach was delayed, awaiting additional capacity being made available through the Vision Derbyshire programme team. Capacity is being identified and the County Deals process provides an opportunity to develop this area at a regional level. The approach will be progressed as part of the Vision Derbyshire programme and will be monitored and reported as part of the updated 2022-23 Council Plan.

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

4.22 Areas for consideration are as follows:

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

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

- 4.23 With 82% of deliverables rated as “Strong” or “Good”, there is much to celebrate in the progress the Council has made in delivering the Council Plan. Further detail regarding each of the deliverables in the Council Plan and the key measures is set out in Appendix 3.

Financial Context

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

- **Achievement of Savings** – there is a reliance on the achievement of a programme of budget savings. Any delays in implementation result in departmental overspends under normal circumstances, which result in reserves being used to cover the shortfall. Various scenarios for reserves have been modelled and the pessimistic General Reserve forecast results in a balance which is just 1.4% of forecast FYFP spending in 2026-27. Other earmarked reserves available for budget management are also forecast to reduce. The General Reserve needs to be preserved across the medium term to maintain financial sustainability, preserve the ability to soft land budget cuts and provide funding for Covid-19 recovery.
- **Service Pressures** – there is a commitment to support budget growth where necessary, and in particular within children’s social care. However, if current trends continue regarding placements and there is inadequate funding to support this, there will be further pressure on budgets in later years. However, there is analysis underway to consider how to mitigate demand pressures on the number of looked after children, which has the potential to help control some of these financial pressures, but they are unlikely to be effective in the short-term. Demographic growth continues to affect Adult Social Care costs. Predictions show that the Council will experience further annual growth, with significant additional annual costs estimated over the period of the FYFP.

- **Pay** – the FYFP assumes that the Council’s bottom pay-point reaches £10.69 an hour by 2024-25, which is based on the Government’s NLW target to reach two thirds of median earnings by 2024. However, this wage is not calculated according to what employees and their families need to live, instead taking into account what is affordable for organisations. Under current Living Wage Foundation ‘Real Living Wage’ forecasts this would mean a rise to £10.50 per hour by 2024. In line with this forecast it is the Council’s ambition that the Council’s bottom pay-point will be £10.50 an hour by 2024. However, this pay ambition is not currently affordable within the constraints of the Council’s funding. The Council would welcome Government support for local authorities in the 2022-23 Settlement, or if that is not possible, in future settlements, to address the serious issue of increasing pay award pressures in a period of rising inflation. Additional funding would assist the Council in its recruitment and retention of staff, which is becoming increasingly difficult at this key time for local authorities, when services are competing with rising demand and the impacts of the Covid-19 pandemic, as well as capacity issues across the sector.
- **Economic Climate** – the Covid-19 pandemic has resulted in a significant economic shock, from which the economy has partly bounced back, but it has taken some time to recover Gross Domestic Product to pre-pandemic levels. Rising inflation means there is the potential for reductions in the Council’s income for discretionary services.
- **Spending Reviews** – the Government has issued single year spending reviews for the last three financial years. Despite the signals, 2022-23 will be the fourth continuous single-year settlement. At the Local Government Association (LGA) conference on 28 June 2022, the Secretary of State for Levelling Up, Housing and Communities announced that councils will receive two-year funding settlements from 2023-24. A multi-year settlement provides local authorities with some certainty, supporting medium-term financial and service planning, and financial sustainability. There is also a risk that the Government’s investment in the Covid-19 pandemic may result in further austerity measures in future years, as savings are required to repay the debt incurred by Government.
- **Fair Funding and Business Rates Reviews** – the reviews have been delayed for a number of years and the planned implementation for April 2021 was again postponed. A transparent, fair funding system is required, which reflects need and ability to fund services locally. The FYFP is predicated on the basis that mainstream funding continues as it is now.

- **Public Health Grant** – the Council’s allocation for 2022-23 is £43.803m, which is a 2.81% increase on the 2021-22 allocation. The ring-fence and grant conditions will remain in place for 2022-23, but at some point in the future it is expected that the funding for Public Health will form part of revised funding mechanisms for local authorities following funding reviews, levelling up communities and addressing health inequalities exposed by Covid-19.
- **Devolution** – the Levelling Up White Paper was published in February 2022. The paper sets out how Government will spread opportunity more equally across the UK. Levelling up is a long-term endeavour. It is a programme of change that requires a fundamental shift in how central and local government, the private sector and civil society operate. The Government will embark on a process of sustained and systematic engagement and consultation with a wide range of stakeholders, including devolved administrations, on the White Paper. Further detail on a number of these policy commitments will be set out in future publications. In addition, legislation will be introduced to Parliament to underpin in statute the changes fundamental to levelling up, alongside wider planning measures.
- **Brexit** – whilst a deal has been agreed and implemented between the UK and the EU, there remains elements of uncertainty as to how the agreement will work in practice over the medium to long term.
- **Covid-19 Financial Pressures** – the more infectious Omicron BA.2 sub-variant of concern has become dominant worldwide and new wave cases have dramatically increased. Cases in the UK peaked in January 2022 and declined in early 2022, however since May 2022 have again started to rise, but hospitalisations have remained much lower than the levels in January 2021. No additional Covid-19 funding was announced in the Local Government Finance Settlement, although Government might review this, if further variants of concern arise. Covid-19 pressures for the Council remain, as do additional costs. Given the uncertainty around new variants and the potential for further restrictions, the Council would welcome confirmation from Government of the extension of Covid-19 outbreak funding and confirmation that previously issued Covid-19 funding will not be clawed back. This would give some certainty and allow the Council to plan accordingly.

- 4.25 By 2026-27, the Council needs to have reduced expenditure by at least a further £67m in real terms, of which measures amounting to £27m have been identified. This is in addition to £317m of budget reductions the Council has already made to services since 2010. The shortfall between target and identified savings has grown over the course of 2021-22 and now stands at £40m, around £5m higher than reported in 2020-21. A sum of £2m of additional savings have been identified as part of the budget preparation process for 2022-23. There have been £22m additional forecast pressures on the budget from 2022-23 to 2025-26. Despite this, the total forecast shortfall has reduced by £13m over these years due to an increase in forecast income from Council Tax receipts and an expectation that the higher levels of grant funding announced in the 2022-23 Local Government Financial Settlement will continue for the foreseeable future. However, there is an expectation that budget pressures will continue into 2026-27, which is the final year of the FYFP, when a further £20m of savings are now forecast as being required.
- 4.26 There is a clear and significant challenge to identify savings to bridge the remaining savings gap and plan the best approach to achieving those savings over the next few years, if additional funding is not received over and above that forecast. Additional funding may come from further increasing Council Tax in 2023-24 onwards, over and above the 2% increases forecast, up to referendum limits, further Government grants over and above those predicted or from increased business rates growth. There is a planned use of General and Earmarked Reserves from 2023-24 to 2026-27 in order to achieve a balanced budget.
- 4.27 The Council set its net budget requirement for 2021-22 on 3 February 2021 and originally planned to spend £572.475m, with funding coming in the form of Government non-ring-fenced grants of £189.838m, Council Tax of £348.822m, business rates collected locally of £17.679m and the use of Earmarked Reserves of £16.136m. In 2021-22 the Council has spent £584.773m, against a final net budget of £611.624m. The increase in net budget is because additional general grant income of £38m, of which £16.810m relates to general Covid-19 grants, £7.127m to Business Rates Reconciliation Grant, £6.000m to Local Council Tax Support Scheme Grant, £2.534m to additional former Independent Living Fund Grant and £2.357m to Business Rates Relief Grant, and £3m less business rates income than expected, plus additional net transfers from Earmarked and General Reserves of £5m.

Revenue Outturn Summary

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

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

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

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

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

4.31 Of the £1.202m portfolio overspend, the significant variances were an overspend of £3.820m on the Corporate Services and Budget portfolio, a £2.584m underspend on the Adult Care portfolio, a £1.676m overspend on the Children's Services and Safeguarding and Education portfolio, a £1.543m underspend on the Health and Communities portfolio and a £1.225m overspend on the Highways Assets and Transport portfolio.

4.32 The £3.820m overspend on the Corporate Services and Budget portfolio is mainly because of Corporate Property savings which have not been achieved, running costs of buildings awaiting disposal or repurpose, and overspends in Industrial Development, as full occupancy cannot be achieved and some units are offered at rents below market rates for occupying charities, or including rent-free periods in exchange for tenants undertaking essential repairs and maintenance work. Contributions of £0.010m to an earmarked reserve to support the modernisation of the ICT traded services function and £0.200m to provide temporary agency resources for the Operations team have been approved. These amounts have already been accounted for in the Corporate Services and Budget portfolio's outturn position.

4.33 The £2.584m underspend on the Adult Care portfolio is mainly due to underspends on staff travel and increased Clinical Commissioning Group (CCG) funding within Social Care Activity, and underspends within the Healthy Homes, Advocacy and Carer Services. There is a £2.571m overspend on Purchased Services due to an increase in placements to the independent sector, which has significantly increased the level of voids within the Direct Care service, leading to double running costs; this has been mitigated by £2.855m of unallocated budget held as contingency.

- 4.34 The £1.676m overspend on the Children's Services and Safeguarding and Education portfolio has resulted from an increase in the number of journeys that are being provided and an increase in average cost per journey for Home to School Transport for children with special educational needs (SEN), the high cost of packages to support children with disabilities with complex needs to remain with their families or maintain their current placement, and high demand for placements for Children who are either in care, or who are unable to remain at home, due to increases in the number of children in care and a greater number in more expensive types of provision because of complexity of care need, or lack of availability of less costly alternatives. These pressures have been partially offset by around £5m of underspends or one-off funding, which may not be available on an ongoing basis.
- 4.35 The £1.543m underspend on the Health and Communities portfolio has resulted from costs which would ordinarily have been funded from the Prevention budget being met from alternative sources such as the Household Support Fund and Public Health Grant supporting Covid-19 responsibilities, an increase in registration income following the easing of Covid-19 restrictions around events such as weddings leading to an increase in the number of events held, and vacancy control within the Trading Standards service.
- 4.36 The £1.225m overspend on the Highways Assets and Transport portfolio is mainly due to unachieved savings targets not yet allocated to specific services, under-recovery of salaries and overheads recharged to capital schemes due to staff shortages, and lower than anticipated Highways related income. These overspends have been partially offset by a reduction in the cost of concessionary fares in respect of demand from Gold Card holders.
- 4.37 The overspends on the Children's Services and Safeguarding and Education, Corporate Services and Budget and Highways Assets and Transport portfolios have been funded from the Council's General Reserve in 2021-22.

- 4.38 There has been an underspend on corporate budgets in 2021-22. The underspend on the Risk Management budget relates to unutilised contingency amounts, additional general grant income and one-off funding returned from portfolios. There is a small underspend on the Debt Charges budget. The Council utilises a range of investments to maximise its interest and dividend income on balances. Interest income includes interest accrued on the loan advances to Buxton Crescent Limited. The underspend on Corporate Adjustments reflects the presentation of a deficit relating to the Property Direct Service Organisation within the Corporate Services and Budget portfolio and the phasing of project expenditure within the Corporate Services and Budget and Highways Assets and Transport portfolios.
- 4.39 The Council continues to look at ways to save money and generate income, whilst trying to protect and deliver services suitable for the residents of Derbyshire. Significant consultation and planning timeframes are required to achieve many of these savings. Delays in agreeing proposals could result in overspends by departments, which would then deplete the level of General Reserve held by the Council, decreasing its ability to meet short term, unforeseeable expenditure. In many cases the proposals will be subject to consultation and equality analysis processes. Progress against budget savings targets will be closely monitored, however there is a heightened risk of not achieving a balanced budget, as a result of both cost pressures and savings slippage as a result of the Covid-19 pandemic.
- 4.40 At 31 March 2022 there were £2.315m of portfolio ring-fenced commitments. These commitments were:
- £1.650m (Health and Communities), to establish an earmarked reserve to support the Council's new Grant Funding Prospectus and Framework 2022-23 reported to Cabinet on 13 January 2022.
 - £0.240m (Highways Assets and Transport), which is the remainder of a £0.250m allocation of funding from Challenge Fund Reserves provided to commission and undertake feasibility studies relating to The Derwent Valley Cycle Route and Access to Shirebrook. This was reported to the Cabinet Member for Highways, Transport and Infrastructure on 11 March 2021. It is proposed to establish an earmarked reserve for this funding.
 - £0.200m (Highways Assets and Transport), for Highways Commuted Sums – developer funding to be earmarked for future maintenance or improvement of the highway (Sections 38 and 278 of the Highways Act 1980).
 - £0.150m (Strategic Leadership, Culture, Tourism and Climate Change), funding allocated to the Thriving Communities Project not yet utilised due to delays arising from the Covid-19 pandemic.

- £0.075m (Strategic Leadership, Culture, Tourism and Climate Change), the remainder of the Voluntary and Community Sector (VCS) grant budget growth allocation to be used to complete the project.
- 4.41 In addition to the ring-fenced commitments, portfolio underspends of £3.351m have been approved for allocation to the Adult Care, Clean Growth and Regeneration and Strategic Leadership, Culture, Tourism and Climate Change portfolios. To provide flexibility in meeting budget pressures and budget savings targets, these amounts will be carried forward in departmental earmarked reserves. Any decisions on the use of departmental earmarked reserves containing underspends will continue to be subject to appropriate approvals by the appropriate Cabinet Member.
- 4.42 In addition, the process of detailed review of earmarked reserves will continue and any available balance will be returned to the General Reserve, as appropriate. £10.000m has been approved for allocation from the overall Council underspend to the Budget Management Earmarked Reserve. Furthermore, a sum of £14.000m held in an earmarked reserve as a contingency against further potential funding losses during the Covid-19 recovery period has been approved for release and new earmarked reserves created: £10.000m for inflation risks and £4.000m for Cyber Security. The Council has also received funding from DLUHC following the reconciliation of business rates income; therefore, a sum of £5.251m will be established in a new Business Rates Risks reserve to manage the volatility of business rates income expected as the economy recovers from the Covid-19 pandemic. Further details are set out in paragraphs 4.43 and 4.45 below.
- 4.43 Just as the UK emerges from one crisis in the form of the Covid-19 pandemic, the invasion of Ukraine by Russia has created further economic disruption which has compounded the impact of already rising fuel and food costs, general inflation and fragile supply chains. These impacts will have a direct effect on certain Council services, residents and the wider economy with uncertainty when the situation will stabilise. In these times of great uncertainty, there will be significant risks and challenges in the short to medium term as the Council is not immune from these economic shocks, therefore it is sensible to establish an earmarked reserve to help mitigate some of these anticipated costs.

- 4.44 The Council's insurers have notified us that they are unable to renew the Council's current cyber policy which expired on 30 April 2022. The cyber security insurance market is extremely limited, and cover is becoming increasingly difficult to obtain. Whilst there are a few remaining providers, we are advised that proposal forms set out an extremely long list of conditions, and cover is unlikely if there is any indication of risk in an organisation's cyber security arrangements. Cyber risks are inherently high, but not something that councils can completely avoid, or in the current market transfer the risk. In the absence of suitable insurance cover, it is prudent to establish an earmarked reserve to aid recovery in the event of a cyber-attack. Estimated costs of recovery can vary significantly, however, based on recent attacks to organisations a sum of £4m is considered prudent.
- 4.45 The establishment of an earmarked reserve of £5.251m from the £7.127m of additional Business Rate Reconciliation Grant 2020-21, to mitigate future volatility which may arise in respect of business rates receipts has been approved. The remaining £1.876m of this funding has been used to support departments with additional pay award costs in 2021-22, see paragraphs 4.51 and 4.52 below.
- 4.46 The delivery of the Council's FYFP is heavily dependent on an adequate level of General Reserve. The need to maintain an adequate, risk assessed level of reserves has been a key part of the Council's success in both maintaining its financial standing and continuing to deliver high quality services.
- 4.47 The General Reserve balance has decreased by £17.160m from 31 March 2021, to £60.505m at 31 March 2022. There are commitments of £20.917m against this balance, set out in the table at paragraph 4.69 below, and the balance will be further reduced by the measures required to deliver the Council's FYFP noted in paragraph 4.46 above. In the Council's 2022-23 Revenue Budget Report, in a reasonable pessimistic forecast, the General Reserve was predicted to decrease to £9.522m by 31 March 2027. The adequacy of the Council's General Reserve balance is considered at paragraphs 4.70 and 4.71 below.

Portfolio Costs

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

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

Risk Management Budget

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

4.51 The Risk Management Budget of £24.449m includes:

- £9.091m of contingency funding set aside in the 2021-22 Revenue Budget. This comprises:
 - £8.391m general contingency; and
 - £0.700m for 2021-22 County Council election costs that have been confirmed as not required.
- £1.500m of one-off funding approved in the Council's 2021-22 Revenue Budget to pump prime the development of an Assistive Technology service. These funds were returned unused from the Adult Care portfolio as the portfolio was able to alternatively finance this initiative from its underspend in 2020-21.
- £20.571m of additional non-ringfenced grants that had not been announced when the 2021-22 Revenue Budget was approved by Council on 3 February 2021. This comprises:
 - £7.127m Business Rates Reconciliation 2020-21 grant
 - £6.000m Covid-19 Local Council Tax Support grant;
 - £2.534m former Independent Living Fund grant;
 - £2.357m Business Rates Relief grant;
 - £1.405m Extended Rights to Home to School Transport grant;
 - £0.520m Local Reform and Community Voices grant;
 - £0.354m Tax Income Guarantee grant (revised estimate);

- £0.162m War Pension Disregard grant;
- £0.094m Social Care in Prisons grant;
- £0.013m Transparency Code grant; and
- £0.005m Breathing Spaces grant.
- £0.585m of ongoing Transition Funding approved in the Council's 2020-21 Revenue Budget allocation for Demographic Growth, which had not been utilised by 31 March 2021, returned from the Adult Care portfolio.
- Less: £5.422m adjustment for Business Rates income. The amounts were finalised after the 2021-22 Revenue Budget was approved by Council on 3 February 2021.
- Less: £1.876m additional allocation of one-off funding for the 2021-22 pay award. See 4.52 below.

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

Debt Charges

4.53 The Debt Charges budget was underspent by £0.731m in 2021-22.

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

Interest and Dividend Income

- 4.55 Interest and dividend income budgets underspent by £1.964m in 2021-22.
- 4.56 The interest base rate was raised from 0.10% to 0.25% on 16 December 2021, to 0.50% on 3 February 2022 and to 0.75% on 17 March 2022. However, the Council utilises a range of investments, including pooled funds, to maximise its interest and dividend income on balances.
- 4.57 A decrease of £0.445m in dividend income on the Council's investments in pooled funds has been supported by use of MHCLG Covid-19 grant funding. Pooled fund investments have been held for the whole of 2021-22.
- 4.58 The interest rate on the loan to Buxton Crescent Limited has been reduced in recognition of the fact that the revenues from the Buxton Crescent hotel are expected to be significantly lower than anticipated because of the impacts of Covid-19. The resulting decrease of £0.163m interest income accruing to this loan in 2021-22 has been funded using DLUHC Covid-19 grant funding.

Corporate Adjustments

- 4.59 There was an underspend of £0.909m on Corporate Adjustments in 2021-22.
- 4.60 The underspend reflects the presentation of a deficit relating to the Property Direct Service Organisation within the Corporate Services and Budget portfolio and the phasing of project expenditure within the Corporate Services and Budget and Highways Assets and Transport portfolios.
- 4.61 Interest income of £0.162m accruing to the loan to Buxton Crescent Ltd for the period 1 April 2021 to 18 July 2021 was written off in recognition of the fact that the revenues from Buxton Crescent hotel were significantly lower than anticipated because of the impacts of Covid-19. This has been funded using DLUHC Covid-19 grant funding.

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

Budget Savings

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

Debt Age Profile

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

Earmarked Reserves

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

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

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

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

General Reserve

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

General Reserve at 31 March 2022

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

- 4.70 The majority of chief financial officers consider an acceptable level of generally available reserves to be one that reflects a risk-based approach to potential liabilities. A relatively crude measure is to expect the resulting figure to be between 3% to 5% of a council's net spending, representing a prudent level of risk-based reserves. As at 31 March 2022, after the commitments above, the figure for the Council stood at 6%, indicating a suitable balance. However, it is necessary to consider this indicator over the medium term to gain a better understanding of its adequacy.
- 4.71 In the Council's 2022-23 Revenue Budget Report, in a reasonable pessimistic forecast, the General Reserve was predicted to decrease to 1.4% (£9.522m) of the Council's Net Budget Requirement by 2026-27. It is recognised that the forecast General Reserve balance over the medium term is lower than would be preferred, therefore restorative measures will be utilised over the Five Year Financial Plan to build back up the balance of the General Reserve to a reasonable, risk assessed level.

Portfolio Summaries

- 4.72 A summary of the performance and outturn positions of each of the individual portfolios and the ringfenced Dedicated Schools and Public Health grants for 2021-22 is detailed in Appendices 4 to 13.
- 4.73 Whilst budgets are monitored by portfolio, the individual portfolios are not separate entities. All the portfolios operate in conjunction with the others and it is important to consider the Council's budgetary position as a whole in the context of its FYFP and its overall level of reserves.

Traded Services

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

- 4.76 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. There was an overall excess of £0.107m compared to the budgeted income target for 2021-22 on partially traded areas across the Council as a whole.
- 4.77 Appendix 15 summarises the financial performance of the separate trading areas.

5. Consultation

- 5.1 No consultation is required.

6. Alternative Options Considered

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

7. Implications

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

8. Background Papers

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

9. Appendices

- 9.1 Appendix 1- Implications.
- 9.2 Appendix 2 – Key to Performance Ratings
- 9.3 Appendix 3 – Performance Report 2021-22 Council Overview
- 9.4 Appendix 4 – Adult Care - Portfolio Summary
- 9.5 Appendix 5 – Children's Services and Safeguarding and Education - Portfolio Summary
- 9.6 Appendix 6 – Clean Growth and Regeneration - Portfolio Summary

- 9.7 Appendix 7 – Corporate Services and Budget - Portfolios Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Dedicated Schools Grant (DSG)
- 9.13 Appendix 13 – Public Health Grant
- 9.14 Appendix 14 – Summary of Underspends
- 9.15 Appendix 15 – Traded Services
- 9.16 Appendix 16 – Earmarked Reserves
- 9.17 Appendix 17 – Budget Savings Monitoring 2021-22
- 9.18 Appendix 18 – Aged Debt
- 9.19 Appendix 19 – Covid-19 Financial Impacts and Funding

10. Recommendations

That Council:

- 10.1 Notes the Council Plan performance and the revenue outturn position for 2021-22;
- 10.2 Notes the position on General and Earmarked Reserves;
- 10.3 Notes the allocation of underspend amounts and commitments to Portfolios as set out in paragraph 4.41 above.
- 10.4 Notes the release of all the sum of £14.000m held in the earmarked reserve as a contingency against potential funding losses during the Covid-19 recovery period as set out in paragraphs 4.42 above.

- 10.5 Notes the allocation, from the release of earmarked reserves and from underspends, of £10.000m to the Budget Management Earmarked Reserve, £10.000m to a reserve for inflation risks, £5.251m to a reserve for business rates risks and £4.000m to a reserve for cyber security as set out in paragraphs 4.42 to 4.45 above.
- 10.6 Notes contributions from the Finance & ICT budget of £0.010m to an earmarked reserve to support the modernisation of the ICT Traded Services team and £0.200m to provide temporary agency resources for the Operations team as detailed in paragraph 4.32 above.

11. Reasons for Recommendations

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

11.6 Contributions from the Finance & ICT budget of £0.010m to an earmarked reserve to support the modernisation of the ICT traded services function and £0.200m to provide temporary agency resources for the Operations team will support the ICT service to meet operational demands via alternative means during a period where it is difficult to deliver services via staff in substantive posts.

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

12.1 No

Report Author:

Sam Holmes
Eleanor Scriven
Matthew Walters
Simon Pape
Esther Croll

Contact details:

Samuel.Holmes@derbyshire.gov.uk
Eleanor.Scriven@derbyshire.gov.uk
Matthew.Walters@derbyshire.gov.uk
Simon.Pape@derbyshire.gov.uk
Esther.Croll@derbyshire.gov.uk

Appendix 1

Implications

Financial

1.1 As outlined in the body of the report.

Legal

2.1 None.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

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






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

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

7.1 None.

Appendix 2

Key to Performance Ratings

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

This page is intentionally left blank

Derbyshire County Council

Appendix 3



Council Plan 2021-25

Performance Report
April 2021 - March 2022

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

Contents

Contents	2
Introduction	3
Deliverable Overview	4
Key Measure Overview	5
Performance – Trend over Time	6
Completed Deliverables	6
Headline Initiatives	8
Deliverables and Measures rated as “Requiring Action”	11
Key Measures Updated for Quarter 4 2021-22	14
Resilient, healthy and safe communities	17
High performing, value for money and resident focused services	25
Effective early help for individuals and communities.....	42
A prosperous and green Derbyshire	52
Overarching Measures	64
Notes	65
Key	66

Introduction





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

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

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

Reporting Performance

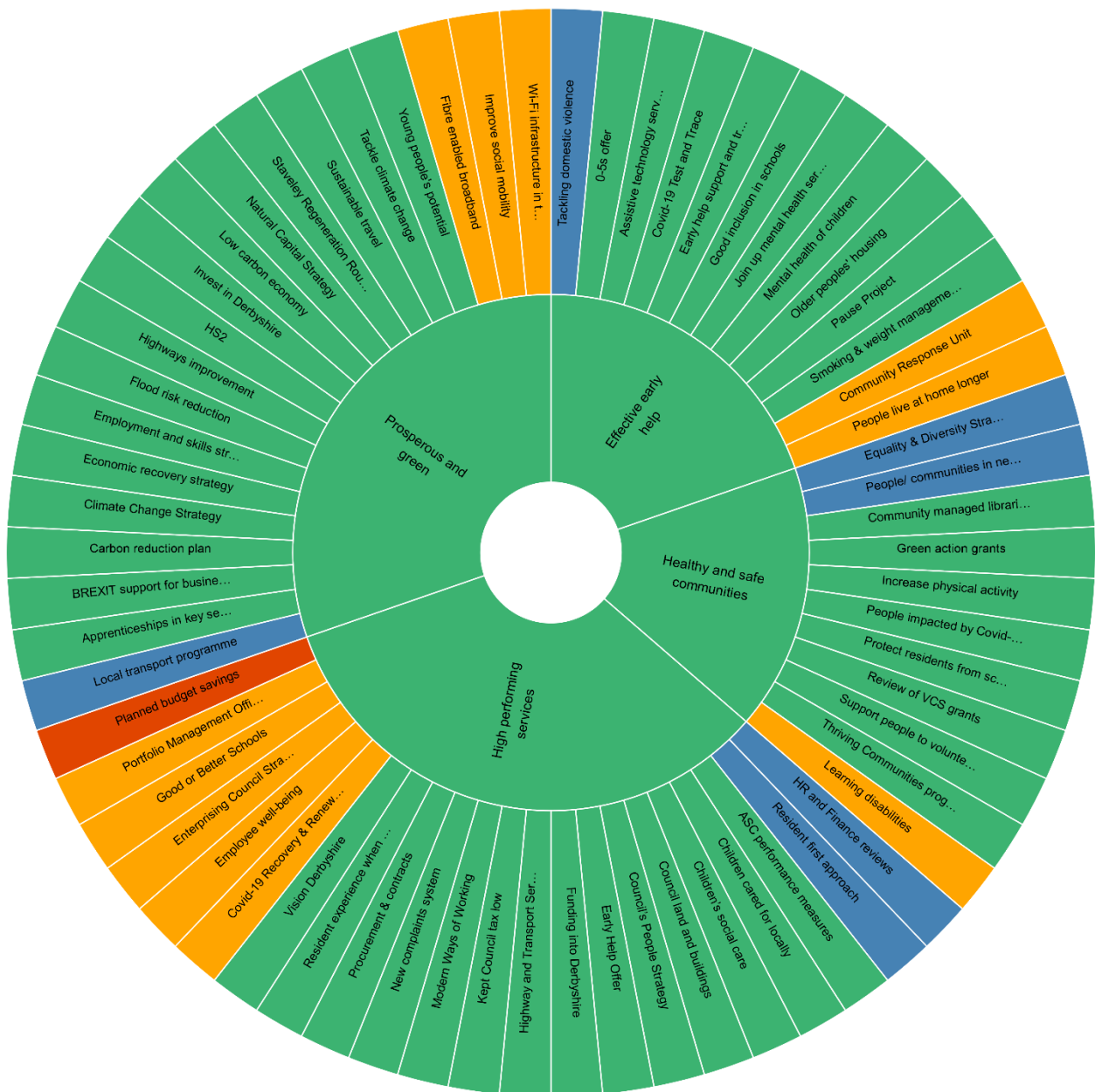
Progress on our Council Plan deliverables and key measures is set out on the following pages. To give a clear indication of performance, the following categories are used:

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

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

Deliverable Overview

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



Key Measure Overview

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



Performance – Trend over Time

Deliverables

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

Measures

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

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

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

Completed Deliverables

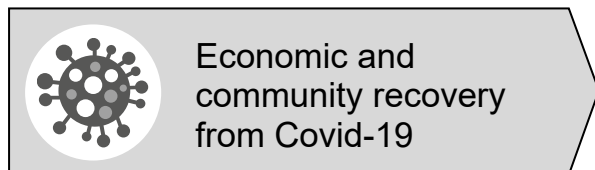
The following deliverables have been completed:

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

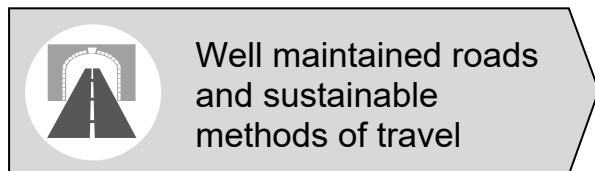
- Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus;
- Provided training to all schools and education providers to support the emotional wellbeing and mental health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

Headline Initiatives

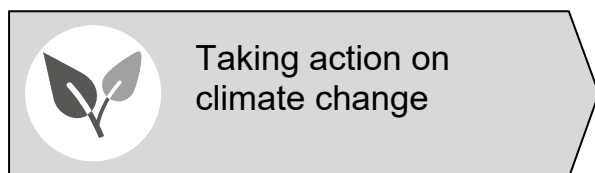
The following activity in support of our headline initiatives has taken place over the year – we have:



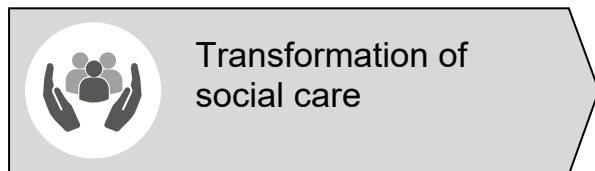
- Supported people with over 50,000 separate grants and vouchers from a range of programmes and schemes aimed at individuals and families in need, including over £2 million from the Derbyshire Discretionary Fund;
- Provided over £600,000 in grants from the Covid-19 Response Fund to businesses and communities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



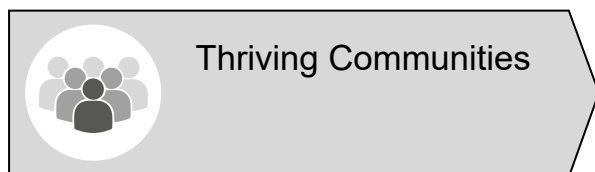
- Achieved 52% satisfaction with Highways and Transport services, one of the highest performing County Councils and in line with the national average of 52%;
- Delivered the £40m Highways Capital Programme of improvements across a range of highway assets;
- Completed work to address 22,748 highways defects;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



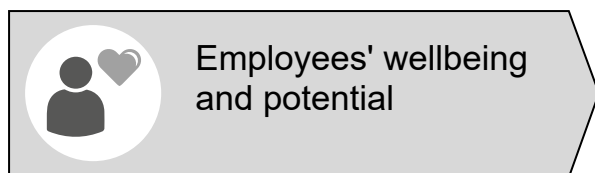
- Developed and published the Climate Change Strategy and Action Plan;
- Provided £405,153 from the Green Entrepreneur Fund in grants and scholarships;
- Commissioned a Natural Capital Strategy for Derbyshire to identify areas where the natural environment can be further enhanced while also supporting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



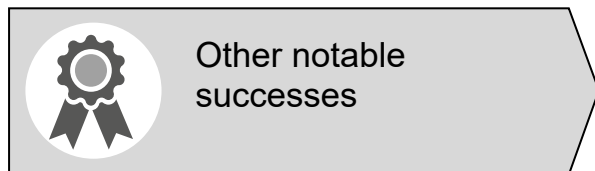
- Worked with people with a learning disability or who are autistic to put in place 373 new outcome focused plans during the year;
- Exceeded quality and timeliness targets for the 4 key measures relating to consistent, high quality early help and safeguarding services for children with social work assessments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



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



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



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

Deliverables and Measures rated as “Requiring Action”

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

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

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

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

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

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

Percentage of pupils in 'Good' or better secondary schools

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

Number of approved fostering households

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

Average cost of children in care placements

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

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

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

Amount of money raised from the disposal of land and buildings

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

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

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

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

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

Percentage of Principal roads where maintenance should be considered

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

Percentage of defects completed within target timescales

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

Overarching measures from Your Council Your Voice annual residents survey





















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

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

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

Key Measures Updated for Quarter 4 2021-22








The following measures have been updated during Quarter 4:

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

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





Key Measures with new data for Quarter 3 2021-22

The following measures have been updated during Quarter 4:

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

Key Measures reported in Earlier Quarters

The following measures have not changed during Quarter 4:

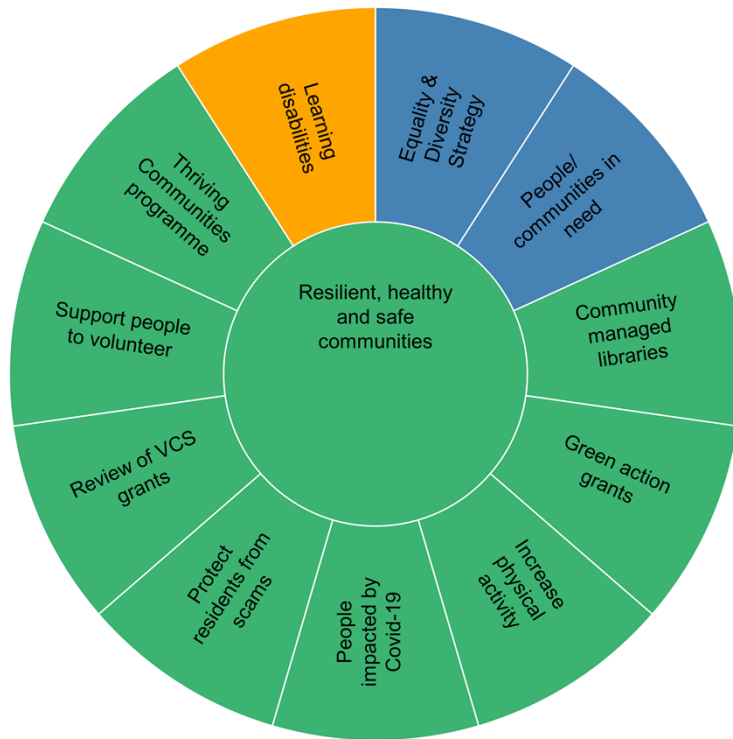
Key Measure	Date	Actual	Target	Performance
Percentage of Principal roads where maintenance should be considered	Dec-2021 (Annual Measure)	15.2%	13.0%	 Action
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2021 (Annual Measure)	19.6%	23.0%	 Strong
Percentage of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

Resilient, healthy and safe communities

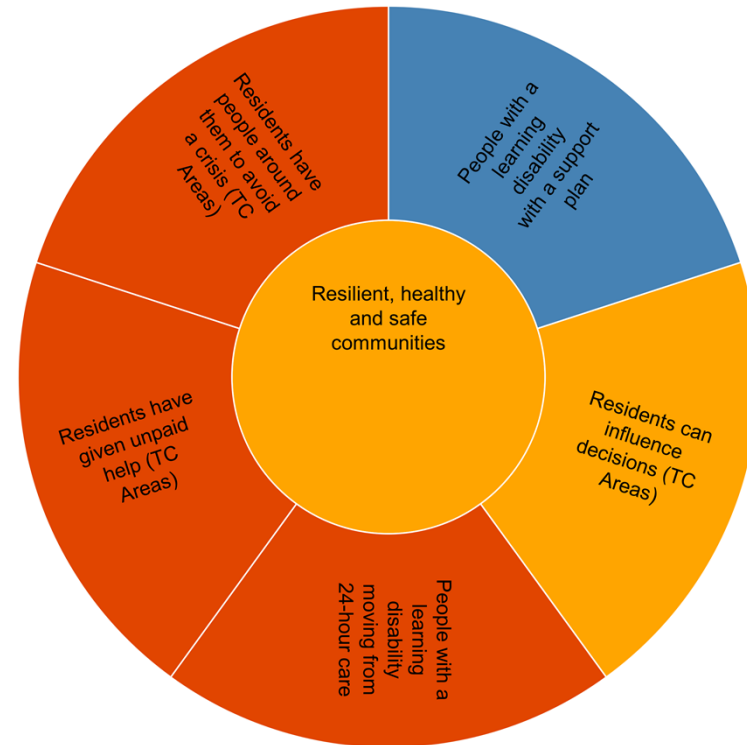
Overview

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






Deliverable Progress



Key Measures



Key Measure Summary

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

Progress on our deliverables and key measures

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

Rating: Good

Expected completion date: 31 Mar 2022

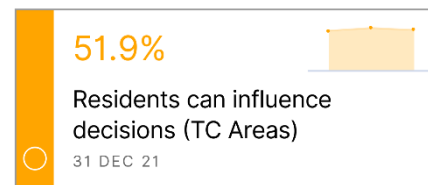
Throughout the year there has been significant corporate and local progress made in understanding the requirements for rolling out the Thriving Communities approach into Derbyshire communities and working collaboratively across departments to implement the model and ways of working at the local level.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

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

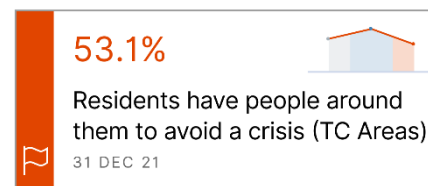
Significant change has occurred during the last two years which has altered the landscape for local communities, people's lives and the way that public services are organised. Priority activity over the forthcoming period will focus on the following activity across identified communities which will require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

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

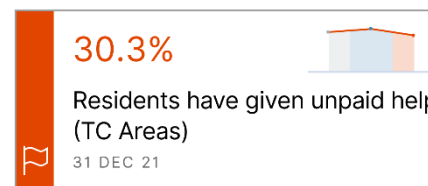
Three measures within the annual Your Council Your Voice survey have been analysed to give results within the Thriving Community areas. In all cases the figures are well below the target, however the low number of replies makes the figures difficult to interpret. New measures have been developed to provide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



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



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



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

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

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

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

Rating: Good

Expected completion date: 31 Mar 2022

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

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


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

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

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

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

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

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

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

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

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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

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


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

Rating: Good

Completed: 31 Mar 2022

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

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

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

Rating: Good

Expected completion date: 30 Sep 2022

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

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

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

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

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

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

Rating: Good

Completed: 31 Mar 2022

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

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

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

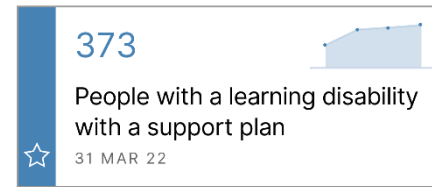
Worked with people with learning disabilities and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

Rating: Review

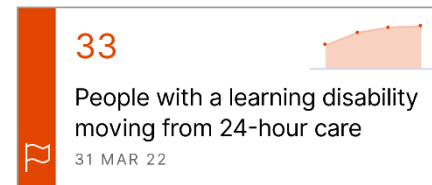
Expected completion date: 31 Mar 2023

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

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



2021-2022	373
Target	340
Performance	Strong



2021-2022	33
Target	60
Performance	Action

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

Rating: Good

Expected completion date: 31 Oct 2024

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

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

Rating: Good

Expected completion date: 31 Mar 2022

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

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

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

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

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

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

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

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

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

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

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

High performing, value for money and resident focused services

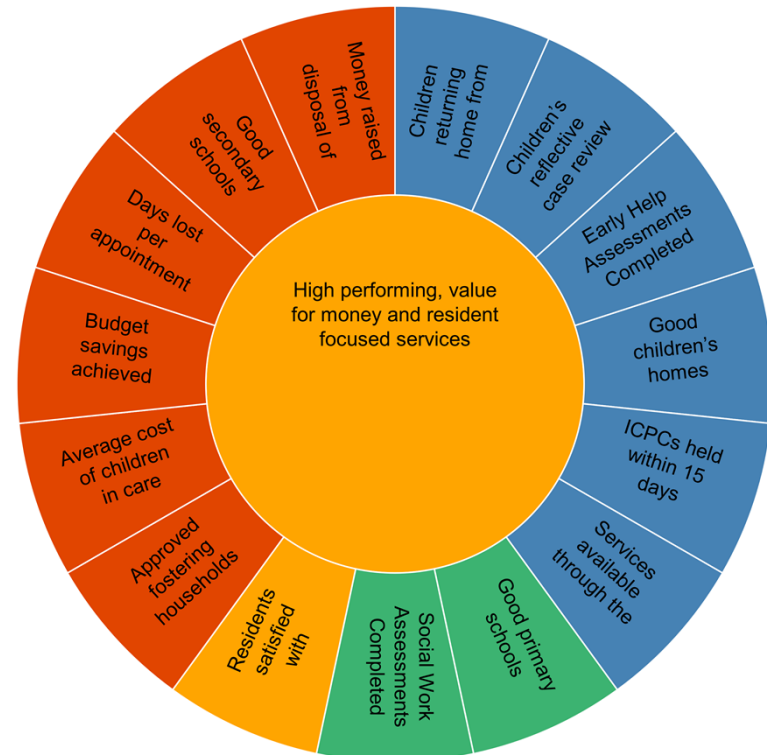
Overview

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
















Deliverable Progress



Key Measures



Key Measure Summary

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

Progress on our deliverables and key measures

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

Rating: Review

Expected completion date: 31 Mar 2025

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

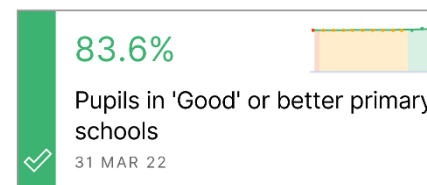
The target this year was to achieve an increase in Derbyshire's national rank position by 10 places for the percentage of pupils in good or better primary schools and for the percentage of pupils in good or better secondary schools. This target has not been met and the deliverable will remain a priority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

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

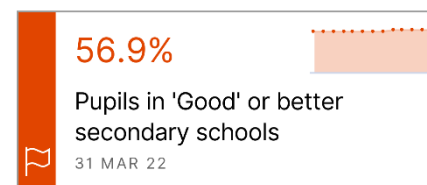
Schools have continued to be well-supported through the year and locality meetings led by senior advisers this quarter have focussed on improving the implementation of the curriculum.

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

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



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



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

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

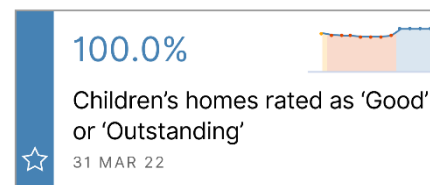
Our actions will be aligned to these proposals and we will use our local approach to working in partnership with schools and settings, namely 'We are Derbyshire', to increase the pace of improvements. We may get further guidance to improve schools because Derbyshire has been identified as an Education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

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

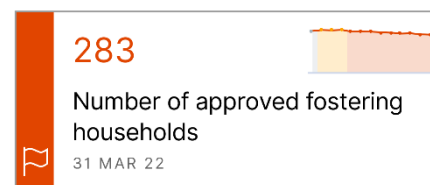
Rating: Good

Expected completion date: 31 Mar 2022

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



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



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

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

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

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

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

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

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

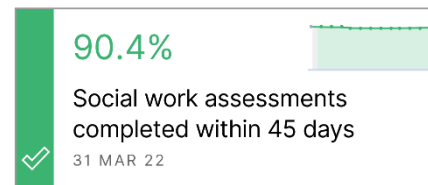
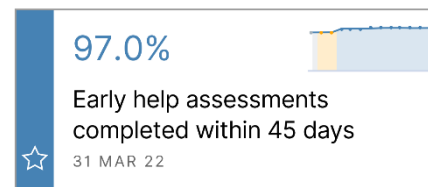
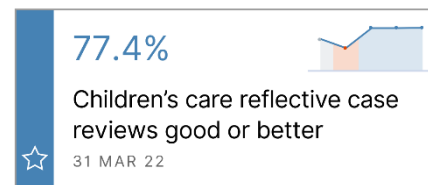
Rating: Good

Expected completion date: 31 Mar 2022

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

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

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



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

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

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

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

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

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

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

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

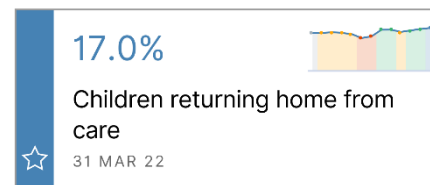
✔ Implemented recommendations from our children’s services evaluation to reduce demand, improve outcomes for children, young people and families and reduce expenditure

Rating: Good

Expected completion date: 31 Mar 2022

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

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



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



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

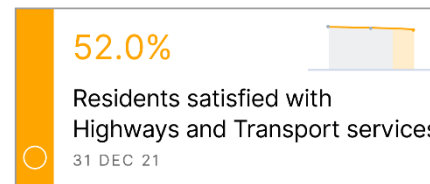
specific domestic abuse needs. This workstream is currently tracking a six week moving average at a successful completion rate of 2.2 interventions per week, against a baseline of 1.4 for the whole of the Elm Foundation (a specialist domestic abuse partner organisation), which positively has been maintained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


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

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

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

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



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

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

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

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

Rating: Good Expected completion date: 31 Mar 2023

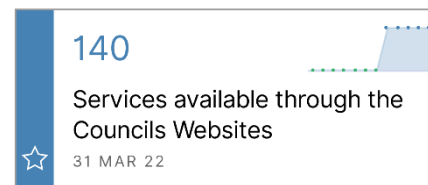
The new national measures have now been announced and work is underway to create a framework for reporting. The Council will be working with other councils in the East Midlands region to establish a regional benchmarking performance framework.

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

Rating: Strong

Expected completion date: 30 Jun 2022

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



2021-2022	140
Target	80
Performance	★ Strong

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

Rating: Good

Expected completion date: 31 Dec 2022

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

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

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

Rating: Good

Expected completion date: 31 Dec 2022

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

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

Rating: Good

Expected completion date: 30 Sep 2024

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

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

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

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

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

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

Rating: Good

Expected completion date: 30 Sep 2022

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

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

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

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

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

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

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

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

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

Rating: Review

Expected completion date: 31 Mar 2022

The Enterprising Council Programme covers the key workstreams of:

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

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

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

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

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

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

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

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

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

Rating: Review

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

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

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

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

Expected completion date: 30 Sep 2022

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

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

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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 30 Apr 2022

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

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

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

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

Rating: Good

Completed: 30 Sep 2021

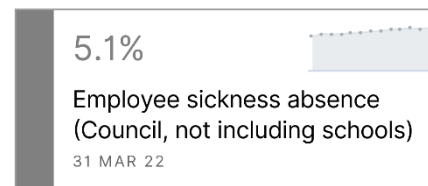
The new People Strategy was approved by Cabinet in July 2021. The People Strategy incorporates the organisation's people ambition which reflects what we are trying to achieve with the overarching aim to be a diverse employer, an innovative employer and an employer of choice. The Strategy outlines five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

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

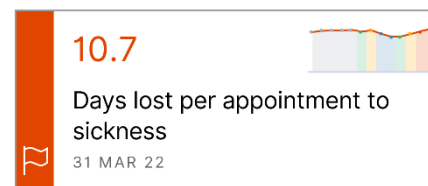
Rating: Review

Expected completion date: 30 Apr 2022

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



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



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

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

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

Rating: Strong

Completed: 30 Sep 2021

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

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

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

Rating: Good

Expected completion date: 31 Mar 2025

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

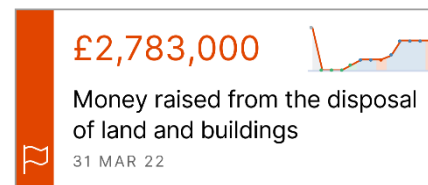
The Asset Optimisation Policy has been drawn up and will be signed off at the May Corporate Asset Management Group. Specific workstreams have been developed, including Policy, finance etc. The workstream leads have been identified and the first set of governance meetings held. Engagement levels have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

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

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

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

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



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

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

Rating: Good

Expected completion date: 31 Mar 2022

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

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

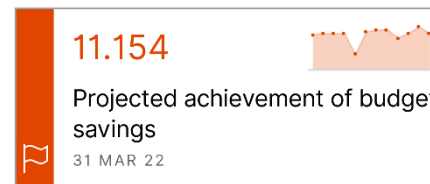
This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.


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

Rating: **Action**

Expected completion date: **31 Mar 2022**

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



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

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

Rating: **Good**

Completed: **31 Mar 2022**

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

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

Effective early help for individuals and communities

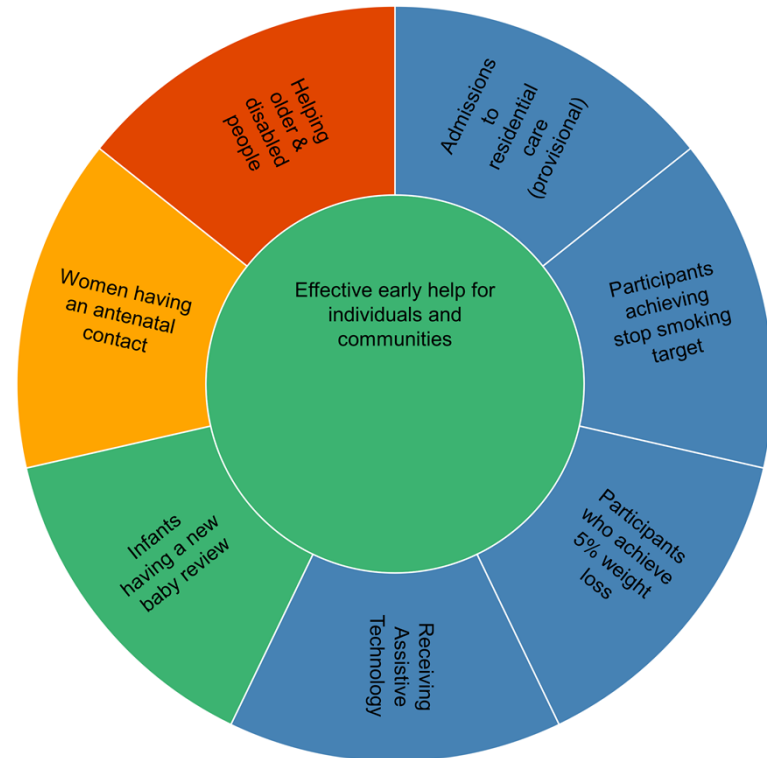
Overview

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








Deliverable Progress



Key Measures



Key Measure Summary

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

Progress on our deliverables and key measures

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

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

Original completion date: 30 Sep 2021

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

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

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

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

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

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

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

Rating: Good

Completed: 31 Mar 2022

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

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

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

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

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

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

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

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

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

disease management work of the Health Protection team alongside UKHSA.

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

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

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

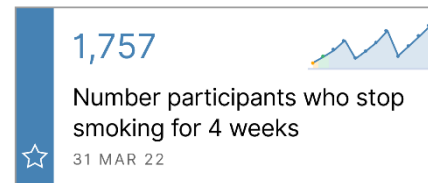
The performance of our stop smoking service has been excellent in 2021-22, with a record number of 1757 quitting smoking and our quit rate of 67% well above the England average. Due to the Covid-19 pandemic the service switched from primarily being face to face to a telephone based service and this has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

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

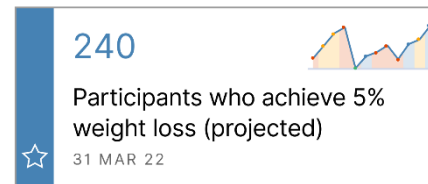
LLBD have a very robust screening process focused around our Health and Wellbeing "MOT", ensuring clients are at a point where they are motivated to change. Clients who complete the MOT may recognise the need to address wider issues such as emotional wellbeing or financial worries, prior to addressing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

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

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

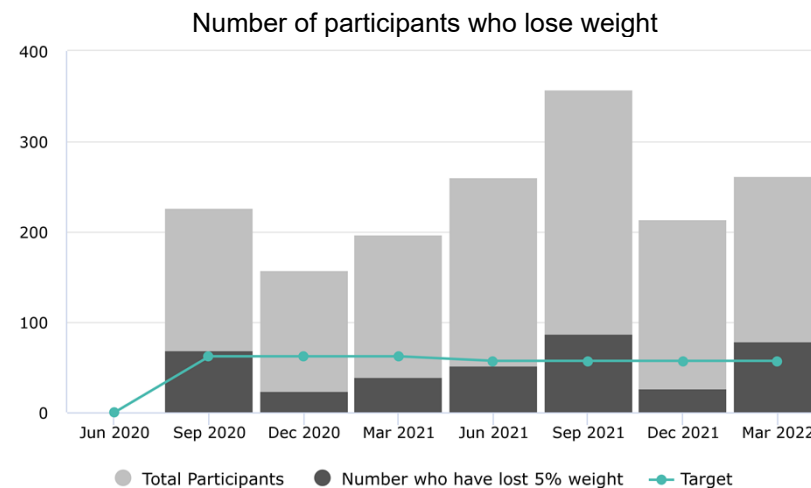
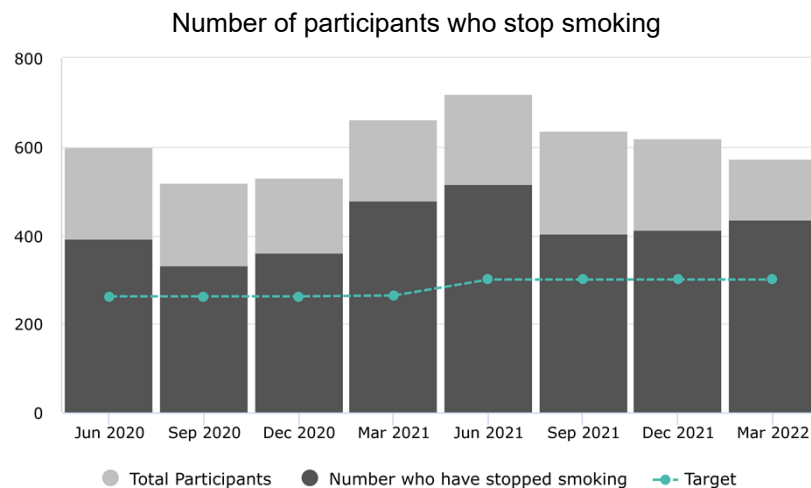


2019-2020	1,158
2020-2021	1,554
2021-2022	1,757
Target	1,200
Performance	☆ Strong



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

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



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

Rating: Good

Completed: 31 Mar 2022

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

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

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

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

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

Rating: Good

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

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

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

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

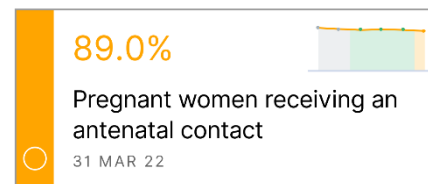
The mental health activity is supported by a small team of staff who support a range of programme based activity linked to this important area of Public Health and the team have made significant progress over the year in contributing to the shared health, population health and care agenda regarding positive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

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

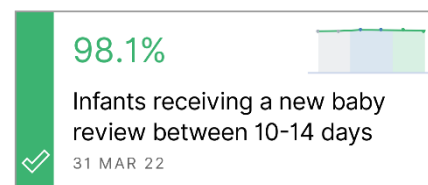
Rating: Good

Completed: 31 Mar 2022

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



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



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

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

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

Rating: Good

Expected completion date: 31 Mar 2035

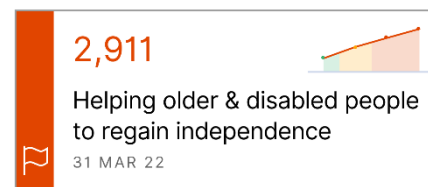
During Quarter 4, the Adult Social Care Strategic Accommodation Group has continued to oversee the strategy implementation programme. We continue to work with District and Borough colleagues in terms of influencing their Local Plans to encourage new provision of age-appropriate accommodation in the localities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

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

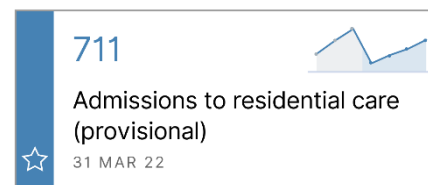
Rating: Review

Expected completion date: 31 Mar 2023

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



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



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

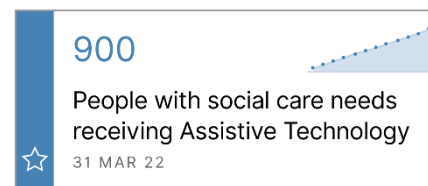
The programme for Better Lives has been redesigned to support mitigation of this issue. The reablement service, which helps older and disabled people to regain their independence, over the year has supported 2,911 people against a target of 3,588 people. This service has been impacted by Covid-19 and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

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

Rating: Good

Expected completion date: 31 Mar 2022

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



2021-2022	900
Target	600
Performance	☆ Strong

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

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

Rating: Strong

Completed: 05 Jan 2022

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

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

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

Rating: Good

Expected completion date: 30 Sep 2024

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

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

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

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

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

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

Rating: Good

Completed: 31 Mar 2022

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

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

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

Rating: Good

Completed: 31 Mar 2022

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

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

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

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

A prosperous and green Derbyshire

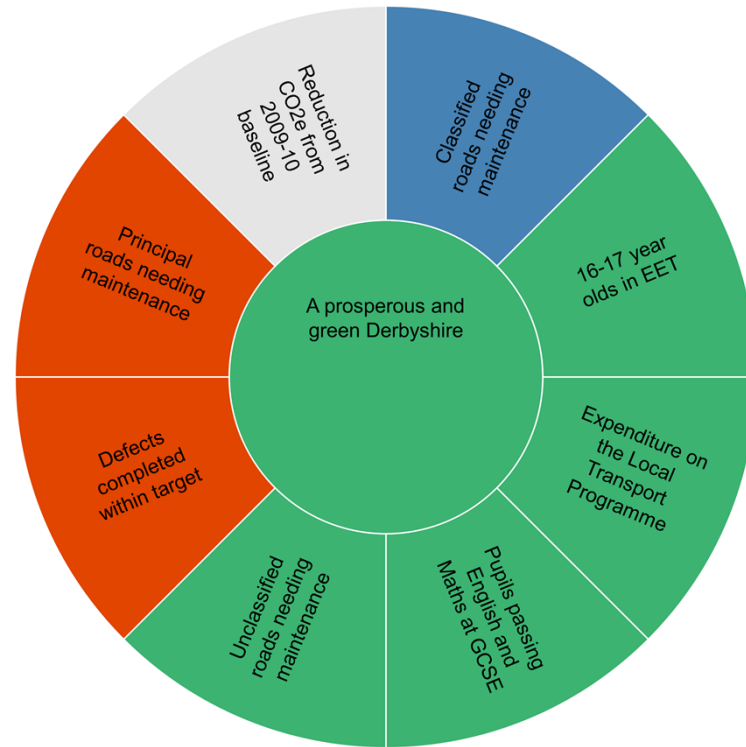
Overview

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








Deliverable Progress



Key Measures



Key Measure Summary

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

Progress on our deliverables and key measures

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

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

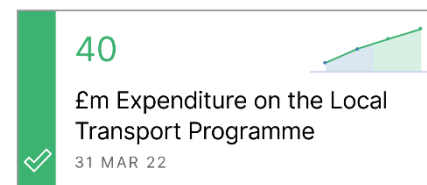
The £40m Highways Capital Programme has been delivered in the 2021-22 financial year as planned, delivering a wide range of improvements to all highway assets; including roads, footways, bridges and structures, drainage, traffic and road safety schemes, street lighting, traffic signals, cycleways, greenways,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

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

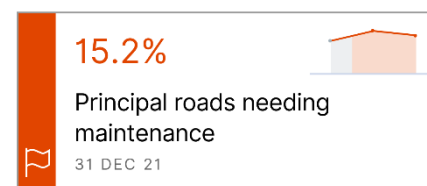
A total of 7,108 defects were fixed in Quarter 4 with 68.7% of defects being completed within target timescales, which is well below the 90% target set. This means that for the year 2021-22 22,748 defects were fixed, with 75.0% completed within target. This is split between the different priorities with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

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

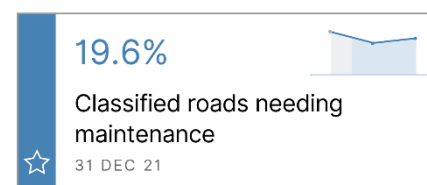
This activity is continuing as part of the 2022-25 Council Plan and progress will continue to be reported on a quarterly basis.



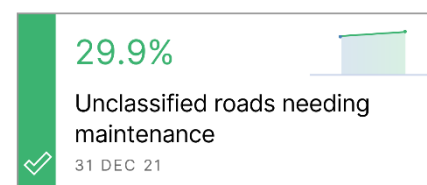
2021-2022	£40m
Target	£40m
Performance	✓ Good



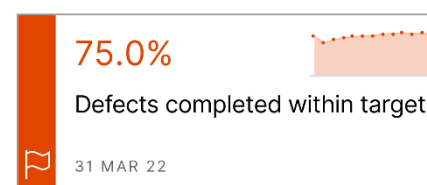
2019-2020	13.0%
2020-2021	17.0%
2021-2022	15.2%
Target	13.0%
Performance	⚠ Action



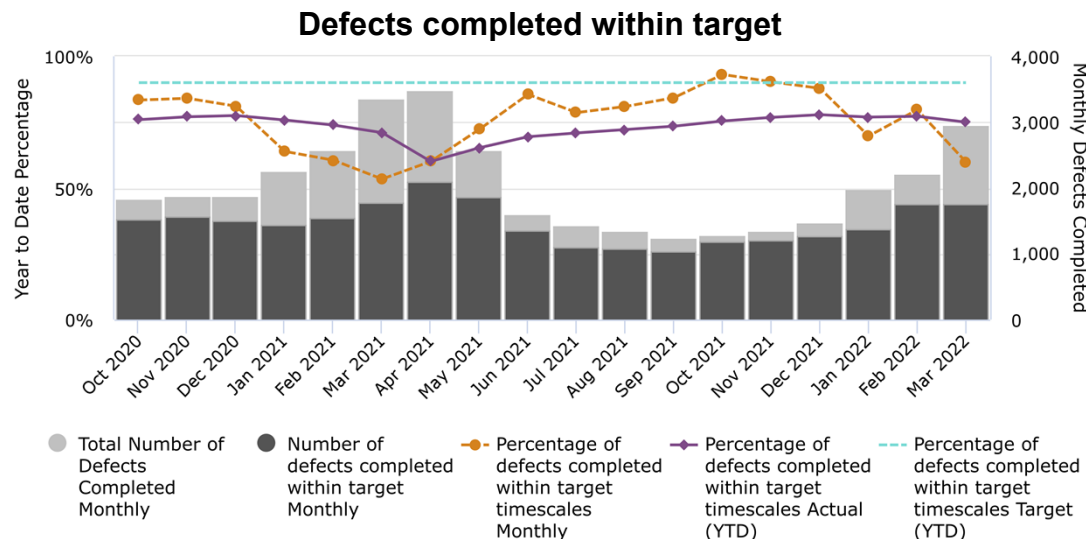
2019-2020	23.0%
2020-2021	17.0%
2021-2022	19.6%
Target	23.0%
Performance	★ Strong



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



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



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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 30 Jun 2022

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

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

Rating: Good (Review in Q3)

Original completion date: 30 Sep 2021

Expected completion date: 31 May 2022

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

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

Rating: Good

Expected completion date: 30 Jun 2022

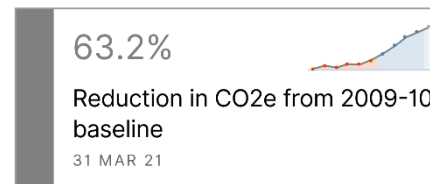
The viability assessment is complete and work is still continuing with the preparation of an Outline Business Case (OBC) as part of the next stage. Through agreement with the Department for Transport (DfT) it has now been agreed the completion of the OBC will be during Quarter 2 of 2022-23. Some elements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

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

Rating: Good

Expected completion date: 31 Mar 2032

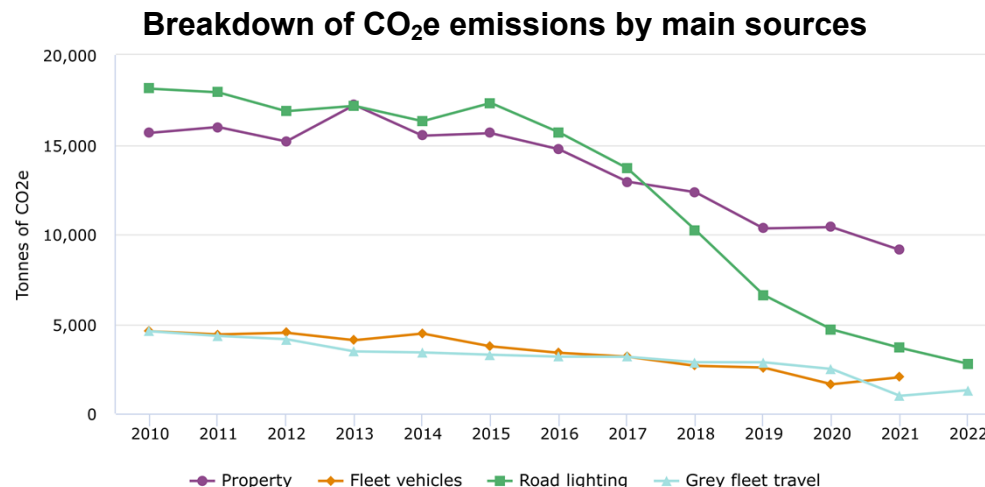
Final year end emissions figures for 2021-22 will be available during 2022-23 when data for corporate property energy usage and core fleet mileage have been finalised. However figures for streetlighting energy usage and mileage from officers use of their own vehicles (grey fleet) are available:



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

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

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



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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

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

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

Rating: Good

Original completion date: 31 Oct 2021

Expected completion date: 31 Mar 2025

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

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

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

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

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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 30 Jun 2022

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

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

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

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

Rating: Good

Expected completion date: 31 Aug 2022

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

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

Rating: Good

Expected completion date: 31 Mar 2022

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

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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2025

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

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

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

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

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


Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

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

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

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

Rating: Good

Completed: 31 Mar 2022

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

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

Rating: Review

Expected completion date: 31 Mar 2022

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

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

Rating: Review

Original completion date: 31 Dec 2021

Expected completion date: 31 Mar 2022

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

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

Rating: Good

Completed: 31 Mar 2022

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

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

Rating: Good

Expected completion date: 30 Sep 2022

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

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

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

Rating: Review

Expected completion date: 31 Mar 2022

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

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

Rating: Good

Expected completion date: 30 Jun 2022

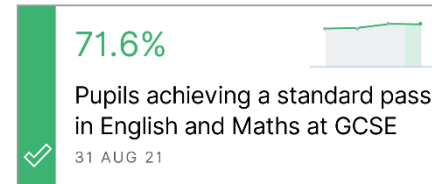
Children and young people returned to full-time education in September 2021 with the lifting of restrictions ensuring greater continuity of education. Headteachers welcomed the implementation of the School-Led tutoring programme from September to help children and young people catch up on learning lost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

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

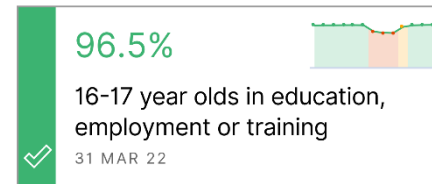
- The implementation of a phonics programme for a small number of schools. This programme is likely to grow in future years when the capacity for delivery in schools grows. The launch event of this programme took place on 4 October 2021. This was enhanced through a focus on phonics at locality headteacher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

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

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

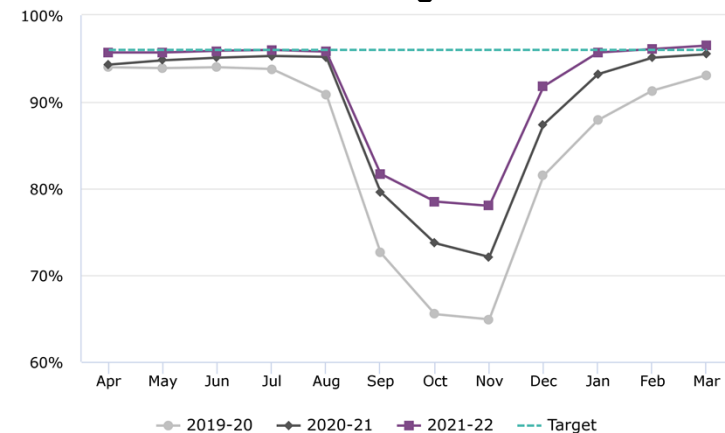


2019-2020	65.4%
2020-2021	72.2%
2021-2022	71.6%
Target	72.2%
Performance	✔ Good
National Benchmark	67.1%



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

16-17 year olds in education, employment or training



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

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

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

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

Rating: Good

Original completion date: 31 Mar 2022

Expected completion date: 31 Mar 2023

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

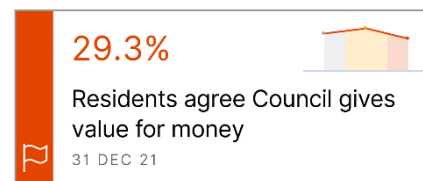
Overarching Measures

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

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

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

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



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

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






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

Notes

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

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

Key

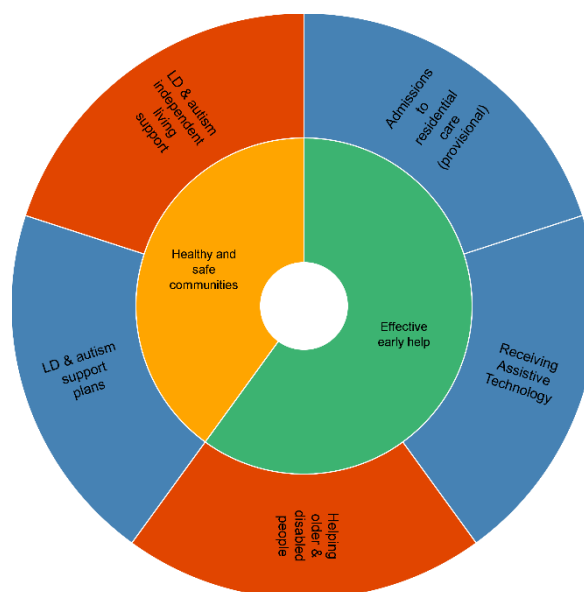
	Deliverables	Measures
	Strong – performing strongly	Strong – more than 5% better than target (2% better than target if the target is greater than 95%).
	Good – performing well	Good
	Review – will be kept under review to ensure performance is brought back on track	Review – more than 2% worse than target.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

Adult Care - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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

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

Key areas of success are:

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

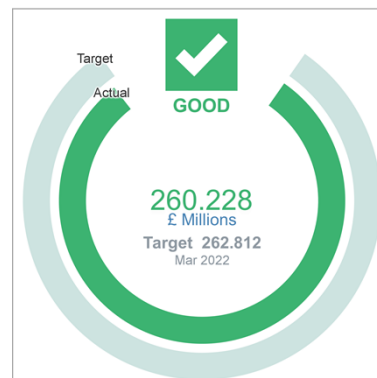
Key areas for consideration are:

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

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

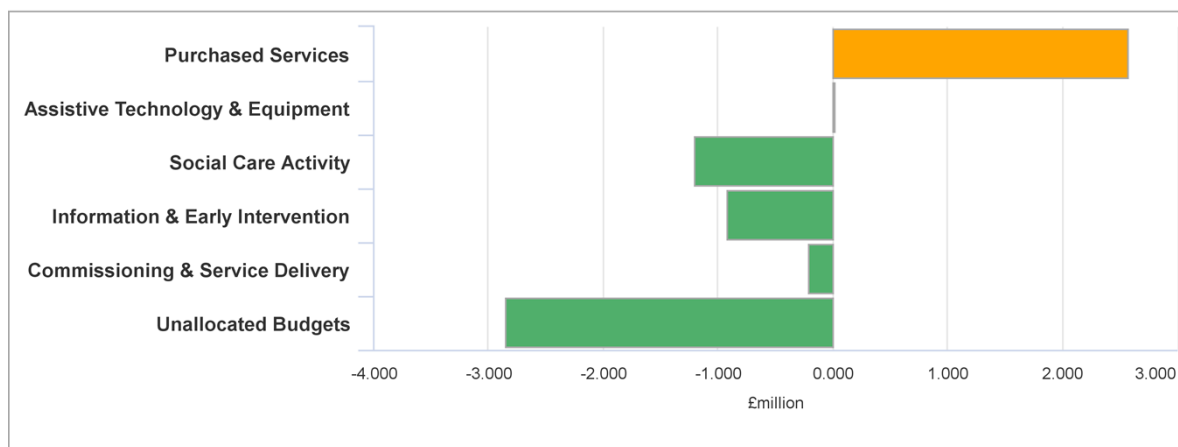
There is an underspend of £2.584m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



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

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

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

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

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

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

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

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

Children's Services and Safeguarding and Education - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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

Key areas of success are:

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

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

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

Key areas for consideration are:

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

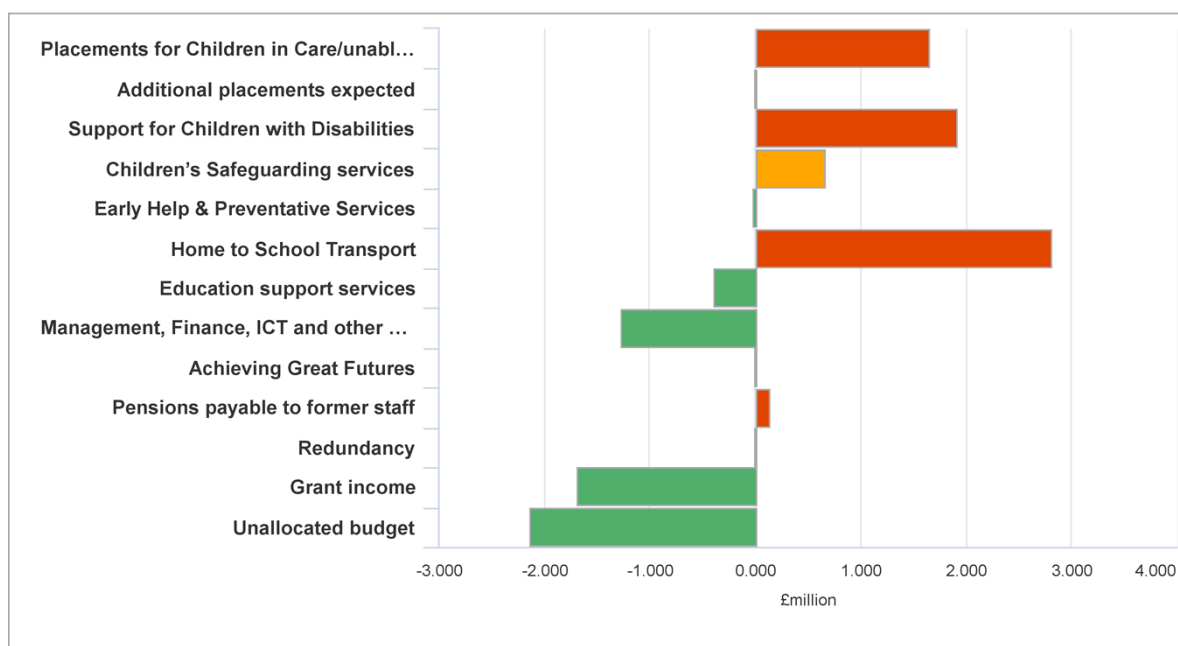
There is an overspend of £1.676m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget












The main variances were:

Under (-)/Over Spend by Service Line



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

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

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

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

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

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

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

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

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

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



Key ★ Strong ✓ Good ○ Review 📌 Action □ Data not available/Target not set

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

Key areas of success are:

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

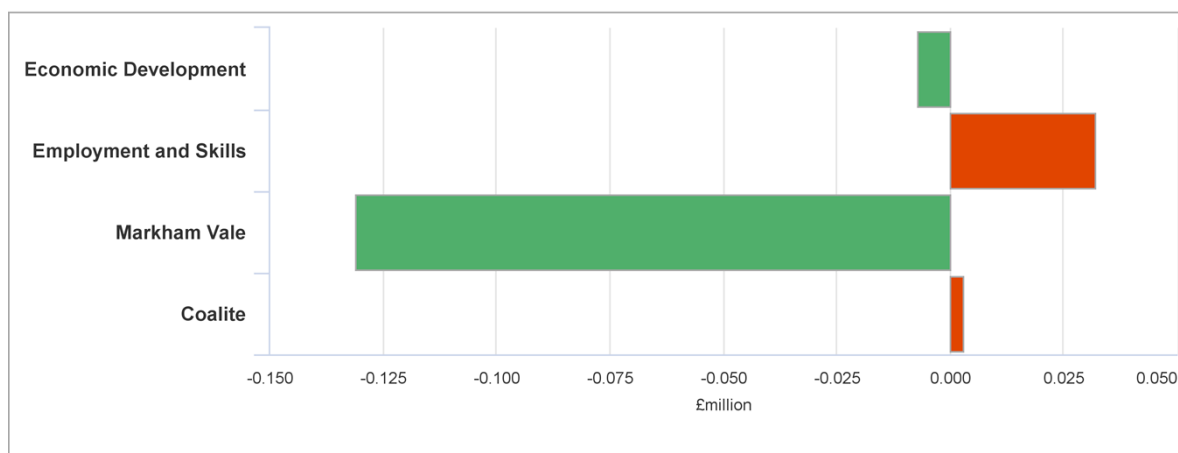
257 undertaking learning to progress them into employment. The Youth Hub opened officially to residents in January 2022, with 36 residents attending multi-service support.

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

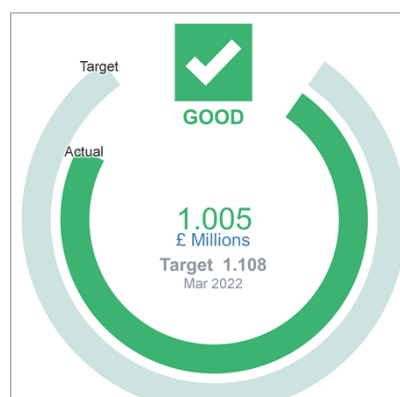
There is an underspend of £0.103m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.



The main variances were:

Under (-)/Over Spend by Service Line



Outturn against Target Budget



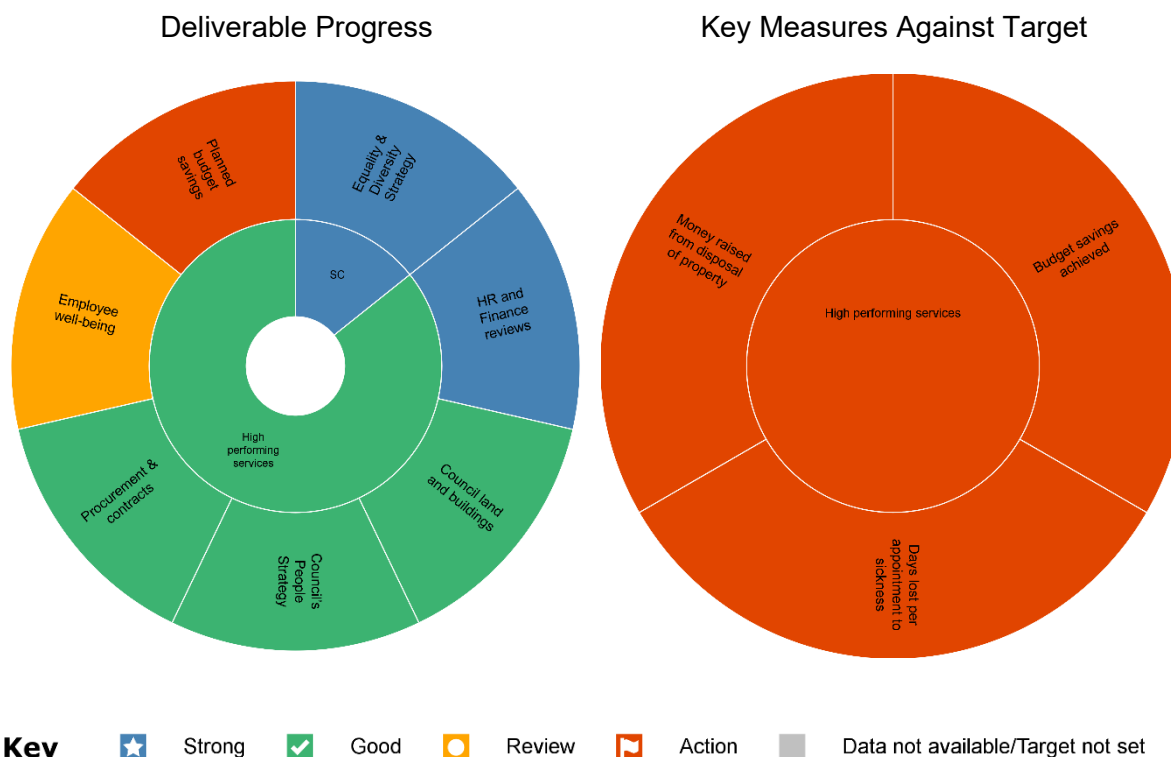
Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Markham Vale	(0.131)		Increased income from facilities charges and reduced expenditure on landscaping and drainage contracts.
Other - Net Overspend	0.028		-
TOTAL	(0.103)		

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

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

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

Corporate Services and Budget - Portfolio Summary



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

Key areas of success are:

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

Key areas for consideration are:

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

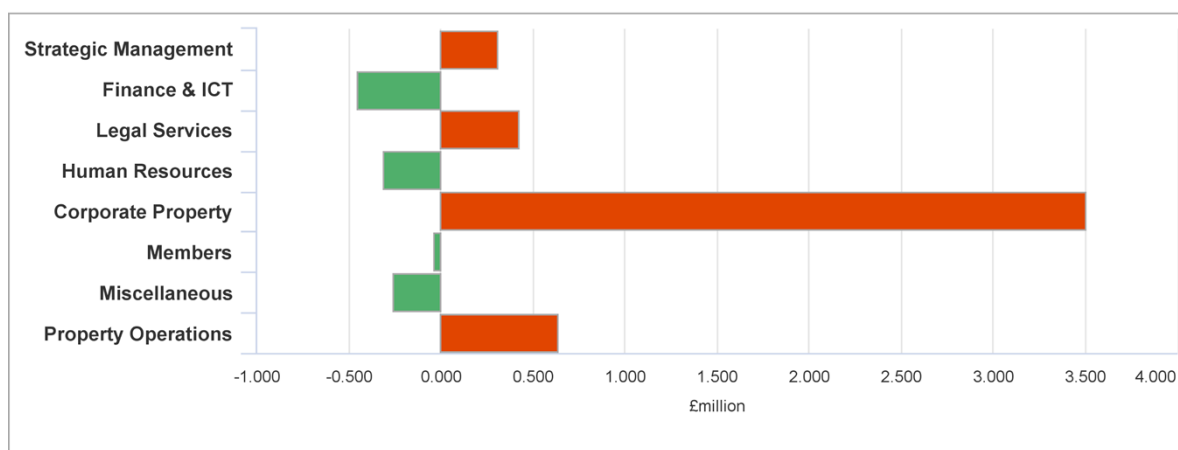
There is an overspend of £3.820m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.


Outturn against Target Budget










The main variances were:

Under (-)/Over Spend by Service Line



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

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

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

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

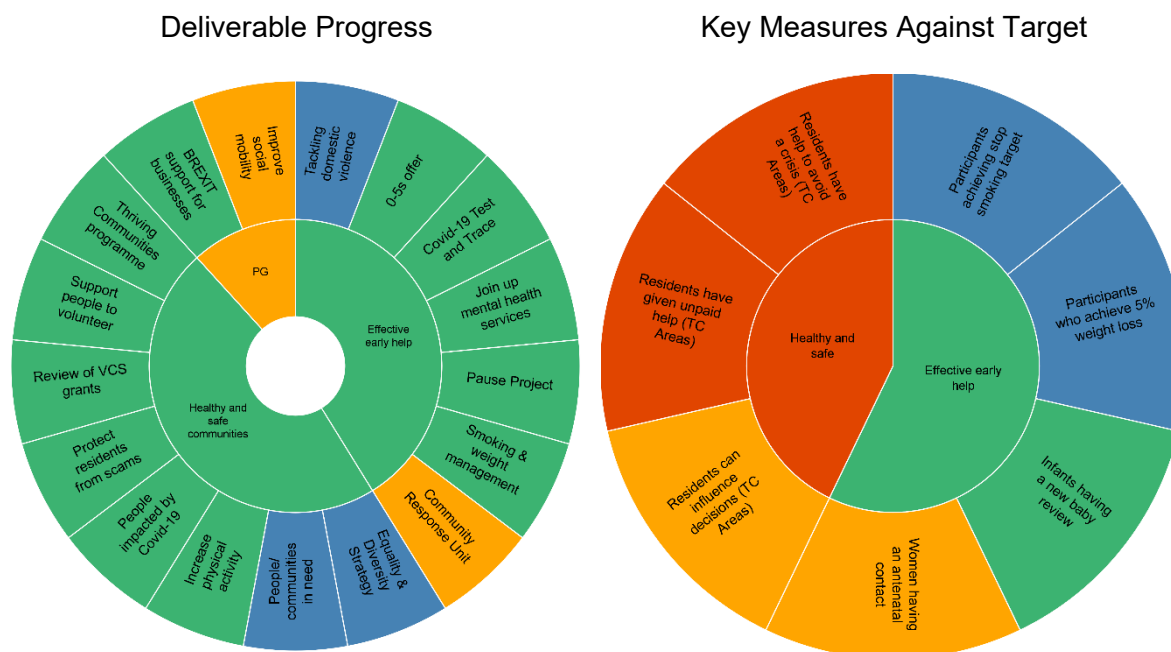
Savings were achieved in 2021-22 in the following areas:

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

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

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

Health and Communities - Portfolio Summary



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

Key areas of success are:

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

Key areas for consideration are:

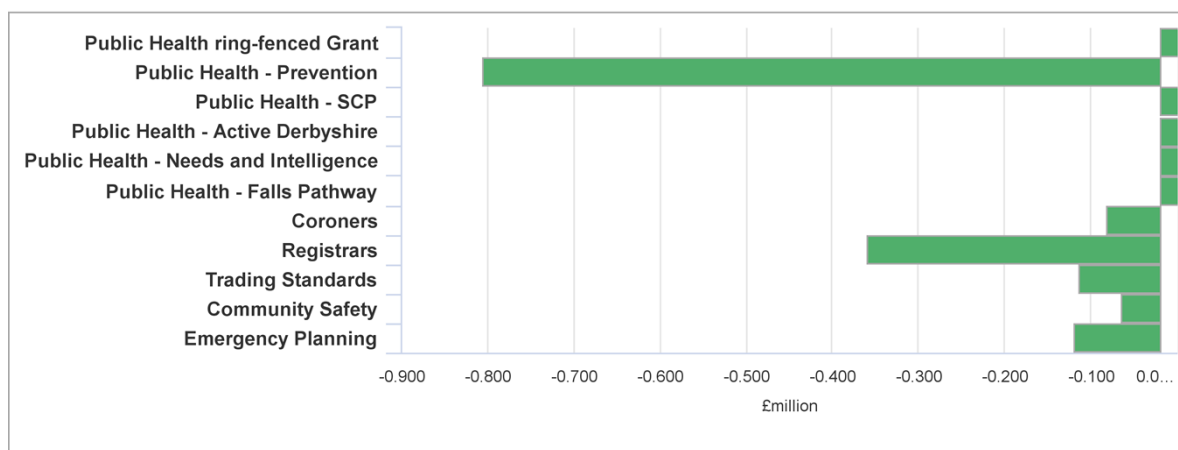
- The 'Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing' deliverable will overlap into 2022-23, to include the transfer of the CRU Call Centre function to the Health and Wellbeing Team, as it requires further discussion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

Key areas to note are:

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

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

Under (-)/Over Spend by Service Line



The main variances were:

Service	(Under)/Over Spend £m		Main Reason for Outturn Position
Public Health - Prevention	(0.805)	✓	Costs which would ordinarily have been met from the portfolio's own budget allocation have been met from additional government grant and from Public Health ring-fenced Grant funding Covid-19 responsibilities.
Registrars	(0.359)	✓	A temporary increase in registration income following the easing of Covid-19 restrictions from events such as weddings which had been postponed.
Emergency Planning	(0.120)	✓	Lower staffing levels and additional income than budgeted.
Trading Standards	(0.114)	✓	Due to vacancy control. This will assist in managing a planned restructure of the function.
Other - Net Underspend	(0.145)	✓	-
TOTAL	(1.543)		

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

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

Description	£m
Community Safety - increase cost of training	0.007
Trading Standards - reduction in staffing	0.040
Public Health - funding of Prevention from Public Health Grant	0.155

Description	£m
Public Health - review of Prevention Services	0.011
Total Savings Achieved 2021-22	0.213

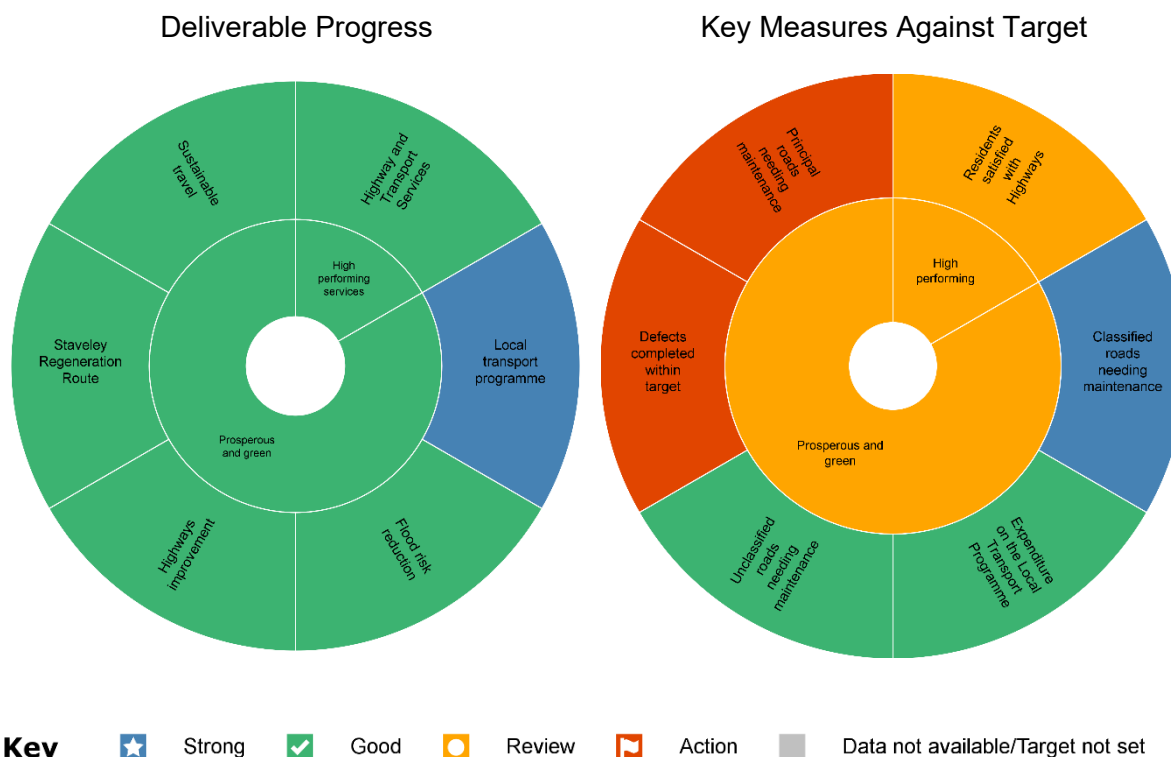
One-off factors which supported the 2021-22 outturn position were as follows:

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

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

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

Highways Assets and Transport - Portfolio Summary



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

Key areas of success are:

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

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

Key areas for consideration are:

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

Key areas to note are:

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

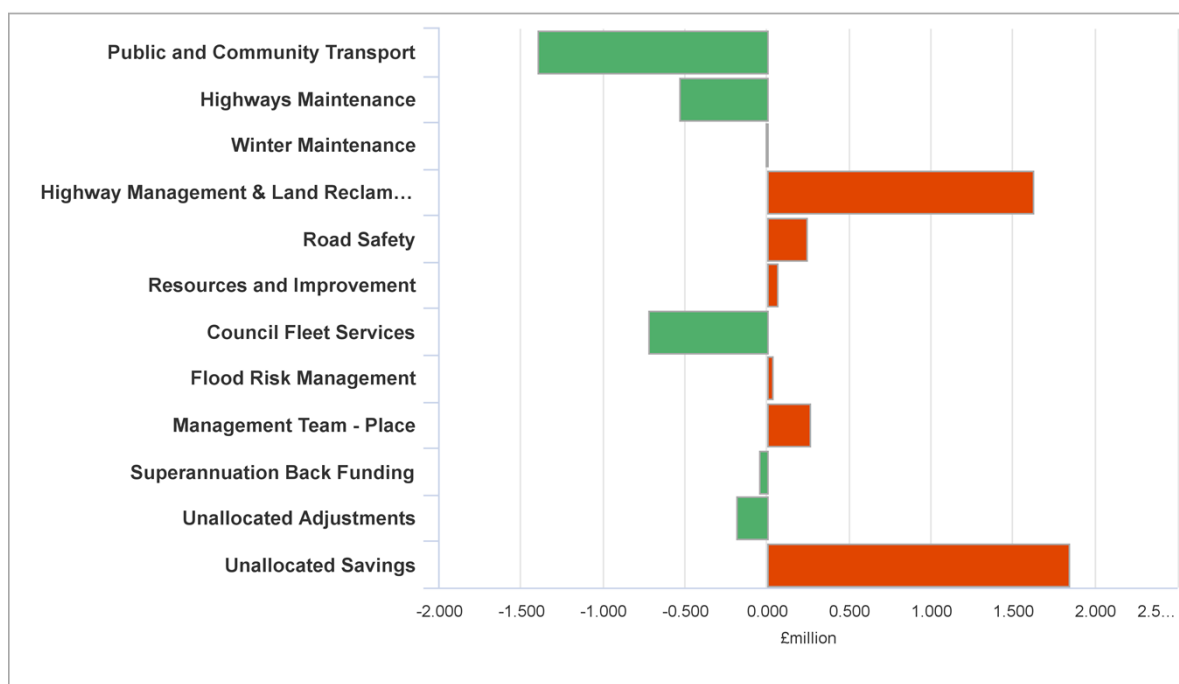
There is an overspend of £1.225m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.


Outturn against Target Budget











The main variances were:

Under (-)/Over Spend by Service Line



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

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

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

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

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

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

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

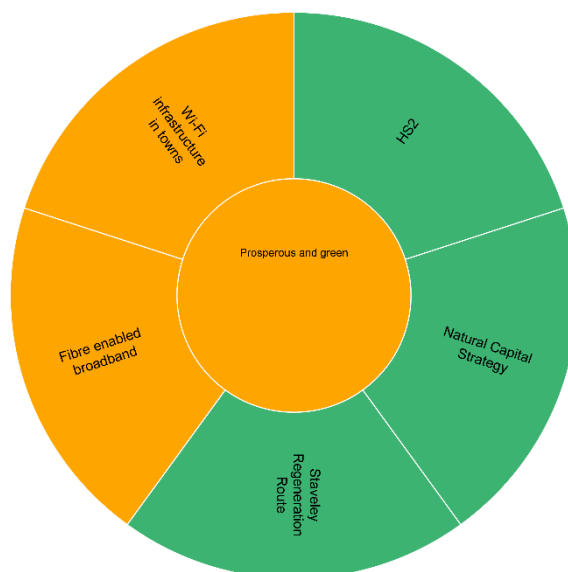
One-Off Funding	£m
Winter Maintenance (Use of Reserve)	0.765
Covid-19 Use of DLUHC Covid-19 Emergency Grant and Sales, Fees and Charges Losses Compensation (Non-Ring-Fenced Grants)	0.266
One-Off Funding 2021-22	1.031

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

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

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



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

Key areas of success are:

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

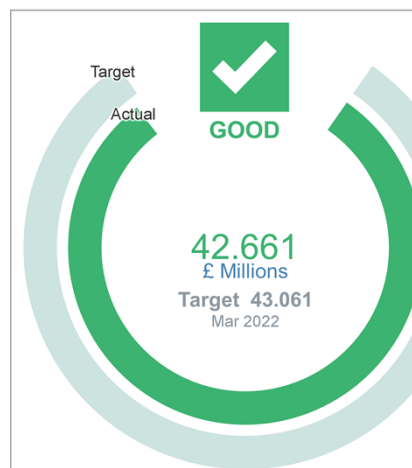
Key areas for consideration are:

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

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

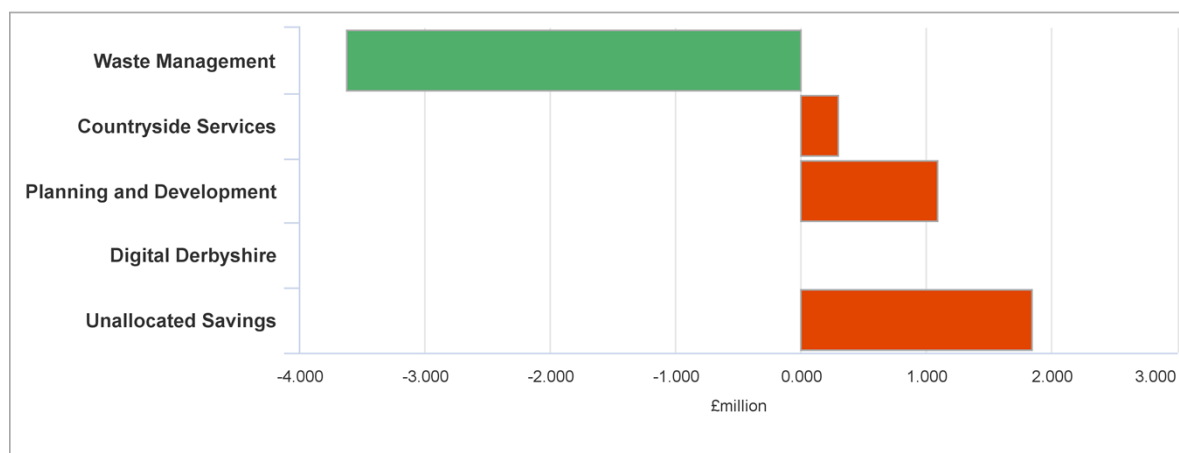
There is an underspend of £0.400m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget





The main variances were:

Under (-)/Over Spend by Service Line



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

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

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

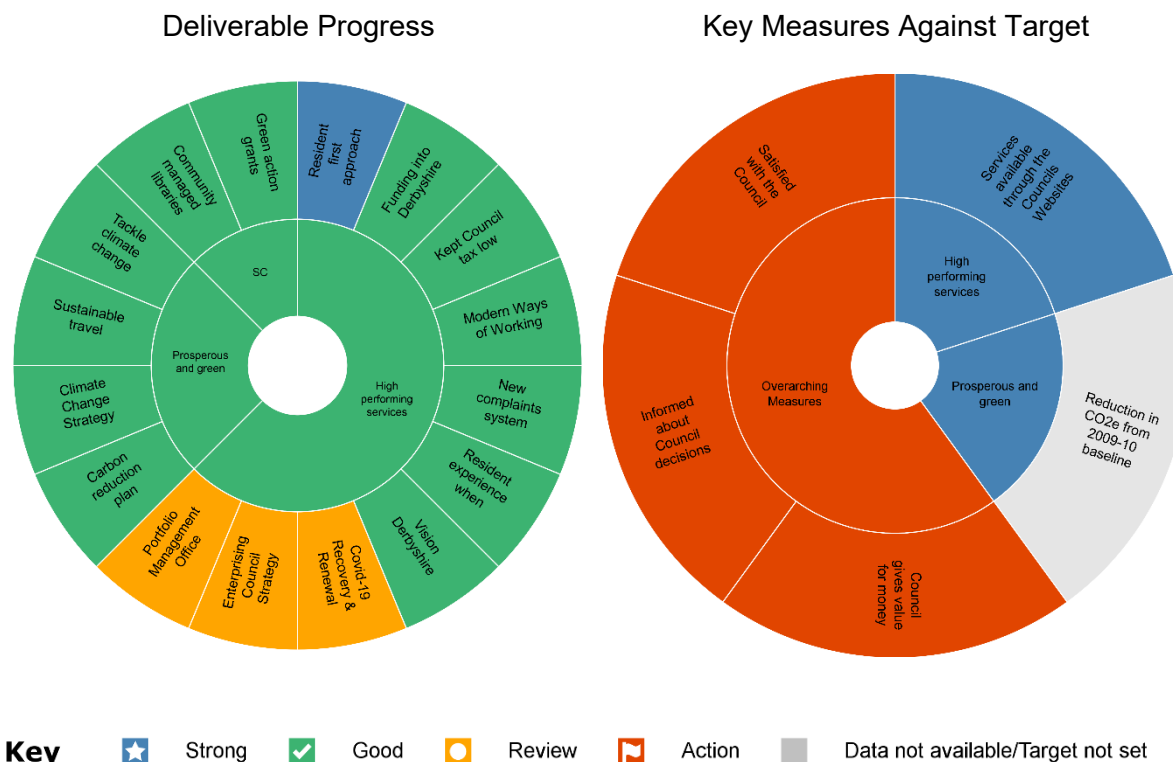
Savings were achieved in 2021-22 in the following areas:

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

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

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

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



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

Key areas of success are:

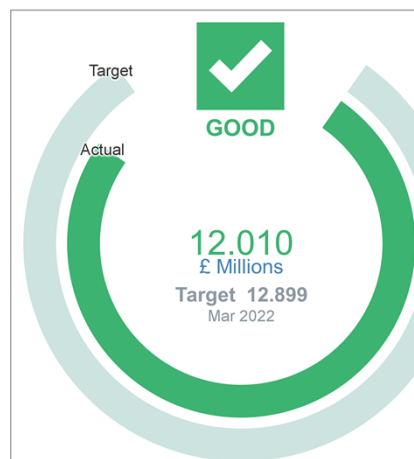
- The Customer Relationship Management system has been successfully implemented, with 140 services made available online in the first phase.
- Phase one of the Modern Ways of Working programme has been completed with the focus on the safe and effective return to offices.

Key areas for consideration are:

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

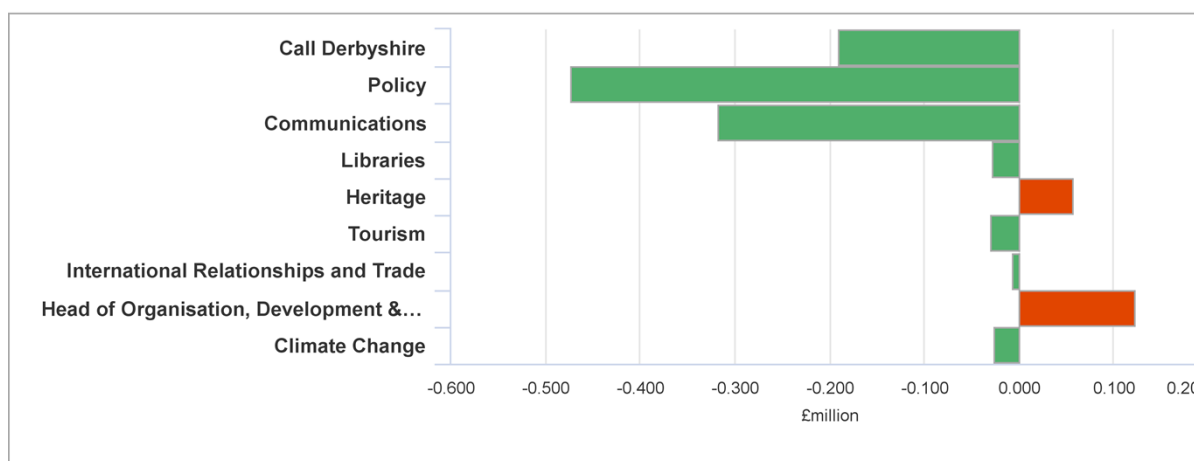
There is an underspend of £0.889m on the portfolio after the allocation of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

Outturn against Target Budget



The main variances were:

Under (-)/Over Spend by Service Line



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

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

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

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

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

Description	£m
Total Savings Achieved 2021-22	0.234

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

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

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

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

Dedicated Schools Grant (DSG)

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

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

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

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

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











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

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

Public Health Grant

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

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

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

Summary of Underspends

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

Appendix 14







Controlled

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

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

Traded Services**Fully Traded**






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











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













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

Partially Traded

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

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall (-) compared to Target £m	Performance
CSB	Legal and Democratic	Legal Services	0.451	0.422	-0.029	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.080	0.087	0.007	
CSB	Corporate Property	Estates	0.026	0.092	0.066	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.065	0.072	0.007	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.000	0.013	0.013	

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall (-) compared to Target £m	Performance
CSB	Corporate Property	Asbestos Surveys	0.053	0.055	0.002	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.045	0.062	0.017	
CSB	Corporate Property	County Buildings incl. Members Bar	0.570	0.501	-0.069	
CSB	Corporate Property	Industrial Development	2.018	1.705	-0.313	
CSB	HR	Occupational Health Services	0.080	0.138	0.058	
CSB	HR	Learning & Development	0.399	0.434	0.035	
CSB	HR	H&S	0.177	0.155	-0.022	
CSB	HR	Payroll Services	1.683	1.737	0.054	
CSB	Finance & ICT	Exchequer	0.329	0.235	-0.094	
CSSGE	Education Improvement	Various	0.819	0.446	-0.373	
CSSGE	Education Psychology	Education Psychology	0.528	0.743	0.215	

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

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Actual Income £m	Excess/ Shortfall (-) compared to Target £m	Performance
HC	Central Services to the Public	Registrars	1.394	1.965	0.571	✓
HAT	Highways	Highways Laboratory	0.100	0.051	-0.049	✗
HAT	Fleet Services	Vehicle Maintenance	1.300	1.730	0.430	✓
IE	Countryside	Shops	0.219	0.288	0.069	✓
IE	Countryside	Cycle Hire	0.019	0.026	0.007	✓
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.049	0.006	✓
SLCTCC	Heritage	Derbyshire Environmental Studies Service	0.113	0.007	-0.106	✗
			13.896	14.003	0.107	

Earmarked Reserves

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

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

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

Budget Savings Monitoring 2021-22

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

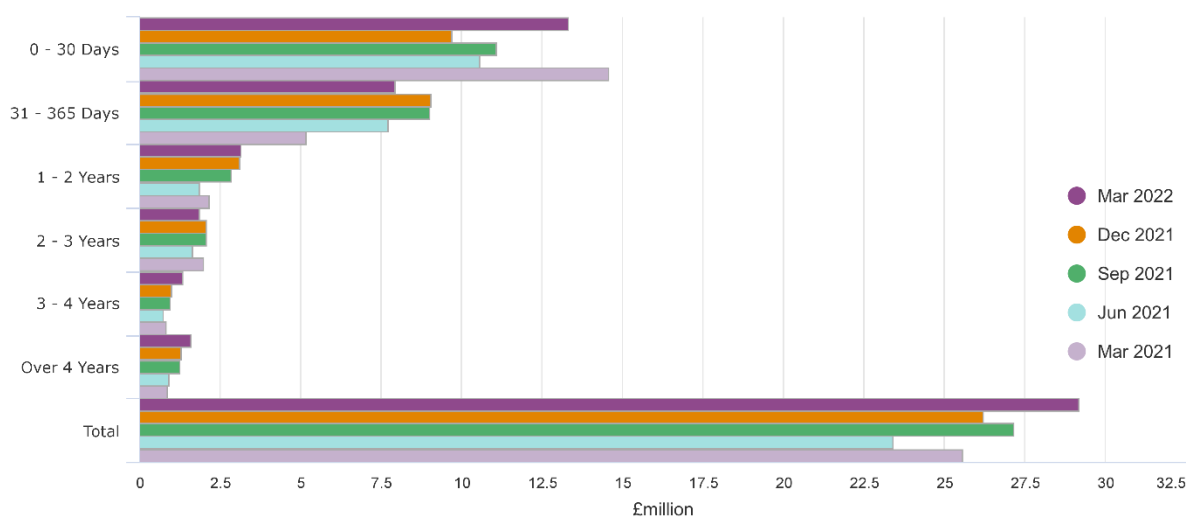
*The Adult Care portfolio is being supported with £4.257m of one-off funding. This reduces the total target for this portfolio from £9.335m down to £5.078m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

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

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

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

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

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

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

Covid-19 Financial Impacts and Funding**Covid-19 Gross Costs by Portfolio**

In 2021-22, the gross cost to the Council in respect of the Covid-19 pandemic was £55.592m (2020-21: £81.428m), before Covid-19 specific recharges and grant income, and Covid-19 general grant income. The table below details these gross costs, by Service Area and by Council Portfolio.

Service Area	Covid-19 Costs by Portfolio									TOTAL £m
	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	
Income Losses										
Highways and Transport Sales, Fees & Charges (SFC) - Parking services losses	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Highways and Transport Sales, Fees & Charges (SFC) losses - other	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cultural & Related (SFC) - Recreation and sport losses	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

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

Covid-19 Costs by Portfolio										
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Total Income Losses	0.386	0.000	0.618	0.820	0.000	0.000	0.000	0.164	0.770	2.758
Costs										
Adult Social Care – additional demand	21.261	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	21.261
Adult Social Care – supporting the market	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Adult Social Care – workforce pressures	10.138	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	10.138
Adult Social Care - Personal protective equipment (PPE)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Adult Social Care - other	0.568	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.568
Adult Social Care sub-total	31.967	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	31.967
Children's Social Care – workforce pressures	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Children's Social Care - residential care	0.000	0.000	0.000	0.060	0.000	0.000	0.000	0.000	0.000	0.060
Children's Social Care - care leavers	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

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

Covid-19 Costs by Portfolio										
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Housing - homelessness services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Housing - rough sleeping	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Housing - other excluding HRA	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Housing sub-total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cultural & related - Sports, leisure and community facilities	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.021	0.000	0.021
Cultural & related - other	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cultural & related sub-total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.021	0.000	0.021
Environment & regulatory - cremation, cemetery and mortuary services/Excess deaths	0.000	0.000	0.003	0.000	0.000	0.000	0.000	0.000	0.000	0.003

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

Covid-19 Costs by Portfolio										
Service Area	AC £m	CGR £m	CSB £m	CSSGE £m	HC £m	HT £m	IE £m	SLCTCC £m	Corporate Budgets £m	TOTAL £m
Finance & corporate - Revenue & benefits expansion	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Finance & corporate - other	0.000	0.000	1.240	0.000	0.015	0.000	0.000	0.007	0.000	1.262
Finance & corporate - sub-total	0.000	0.000	1.325	0.000	0.018	0.000	0.000	0.014	0.000	1.357
Other - Shielding	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - PPE (non-Adult Social Care and HPA)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - unachieved savings/delayed projects	2.086	0.000	0.000	0.469	0.000	0.000	0.000	0.332	0.421	3.308
Other – lockdown compliance and reopening costs (incl. enforcement)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other - Domestic Abuse Services	0.000	0.000	0.000	0.000	0.155	0.000	0.000	0.000	0.000	0.155
Other - Elections	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

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

Controlled

Covid-19 Costs and Funding

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

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

Controlled

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

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Adult Social Care - other	0.568	0.000	0.568	0.000	0.568	2.1%
Adult Social Care sub-total	31.967	(29.971)	1.996	0.000	1.996	7.5%
Children's Social Care – workforce pressures	0.000	0.000	0.000	0.000	0.000	0.0%
Children's Social Care - residential care	0.060	0.000	0.060	0.000	0.060	0.2%
Children's Social Care - care leavers	0.000	0.000	0.000	0.000	0.000	0.0%
Children's Social Care - other	2.721	(2.721)	(0.000)	0.000	(0.000)	0.0%
Children's Social Care sub-total	2.781	(2.721)	0.060	0.000	0.060	0.2%
Education - SEND	0.000	0.000	0.000	0.000	0.000	0.0%
Education - Home to school transport	0.385	(0.385)	(0.000)	0.000	(0.000)	0.0%
Education - other	0.148	(0.001)	0.147	0.000	0.147	0.6%
Education sub-total	0.533	(0.386)	0.147	0.000	0.147	0.6%
Highways and Transport	0.266	0.000	0.266	0.000	0.266	1.0%
Public Health - Testing, contact tracing and outbreak planning	7.815	(7.815)	0.000	0.000	0.000	0.0%
Public Health - Other	2.010	(2.011)	(0.001)	0.000	(0.001)	0.0%

Appendix 19

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Public Health sub-total	9.825	(9.826)	(0.001)	0.000	(0.001)	0.0%
Housing - homelessness services	0.000	0.000	0.000	0.000	0.000	0.0%
Housing - rough sleeping	0.000	0.000	0.000	0.000	0.000	0.0%
Housing - other excluding HRA	0.000	0.000	0.000	0.000	0.000	0.0%
Housing sub-total	0.000	0.000	0.000	0.000	0.000	0.0%
Cultural & related - Sports, leisure and community facilities	0.021	0.000	0.021	0.000	0.021	0.1%
Cultural & related - other	0.000	0.000	0.000	0.000	0.000	0.0%
Cultural & related sub-total	0.021	0.000	0.021	0.000	0.021	0.1%
Environment & regulatory - cremation, cemetery and mortuary services/Excess deaths	0.003	0.000	0.003	0.000	0.003	0.0%
Environment & regulatory - waste management	2.559	0.000	2.559	0.000	2.559	9.6%
Environment and regulatory – COVID-19 compliance and enforcement	0.000	0.000	0.000	0.000	0.000	0.0%
Environment & regulatory - other	0.059	0.000	0.059	0.000	0.059	0.2%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Environment & regulatory - sub- total	2.621	0.000	2.621	0.000	2.621	9.9%
Finance & corporate - ICT & remote working	0.095	0.000	0.095	0.000	0.095	0.4%
Finance & corporate - Revenue & benefits expansion	0.000	0.000	0.000	0.000	0.000	0.0%
Finance & corporate - other	1.262	0.000	1.262	0.000	1.262	4.7%
Finance & corporate - sub-total	1.357	0.000	1.357	0.000	1.357	5.1%
Other - Shielding	0.000	0.000	0.000	0.000	0.000	0.0%
Other - PPE (non-Adult Social Care and HRA)	0.000	0.000	0.000	0.000	0.000	0.0%
Other - unachieved savings/delayed projects	3.308	0.000	3.308	0.000	3.308	12.4%
Other – lockdown compliance and reopening costs (incl. enforcement)	0.000	0.000	0.000	0.000	0.000	0.0%
Other - Domestic Abuse Services	0.155	0.000	0.155	0.000	0.155	0.6%
Other - Elections	0.000	0.000	0.000	0.000	0.000	0.0%
Other - excluding service areas listed above	0.000	0.000	0.000	15.370	15.370	57.8%
Other - sub-total	3.463	0.000	3.463	15.370	18.833	70.8%
Total Costs	52.834	(42.904)	9.930	15.370	25.299	95.2%

Controlled

Service Area	Covid-19 Costs and Funding					
	Gross Costs		Offsets		Covid-19 Emergency Funding for Local Government	
	TOTAL £m	Specific Re- charges and Grant Income £m	Used in 2021-22 £m	Carried Forward to 2022- 23 £m	TOTAL £m	%
Total Gross Costs and Income Losses	55.592	(44.377)	11.215	15.370	26.584	100.0%

Covid-19 Funding by Portfolio

The table below gives details of the £44.377m of Covid-19 specific recharges and grant income receivable by the Council in 2021-22, used to partially offset the Council's Covid-19 gross costs in 2021-22 of £55.592m, by Council portfolio. It also shows that the balance of 2021-22 Covid-19 gross costs by Council portfolio, amounting to £11.215m, has been funded using the Council's general Covid-19 emergency funding for Local Government of £26.585m, which is comprised of £11.248m brought forward from 2020-21 and £15.337m received in 2021-22.

	Covid-19 Funding by Portfolio									
	AC	CGR	CSB	CSSGE	HC	HT	IE	SLCTCC	Corporate Budgets	TOTAL
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Total Gross Costs and Income Losses	34.439	0.023	1.946	4.603	9.998	0.266	2.595	0.531	1.191	55.592
Offsets: Specific Recharges and Grant Income										
Additional Care Package Costs (Hospital Discharge) Recharged to Health	(5.136)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(5.136)
Additional School and College Transport Capacity Funding	0.000	0.000	0.000	(0.385)	0.000	0.000	0.000	0.000	0.000	(0.385)
Clinical Commissioning Group (CCG) Retention Funding	(1.720)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.720)
Contain Outbreak Management Fund	0.000	0.000	0.000	0.000	(5.389)	0.000	0.000	0.000	0.000	(5.389)
Covid Local Grant Scheme	0.000	0.000	0.000	(2.566)	0.000	0.000	0.000	0.000	0.000	(2.566)

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

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

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

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

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

Appendix 19

Controlled

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

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

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



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

14 September 2022

Report of the Director of Legal and Democratic Services and Monitoring Officer

GOVERNANCE, ETHICS AND STANDARDS COMMITTEE CHAIRMAN'S REPORT 2021/22

1. Purpose

- 1.1 To receive the annual report of the Chairman of the Governance, Ethics and Standards Committee.

2. Information and Analysis

- 2.1 The terms of reference for the Governance, Ethics and Standards Committee as outlined at Article 11 of the Constitution require the Chairman to provide an Annual Report to full Council.
- 2.2 The Annual Report attached at Appendix 2 was considered and endorsed by the Governance, Ethics and Standards Committee on 14 July 2022. The Annual Report outlines the work of the Committee over the last year and provides an indication of the work programme for the next municipal year. It is proposed that the Council receives and notes the report.

3. Consultation

- 3.1 As this is with regard to an administrative function, consultation is not required.

4. Alternative Options Considered

- 4.1 The Chairman could determine not to provide an annual report. However, this would not be in accordance with the Terms of Reference for the Governance, Ethics and Standards Committee which do require such a report to be prepared.

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 – Annual Report of the Chair of the Governance, Ethics and Standards Committee 2021/22.

8. Recommendations

That Council receives and notes the annual report of the Chairman of the Governance, Ethics and Standards Committee attached at Appendix 2.

9. Reasons for Recommendation(s)

- 9.1 The Council's Constitution requires an annual report to be prepared by the Chairman of the Governance, Ethics and Standards Committee to be presented to full Council.

Report Author: Helen Barrington, Director of Legal & Democratic Services and Monitoring Officer

Contact details: Helen.Barrington@derbyshire.gov.uk

Implications

Financial

1.1 None directly arising

Legal

2.1 The terms of reference of the Governance, Ethics and Standards Committee as set out in Article 11 of the Constitution require the Chairman of the Governance, Ethics and Standards Committee to present an annual report to full Council.

Human Resources

3.1 None directly arising

Information Technology

4.1 None directly arising

Equalities Impact

5.1 None directly arising

Corporate objectives and priorities for change

6.1 None directly arising

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

7.1 None directly arising

**DERBYSHIRE COUNTY COUNCIL
GOVERNANCE, ETHICS AND STANDARDS COMMITTEE
ANNUAL REPORT OF THE GOVERNANCE, ETHICS & STANDARDS
COMMITTEE FOR THE YEAR 2021-2022**

Introduction from Councillor S Swann, Chairman of the Governance, Ethics and Standards Committee

Having been appointed as Chairman of the Governance, Ethics and Standards Committee in December 2021, I would like to pay tribute to the work of my predecessor Cllr R Flatley for his hard work and commitment to the role throughout the first half of the year.

During the last year the Committee undertook important work in respect of reviewing and, where required, amending, and updating the Council's standards regime and this is detailed in the report.

The Committee also continued its ongoing work in relation to the authority's constitution, including a significant revision of the Council procedure rules and, again, the report outlines these matters.

The importance of the Committee's role in ensuring that the Council's structures and governance are fit for purpose cannot be underestimated. This, of course, continues to be the main focus of the Committee's efforts going forward.

**Councillor S Swann
Chairman of the Governance, Ethics and Standards Committee**

1. Membership of the Governance, Ethics and Standards Committee

1.1. Membership from May 2021

Councillor R Flatley (Chairman)
Councillor S Swann (Vice-Chairman)
Councillor C Cupit
Councillor Grooby
Councillor D Muller
Councillor W Major
Councillor K Gillott
Councillor B Woods

From December 2021 Councillor S Swann was appointed as Chairman and Councillor R Flatley as Vice-Chairman.

- 1.2. During the municipal year of 2021-2022 the Committee met on four occasions. All four were held in person after the legislation that permitted the Council to hold virtual meetings during the pandemic expired in May 2021.
- 1.3. Recognition is given to the Independent Persons, Lloyd Newby and Ian Orford for the commitment, contribution and support to the Committee. Particular thanks go to Mr Newby who has supported the Committee since the current standards regime came into place in 2012 and whose term of office expired in December 2021.

2. Review of the Standards Regime

- 2.1. Following the review undertaken by the Committee on Standards in Public Life, the Committee agreed to convene two working groups to review the Council's standards regime. The working groups comprised cross party members together with the independent person. One of the working groups focussed on reviewing the Code of Conduct and dispensations; whilst the other considered the procedure for dealing with code of conduct complaints and the Independent Persons, including remuneration.
- 2.2. The working groups considered these matters in detail and made recommendations to the Governance, Ethics and Standards Committee resulting in the approval of:
 - a) A new procedure for dealing with allegations that a Member has breached the Code of Conduct, taking into account guidance issued by the LGA.
 - b) A new Code of Conduct for Members based on the LGA model code.
 - c) Delegations to the Monitoring Officer to grant certain dispensations.
 - d) A reduction in the number of Independent Persons from 3 to 2.
 - e) An appropriate level of remuneration for the Independent Persons, payable on a fixed fee basis in 12 monthly instalments.

- f) A recruitment process to appoint to the vacant position of Independent Person.

3. Complaints received that Members have breached the Code of Conduct

- 3.1. The Committee continues to support the Monitoring Officer in the consideration and determination of any such complaints and receives bi-annual reports from the Monitoring Officer in respect of complaints received. The Committee is also grateful for the support received from the Independent Person in determination of these complaints.

4. Corporate Complaints and referrals to the Local Government to Social Care Ombudsman

- 4.1. The Committee considered the annual report on Complaints and Compliments dealt with by the Council in 2020/21 and also received the annual letter of the Local Government and Social Care Ombudsman (LGSCO) for the period ending 31 March 2021.
- 4.2. In addition, the Committee considered a report of the Monitoring Officer regarding a finding by the LGSCO of maladministration and injustice in respect of a SEND complaint. The Committee was provided with information about the actions taken by the Council in response to the complaint and more generally to prevent further escalation of complaints and was satisfied that no further revisions to Council's policies and procedures were required.

5. Whistleblowing

- 5.1. The Governance, Ethics and Standards Committee is responsible for the overview of the Council's Whistleblowing Policy and, in this role, considered and provided comment on the proposed revised Whistleblowing Policy prior to its approval by Cabinet.

6. Constitution

- 6.1. Work has continued on reviewing the Constitution to ensure it remains up to date and reflects any changes made to the Council's way of working. During 2021-22 the Committee agreed a number of changes and referred them to full council for formal approval, including the following:
 - a) To reflect the new senior management operating model
 - b) To delegate authority to the monitoring officer to make minor amendments to the constitution
 - c) To reflect the new streamlined process for cabinet member decisions
 - d) To incorporate revised council procedure rules.

7. Member Development Working Group

- 7.1. The Committee has continued to receive regular reports from the Chair of the Member Development Working Group regarding the work of the group,

member development activities and member training and development priorities and plans.

8. Independent Remuneration Panel and Members Allowances Scheme

- 8.1. The Committee considered the recommendations of the Independent Remuneration Panel and advised the Council in connection with the appropriate Members Allowances for 2022-23.
- 8.2. Recommendations were also made to Council in respect of the appropriate level of remuneration payable to the Panel members following review by the Committee.

Work Programme for the next municipal year (2022-2023)

It is proposed that the work programme for the Committee for the next municipal year will include the following projects in addition to the business set out in the Terms of Reference:

1. Further review of the Constitution as necessary; specifically the Officer Employment Procedure Rules, Local Choice Functions and Scheme of Delegation.
2. Oversee the guidance and training on the new Members' Code of Conduct.
3. Review the Members' Code of Conduct following review by the LGA of the model code.
4. Conduct a recruitment exercise for the vacant Independent Person position.
5. Conduct a recruitment exercise to fill the vacant positions on the Independent Remuneration Panel.

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 14 SEPTEMBER 2022

Report of the Director of Legal & Democratic Services and Monitoring Officer and Director of Organisation Development and Policy

Revisions to the Council's Constitution: Amendments to the terms of reference of the Appointments and Conditions of Service Committee and Officer Employment Procedure Rules

1. Purpose

- 1.1 To seek approval for proposed amendments to the terms of reference of the Appointments and Conditions of Service Committee and Officer Employment Procedure Rules for inclusion in the Constitution.

2. Information and Analysis

- 2.1 It is a statutory duty under Section 9P of the Local Government Act 2000 for the Council to maintain and keep its Constitution up to date. A number of amendments are now required to the Constitution, the detail of which is set out in Appendix 2 and 3 to this report.
- 2.2 As required by the Constitution, the proposed amendments outlined in Appendix 2 and 3 have been considered by the Governance, Ethics and Standards Committee at its meeting on 14th July 2022 and the Committee resolved to recommend those amendments to Council.
- 2.3 The amendments are required to deal with the following matters:
- 2.4 Aligned to the new operating model approved by Council on 15 September 2021 under which a Managing Director (acting as Head of Paid Service) was subsequently appointed, Appendix 2 proposes revisions to Appendix 9 Officer Employment Rules included in the

Constitution. The revisions will ensure the appointments and dismissals processes for chief officers are appropriate and clearly defined and comply with legislative requirements. The main changes proposed are:

- To provide that the appointment of Executive Directors and Directors will be made by a politically balanced panel. There is no change in respect of Director appointments, however it is proposed that a panel can agree an appointment without the need to refer the decision to full Council. Members will recall that decisions on recent appointments to Executive Director roles have been delegated to a panel on a case by case basis in order to avoid delay and ensure the role is filled as soon as is practicably possible. The panel will comprise of at least three members formed of the Cabinet Member or Members holding the relevant portfolio or portfolios, the Shadow Cabinet Member(s) and additional Member(s) from the Appointments and Conditions of Service Committee as necessary to balance the Panel. The appointment to the Head of Paid Service will remain as per the current constitution. Any appointment of an Executive Director will be reported to the next meeting of Council for information.
- To make it clear that the Council will act jointly with the Secretary of State to appoint the Director of Public Health, as required in relevant legislation.
- To enable the appointment of Executive Directors and Directors on a temporary basis to 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.
- To clarify that the appointment of Deputy Chief Officers who hold an Assistant Director role will be the responsibility of the Head of Paid Service or an officer nominated by him/her.
- To make it clear that Chief Officers listed in Rule 8 may be suspended whilst an investigation takes place into alleged misconduct.
- Other than the Head of Paid Service, Chief Financial Officer and Monitoring Officer that are subject to specific statutory procedures, in order to ensure consistency with decisions regarding appointments, a Panel formed from the Appointments and Conditions of Service Committee will discharge the function of the dismissal of Executive Directors and Directors. The dismissal of Deputy Chief Officers who are

Assistant Directors will be the responsibility of the Head of Paid Service or an officer nominated by him/her.

- Disciplinary action against other Statutory Chief Officers, Non-Statutory Chief Officers and Deputy Chief Officers will be the responsibility of the Head of Paid Service or an officer nominated by him/her as detailed within Appendix 9.
- Annexes 1, 2 and 3 outline the required processes to be followed prior to the appointment or dismissal of Executive Directors and Directors, as required in relevant legislation.

2.5 Appendix 3 outlines proposed revisions to Article 13 amending the terms of reference for the Appointments and Conditions of Service Committee (ACOS) to ensure the staffing functions outlined in legislation as being non-executive are effectively incorporated. These changes will enable the ACOS committee to have authority to support future changes to HR delegations and staffing conditions. The main changes proposed are:

- Amendment to the number of Independent Persons eligible to sit on this Committee from 3 to 2, to reflect the recent decisions of Governance, Ethics and Standards Committee and Council to reduce the number of Independent Persons to 2.
- To incorporate an appropriate frequency for the Committee to meet.
- Clarity of the role and function of the Committee:
 - o Inclusion of approval of recruitment and retention payments to address recruitment and retention difficulties where these arise as appropriate.
 - o Inclusion of the following:
 - To be responsible for appointing the Returning Officer for local government elections.
 - To be responsible for designating an officer as the Chief Financial Officer.
 - To be responsible for appointing proper officers other than where such appointment is reserved to full Council.
 - To be responsible for designating an officer as the Monitoring Officer and to ensure the provision of sufficient staff and other resources.
 - To be responsible for providing staff and other resources to a person nominated by the Monitoring Officer.

- Clarity of the role and function of the Panel and alignment with the revised Officer Employment Rules giving approval to:
 - Conduct the process of appointment, dismissal or taking disciplinary action in respect of the Head of Paid Service and make recommendations to full Council in relation to appointment and dismissal.
 - Suspend the Head of Paid Service pending an investigation and to appoint an independent investigator to conduct an investigation in relation to allegations concerning the Head of Paid Service.
 - Determine appropriate disciplinary action, short of dismissal, in respect of the Head of Paid Service.
 - Dismiss or take disciplinary action in respect of Chief Officers, other than the Head of Paid Service, Monitoring Officer or Chief Financial Officer.
 - Conduct the process of dismissal or taking disciplinary action in respect of the Monitoring Officer or Chief Financial Officer. To determine appropriate disciplinary action, short of dismissal, and make recommendations to full Council in relation to dismissal.

3. Consultation

- 3.1 Consultation is not required as this relates to revisions to the Constitution and so is an administrative decision.

4. Alternative Options Considered

- 4.1 The Council could not accept the recommendations for the proposed changes from the Governance, Ethics and Standards Committee. This option is not appropriate as the Constitution will be out of date and not aligned with legislation if these changes are not adopted.

5. Implications

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

6. Background Papers

- 6.1 Not applicable.

7. Appendices

- 7.1 Appendix 1 – Implications.

- 7.2 Appendix 2 – Proposed changes to Appendix 9 Officer Employment Rules.
- 7.3 Appendix 3 – Proposed changes to Article 13 Appointments and Conditions of Service Committee.

8. Recommendation(s)

That Council:

- a) approves the proposed amendments to the Officer Employment Rules and terms of reference of the Appointments and Conditions of Service Committee as set out in Appendix 2 and 3 to this report respectively for inclusion in the Constitution.

9. Reasons for Recommendation(s)

- 9.1 To enable the Council's Constitution to be kept up to date and reflect the legislative, operational and policy changes set out in the report.
- 9.2 To support effective, efficient and streamlined decision making.

Report Author:

Jen Skila

Contact details:

jen.skila@derbyshire.gov.uk

Appendix 1

Implications

Financial

1.1 None.

Legal

- 2.1 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.
- 2.2 Section 20 of the Local Government and Housing Act 1989 empower the Secretary of State to make regulations requiring Councils to adopt certain procedural standing orders. The Secretary of State has exercised this power to make the Local Authorities (Standing Orders) Regulations 1993 and the Local Authorities (Standing Orders) (England) Regulations 2001, which require the adoption of certain standing orders relating to Chief Officers. Specific provisions regarding the appointment of the Director of Public Health are included in these Regulations, National Health Service Act 2006 and guidance on Directors of Public Health in Local Government issued by the Department of Health & Social Care and Public Health England. The proposed Officer Employment Procedure Rules comply with these legislative requirements.
- 2.3 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. This report discharges that constitutional requirement.
- 2.4 The functions proposed to be included in the terms of reference for Appointments and Conditions of Service Committee are non-executive functions and can therefore be delegated to the committee.
- 2.5 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 changes were considered by Governance, Ethics and Standards Committee on 14th July 2022 and therefore this constitutional requirement is discharged.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 Not applicable.

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 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.

This page is intentionally left blank

Appendix 9 - Officer Employment Procedure Rules

Recruitment and Appointment

1. Declarations

- i. The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or officer of the Council; or of the partner of such persons.
- ii. No candidate so related to a Councillor or an officer will be appointed without the authority of the Head of Paid Service or an officer nominated by him/her.

2. Seeking support for appointment

- i. Subject to Rule 2 (iii), the Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this Rule will be included in any recruitment information.
- ii. Subject to Rule 2 (iii), no Councillor will seek support for any person for any appointment with the Council.
- iii. Nothing in Rules 2 (i) and (ii) above will preclude a councillor from giving a reference for a candidate for submission with an application for appointment.

3. Recruitment of Head of Paid Service and Chief Officers

When the Council proposes to appoint a Chief Officer as defined in the Local Authorities (Standing Orders) Regulations 1993 and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will;

- a. draw up a statement specifying:
 - i. the duties of the officer concerned; and
 - ii. any qualifications or qualities to be sought in the person to be appointed;
- b. make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- c. make arrangements for a copy of the statement mentioned in Rule 3 (a) to be sent to any person on request.

4. (1) Where a post has been advertised as provided in Rule 3 (b) the Council shall:
- a. interview all qualified applications for the post, or
 - b. select a shortlist of such qualified applicants and interview those included on the shortlist.
- (2) Where no qualified person has applied, the Council shall make further arrangements for advertisement in accordance with Rule 3 (b).
5. Where the duties of a chief officer include the discharge of functions of two or more local authorities in pursuance of Section 101 (5) of the Local Government Act 1972 –
- i. The steps taken under Rules 3 and 4 may be taken by a joint committee of those authorities, a sub-committee of that committee or a chief officer of any of the authorities concerned;
 - ii. Any chief officer may be appointed by such a joint committee, a sub-committee of that committee or a committee or subcommittee of any of those authorities.

6. Appointment and Dismissal

In this Part—

“the 1989 Act” means the Local Government and Housing Act 1989;

“the 2000 Act” means the Local Government Act 2000;

“disciplinary action” has the same meaning as in the Local Authorities (Standing Orders) (England) Regulations 2001;

“executive” and “Leader” have the same meaning as in the Articles of the Constitution;

“member of staff” means a person appointed to or holding a paid office or employment under the authority; and

“proper officer” means an officer appointed by the council for the purposes of the provisions in this Part.

7. Subject to the following rules the function of appointment and dismissal of, and taking disciplinary action against, a member of staff of the authority must be discharged, on behalf of the Council, by the Head of Paid Service or by an officer nominated by him/her. Decisions regarding action against these officers may not be made by Councillors.

8. Rule 7 shall not apply to the appointment or dismissal of, or disciplinary action against 'Chief Officers' namely –
- a. the officer designated as the Head of Paid Service;
 - b. a statutory chief officer within the meaning of section 2(6) of the 1989 Act (politically restricted posts);
 - c. a non-statutory chief officer within the meaning of section 2(7) of the 1989 Act;
 - d. a deputy chief officer within the meaning of section 2(8) of the 1989 Act;
 - e. a person appointed in pursuance of section 9 of the 1989 Act (assistants for political groups). Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

Officers who solely provide secretarial, clerical or support services are not regarded as a non-statutory chief officer or a deputy chief officer.

Within the Council's management structure the Chief Officers are as follows:

Statutory definition	Position
The officer designated as the head of the authority's paid service.	Managing Director
<p>A statutory chief officer within the meaning of section 2(6) of the Local Government and Housing Act 1989 (politically restricted posts)</p> <p>(za) the director of children's services appointed under section 18 of the Children Act 2004 and the director of adult social services appointed under section 6(A1) of the Local Authority Social Services Act 1970</p> <p>(zb) the director of public health appointed under section 73A(1) of the National Health Service Act 2006;</p> <p>(d) 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.</p>	<p>(za) ED Children's Services ED Adult Social Care and Health</p> <p>(zb) Director of Public Health</p> <p>(d) Director of Finance and ICT</p>
A non-statutory chief officer within the meaning of section 2(7) of the 1989 Act	

<p>(a) a person for whom the head of the authority's paid service is directly responsible;</p> <p>(b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service; and</p> <p>(c) any person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the local authority themselves or any committee or sub-committee of the authority.</p>	<p>(ab)</p> <p>All direct reports to HoPS ED Place ED Corporate Services and Transformation</p>
<p>A deputy chief officer within the meaning of section 2(8) of the 1989 Act</p> <p>A person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.</p>	<p>Any officer reporting directly to: ED Children's Services ED ASCH ED CST ED Place Director of Public Health Director of Finance and ICT</p>
<p>A person appointed in pursuance of section 9 of the 1989 Act (assistants for political groups)</p>	<p>Not applicable.</p>

9. Appointment of Head of Paid Service

- a. The Full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by a politically balanced panel. The Panel must comprise of at least three members formed of the Cabinet Member or Members holding the relevant portfolio or portfolios, the Shadow Cabinet Member(s) and additional Member(s) from the Appointments and Conditions of Service Committee as necessary to balance the Panel.
- b. Where the Cabinet Member holding one of the relevant portfolios or one of the Shadow Cabinet Members is unable to attend, they may be substituted for a Member of the Appointments and Conditions of Service Committee, provided that the Panel includes at least one member of the Cabinet and remains politically balanced.
- c. Arrangements for forming the Panel will be undertaken by the Director of Organisation Development and Policy or by an officer nominated by him/her.
- d. The Full Council may only make or approve the appointment of the Head of Paid Service where the procedure set out in Annex 1 has been completed.

10. Appointment of Statutory Chief Officers

- a. A politically balanced panel will appoint a Statutory Chief Officer (excluding the Director of Public Health whose appointment will be dealt with in accordance with Rule 12). The Panel must comprise of at least three members formed of the Cabinet Member or Members holding the relevant portfolio or portfolios, the Shadow Cabinet Member(s) and additional Member(s) from the Appointments and Conditions of Service Committee as necessary to balance the Panel.
- b. Where the Cabinet Member holding one of the relevant portfolios or one of the Shadow Cabinet Members is unable to attend, they may be substituted for a Member of the Appointments and Conditions of Service Committee, provided that the Panel includes at least one member of the Cabinet and remains politically balanced.
- c. Arrangements for forming the Panel will be undertaken by the Director of Organisation Development and Policy or by an officer nominated by him/her.
- d. The above shall not apply where an appointment is on a temporary basis 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. Such a temporary appointment 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.
- e. Any offer of employment as a Statutory Chief Officer shall only be made where the procedure set out in Annex 1 has been completed.
- f. Any appointment of a Statutory Chief Officer will be reported to the next meeting of Council for information.

11. Appointment of Non-Statutory Chief Officers and Deputy Chief Officers

- a. A politically balanced panel will appoint Non-Statutory Chief Officers.
- b. A politically balanced panel will appoint the following Deputy Chief Officers:
 - Directors (excluding the Director of Public Health whose appointment will be dealt with in accordance with Rule 12).
- c. The appointment of all other Deputy Chief Officers is the responsibility of the Head of Paid Service or an officer nominated by him/her.
- d. The Panel must comprise of at least three members formed of the Cabinet Member or Members holding the relevant portfolio or portfolios, the Shadow Cabinet Member(s) and additional Member(s) from the

Appointments and Conditions of Service Committee as necessary to balance the Panel.

- e. Where the Cabinet Member holding one of the relevant portfolios or one of the Shadow Cabinet Members is unable to attend, they may be substituted for a Member of the Appointments and Conditions of Service Committee, provided that the Panel includes at least one member of the Cabinet and remains politically balanced.
- f. Arrangements for forming the Panel will be undertaken by the Director of Organisation Development and Policy or by an officer nominated by him/her.
- g. Where appointments are to be made by a politically balanced panel, as set out in paragraphs (a) and (b) above, this process shall not apply where an appointment is on a temporary basis 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. Such a temporary appointment 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..
- h. Any offer of employment as a Non-Statutory Chief Officer or Deputy Chief Officer shall only be made where the procedure set out in Annex 1 has been completed.
- i. Any appointment of a Non-Statutory Chief Officer as set out in (a) above will be reported to the next meeting of Council for information.

12. Appointment of Director of Public Health

- a. The Council, acting jointly with the Secretary of State, appoints the Director of Public Health.
- b. A Panel comprising the following will appoint the Director of Public Health:
 - i. a Councillor (that must be a Cabinet Member) as determined by the Director of Organisation Development and Policy
 - ii. the Executive Director for Adult Social Care and Health or an officer nominated by him/her of sufficient seniority
 - iii. an externally facilitated assessor appointed following consultation with the Faculty of Public Health and the Regional director for health improvement and disparities or his/her nominated deputy
 - iv. the Regional director for health improvement and disparities or his/her nominated deputy

- v. A senior NHS representative to be determined by the Executive Director for Adult Social Care and Health
- c. An offer of employment shall only be made where the procedure set out in Annex 1 has been completed.

13. Appointment of Political Assistants

- a. Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

14. Disciplinary Action and Dismissal

- a. Disciplinary action means any action occasioned by alleged misconduct which, if proved, would according to the usual practice of the authority be recorded on the Officer's personal file, and includes proposals for dismissal for any reason other than redundancy, permanent ill-health or infirmity of mind or body, but does not include failure to renew a contract of employment for a fixed term unless the Council has undertaken to renew such a contract.
- b. Chief Officers listed in Rule 8 may be suspended whilst an investigation takes place into alleged misconduct. Any suspension must not last longer than two months, unless an extension is recommended by a suitably qualified and independent investigator.
- c. The procedure set out in Annex 2 must be followed in relation to any disciplinary action against the Head of Paid Service, Monitoring Officer or Chief Financial Officer.

15. Disciplinary action against and dismissal of Head of Paid Service, Monitoring Officer and Chief Finance Officer (a relevant officer)

- a. A Panel formed from the Appointments and Conditions of Service Committee will discharge the function of the dismissal of the officer designated as the Head of Paid Service, the Monitoring Officer, or the Chief Financial Officer.
- b. The Full Council may only approve the dismissal where the procedure set out in Annex 2 and 3 has been completed.

16. Disciplinary of other Statutory Chief Officers, Non-Statutory Chief Officers and Deputy Chief Officers

- a. A Panel formed from the Appointments and Conditions of Service Committee will discharge the function of the dismissal of Statutory Chief Officers (excluding Director of Public Health).

- b. A Panel formed from the Appointments and Conditions of Service Committee will discharge the function of the dismissal of Non-Statutory Chief Officers.
- c. A Panel formed from the Appointments and Conditions of Service Committee will discharge the function of the dismissal of the following Deputy Chief Officers:
- Directors (excluding the Director of Public Health whose appointment will be dealt with in accordance with Rule 17).
- d. The dismissal of all other Deputy Chief Officers is the responsibility of the Head of Paid Service or an officer nominated by him/her.
- e. Notice of dismissal may only be given where the procedure set out in Annex 3 has been completed.
- f. Disciplinary action against other Statutory Chief Officers, Non-Statutory Chief Officers and Deputy Chief Officers is the responsibility of the Head of Paid Service or an officer nominated by him/her as in the tables below.

Executive Directors

Process	What is the stage and who would deal with this?		
Disciplinary Procedure	Investigation Undertaken by the Managing Director or by an Independent Person commissioned by the Managing Director	Disciplinary Hearing Managing Director or Panel of ACOS	Appeals Panel of ACOS
Grievance Procedure	Informal Stage Undertaken by the Managing Director or by an Independent Person commissioned by the Managing Director	Formal Stage 1 Managing Director or Panel of ACOS	Formal Stage 2 (Appeal) Panel of ACOS
Harassment and Bullying Procedure	Informal Stage 1 Undertaken by the Managing Director or by an Independent Person	Formal Stage 1 Investigation – if substantiated disciplinary procedure Managing Director or Panel of ACOS	Formal Stage 2 (Appeal) Panel of ACOS

	commissioned by the Managing Director		
Performance Capability Procedure	Stage 1 (Informal Meeting) Managing Director	Stage 2 (Formal Meeting) Managing Director or Panel of ACOS	Stage 3 (Capability Hearing) – Dismissal or other Action Panel of ACOS
Attendance Management and Ill Health Capability	Stage 1 (Informal Meeting) Managing Director	Stage 2 (Formal Review) Managing Director or Panel of ACOS	Stage 3 (Capability Hearing) – Dismissal or other Action Panel of ACOS

Directors (excluding Director of Public Health)

Process	What is the stage and who would deal with this?		
Disciplinary Procedure	Investigation Executive Director	Disciplinary Hearing Managing Director	Appeals Panel of ACOS
Grievance Procedure	Informal Stage Executive Director	Formal Stage 1 Managing Director	Formal Stage 2 (Appeal) Panel of ACOS
Harassment and Bullying Procedure	Informal Stage 1 Executive Director	Formal Stage 1 Investigation – if substantiated disciplinary procedure Managing Director	Formal Stage 2 (Appeal) Panel of ACOS
Performance Capability Procedure	Stage 1 (Informal Meeting) Executive Director	Stage 2 (Formal Meeting) Executive Director or Managing Director	Stage 3 (Capability Hearing) – Dismissal or other Action Managing Director or Panel of ACOS
Attendance Management and Ill Health Capability	Stage 1 (Informal Meeting) Executive Director	Stage 2 (Formal Review) Executive Director or Managing Director	Stage 3 (Capability Hearing) – Dismissal or other Action Managing Director or Panel of ACOS

17. Action against the Director of Public Health

- a. When considering any disciplinary or dismissal action against the Director of Public Health, the Council will have regard to the provisions of the Health and Social Care legislation and any associated guidance issued by the Secretary of State.
- b. Before terminating the appointment of a Director of Public Health, the Council will consult with the Secretary of State.
- c. Notice of dismissal may only be given where the procedure set out in Annex 3 has been completed.

18. Dismissal of Assistants to Political Groups

- (a) Dismissal of an assistant to a political group shall be made in accordance with the wishes of that political group.

Annex 1 – Appointment of Head of Paid Service and Chief Officers

1. This procedure applies to the appointment of the officers as listed in Rule 8(a)-(d). It has been incorporated into these Standing Orders, as required by the Local Authorities (Standing Orders) (England) Regulations 2001.

2. (1) In this paragraph, “appointor” means, in relation to the appointment of a person as an officer of the Council, the Council or, where a committee, sub-committee or officer is discharging the function of appointment on behalf of the Council, that committee, sub-committee or officer, as the case may be.

(2) An offer of an appointment as an officer referred to in sub-paragraph (a), (b), (c) or (d) of Rule 8 must not be made by the appointor until—

(a) the appointor has notified the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act) of the name of the person to whom the appointor wishes to make the offer and any other particulars which the appointor considers are relevant to the appointment;

(b) the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act) has notified every member of the Cabinet of—

(i) the name of the person to whom the appointor wishes to make the offer;

(ii) any other particulars relevant to the appointment which the appointor has notified to the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act); and

(iii) the period within which any objection to the making of the offer is to be made by the executive Leader on behalf of the Cabinet to the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act); and

(c) either—

(i) the executive leader has, within the period specified in the notice under sub-paragraph (b)(iii), notified the appointor that neither they nor any other member of the Cabinet has any objection to the making of the offer;

(ii) the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act) has notified the appointor that no objection was received within that period from the executive leader; or

(iii) the appointor is satisfied that any objection received from the executive leader within that period is not material or is not well-founded.

Annex 2 – Disciplinary action against the Head of Paid Service, Monitoring Officer or Chief Financial Officer.

1. This procedure applies to disciplinary action taken against the Head of Paid Service, Monitoring Officer or Chief Finance Officer. It has been incorporated into these Standing Orders, as required by the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended).
2. In the following paragraphs—
 - a. “the 2011 Act” means the Localism Act 2011;
 - b. “chief finance officer”, “disciplinary action”, “head of the authority's paid service” and “monitoring officer” have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001;
 - c. “independent person” means a person appointed under section 28(7) of the 2011 Act;
 - d. “local government elector” means a person registered as a local government elector in the register of electors in the Council's area in accordance with the Representation of the People Acts;
 - e. “the Panel” means a committee appointed by the Council under section 102(4) of the Local Government Act 1972 for the purposes of advising the Council on matters relating to the dismissal of relevant officers of the Council;
 - f. “relevant meeting” means a meeting of the Council to consider whether or not to approve a proposal to dismiss a relevant officer; and
 - g. “relevant officer” means the Chief Finance Officer, Head of Paid Service or Monitoring Officer, as the case may be.
3. A relevant officer may not be dismissed by the Council unless the procedure set out in the following paragraphs is complied with.
4. The matter will be considered by a Panel formed from the Appointments and Conditions of Service Committee, which, in turn will provide advice, views and/or recommendations to the Council.
5. The Council must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel.

6. In paragraph 5 “relevant independent person” means any independent person who has been appointed by the Council or, where there are fewer than two such persons, such independent persons as have been appointed by another Council or authorities as the Council considers appropriate.
7. Subject to paragraph 6, the Council must appoint to the Panel such relevant independent persons who have accepted an invitation issued in accordance with paragraph 5 in accordance with the following priority order—
 - a. a relevant independent person who has been appointed by the Council and who is a local government elector;
 - b. any other relevant independent person who has been appointed by the Council;
 - c. a relevant independent person who has been appointed by another Council or authorities.
8. The Council is not required to appoint more than two relevant independent persons in accordance with paragraph 5 but may do so.
9. The Council must appoint any Panel at least 20 working days before the relevant meeting.
10. Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the Council must take into account, in particular—
 - a. any advice, views or recommendations of the Panel;
 - b. any representations from the relevant officer; and
 - c. the conclusions of any investigation into the proposed dismissal.
11. Remuneration, allowances or fees paid by the Council to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as independent person under the 2011 Act.

Annex 3 – Dismissal of Head of Paid Service and Chief Officers

1. This procedure applies to the dismissal of the officers as listed in Rule 8 (a)-(d). It has been incorporated into these Standing Orders, as required by the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended).
2. (1) In this paragraph, “dismissor” means, in relation to the dismissal of an officer of the Council, the Council or, where a committee, sub-committee or another officer is discharging the function of dismissal on behalf of the Council, that committee, sub-committee or other officer, as the case may be.
 - (2) Notice of the dismissal of an officer referred to in sub-paragraph (a), (b), (c) or (d) of Rule 8 must not be given by the dismissor until—
 - a) the dismissor has notified the Director of Organisation Development and Policy or the Assistant Director of HR where the Director is absent or unable to act) of the name of the person who the dismissor wishes to dismiss and any other particulars which the dismissor considers are relevant to the dismissal;
 - b) the Director of Organisation Development and Policy or the Assistant Director of HR where the Director is absent or unable to act) has notified every member of the Cabinet of—
 - i. the name of the person who the dismissor wishes to dismiss;
 - ii. any other particulars relevant to the dismissal which the dismissor has notified to the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act); and
 - iii. the period within which any objection to the dismissal is to be made by the executive leader on behalf of the Cabinet to the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act); and
 - c) either—
 - i. the executive leader has, within the period specified in the notice under sub-paragraph (b)(iii), notified the dismissor that neither they nor any other member of the Cabinet has any objection to the dismissal;

- ii. the Director of Organisation Development and Policy (or the Assistant Director of HR where the Director is absent or unable to act); has notified the dismissor that no objection was received within that period from the executive leader; or
- iii. the dismissor is satisfied that any objection received from the executive leader within that period is not material or is not well-founded.

Article 13 Appointments and Conditions of Service Committee

The Council will establish an Appointments and Conditions of Service Committee.

Composition

The Appointments and Conditions of Service Committee will comprise of 8 Elected Members.

For the purposes of disciplinary issues only: There will be 2 Independent Persons eligible to sit on this Committee.

The Chairman and Vice-Chairman will be appointed by the Council.

Frequency

The committee will meet on a quarterly basis as needed. In the event an exceptional committee is required, this may also be called outside of the planned schedule.

Role and Function

Role of the Committee:

1. To approve corporate employment policies, which form the terms and conditions of council employees; other than minor or technical changes to existing policies which are delegated to the Director of Organisation Development and Policy, which do not affect the underlying principles of the policies.
2. To take key policy decisions in relation to equal pay, single status, job evaluation and approve recruitment and retention payments to address recruitment and retention difficulties where these arise as appropriate.
3. To determine the standard terms and conditions on which all staff hold office, including procedures for their dismissal.
4. To consider proposals for changes to standard terms and conditions of employment including noting the local implementation of national pay awards to the Council's pay structure.
5. To consider corporate disputes on terms and conditions of employment, aligned to the Council's consultative framework.
6. To receive reports from the Corporate Joint Committee and the Health and Safety Committee as required in respect of the remit of the Appointments and Conditions of Service Committee.
7. Fulfil the governance role in ensuring the Leader of the Council is undertaking effective performance monitoring of the Managing Director.

8. To be responsible for appointing the Returning Officer for local government elections.
9. To be responsible for designating an officer as the Chief Financial Officer.
10. To be responsible for appointing proper officers other than where such appointment is reserved to full Council.
11. To be responsible for designating an officer as the Monitoring Officer and to ensure the provision of sufficient staff and other resources.
12. To be responsible for providing staff and other resources to a person nominated by the Monitoring Officer

Role of a Panel of the Appointments and Conditions of Services Committee:

13. To be responsible for appointments, dismissals or taking disciplinary action in respect of Chief Officers as detailed in accordance with the Officer Employment Procedure Rules.
14. To conduct the process of appointment, dismissal or taking disciplinary action in respect of the Head of Paid Service and make recommendations to full Council in relation to appointment and dismissal.
15. To suspend the Head of Paid Service pending an investigation and to appoint an independent investigator to conduct an investigation in relation to allegations concerning the Head of Paid Service.
16. To determine appropriate disciplinary action, short of dismissal, in respect of the Head of Paid Service.
17. To dismiss or take disciplinary action in respect of Chief Officers, other than the Head of Paid Service, Monitoring Officer or Chief Financial Officer.
18. To conduct the process of dismissal or taking disciplinary action in respect of the Monitoring Officer or Chief Financial Officer. To determine appropriate disciplinary action, short of dismissal, and make recommendations to full Council in relation to dismissal.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 14 SEPTEMBER 2022

Report of the Director of Finance and ICT

**Derbyshire Pension Board
Appointment of Member Representative**

1. Purpose

- 1.1 To seek approval for the appointment of a new member of Derbyshire Pension Board (the Pension Board/the Board).

2. Information and Analysis

- 2.1 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.

2.2 Following previous Council approvals of Board appointments, the Member and the Employer Representatives of the Board were as follows:

Role	Name	Start Date of Term	Term	Expiry
Member Rep	Nick Read	June 2018	4 Years	June 2022
Member Rep	Karen Gurney	June 2019	4 Years	June 2023
Employer Rep	Oliver Fishburn	May 2019	4 Years	May 2023
Employer Rep	Susan Ambler	Feb 2022	4 Years	Feb 2026

Nick Read stepped down from the Board in June 2022 when his term of office as a Member Representative ended.

Mr Read had been a member of the Pension Board since it was established in 2015 and made a very positive contribution to the governance of the Pension Fund during his tenure on the Board.

Fellow Board members and officers of the Fund would like to note their thanks for his contribution.

2.3 A recruitment process has been undertaken for a new Member Representative for the Board which involved informing current Fund members about the vacancy. This included advertising the position as follows:

- on the Fund’s website
- through the County Council’s recruitment site
- asking participating employers through the monthly Employer Newsletter to signpost their Fund members to information about the vacancy
- contacting members registered on the Fund’s My Pension Online system, and

- writing to deferred members who had not yet registered on the My Pension Online system

2.4 Applications were received from three Fund members, each of whom had received notification about the vacancy through their My Pension Online registration.

The Chair of the Board, a fellow Board member and an officer of the Fund met with each candidate on 9 August 2022 to select the proposed new Member Representative for recommendation to Council to approve the appointment.

The Board recommend that John Sadler is appointed as the new Member Representative to fill the vacancy following the end of Mr Read's tenure.

Mr Sadler is an active member of the Fund through his employment with Derby City Council and previously served on a pension board in Leicestershire which will bring valuable experience to Derbyshire Pension Board.

2.5 It is proposed that John Sadler is appointed to the Board as a Member Representative for a term of four years which would expire in September 2026.

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 are held by the Head of Pension Fund:

- Correspondence with the Fund's members regarding the vacant position on the Board
- Application for the position of Member Representative

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 John Sadler as a Member Representative on Derbyshire Pension Board for a term of four years.

7. Reasons for Recommendation(s)

- 7.1 To ensure that the appropriate member representation is in place on Derbyshire Pension Board.

Report Author: Steve Webster

Contact details: Steve.Webster@derbyshire.gov.uk

Implications

Financial

1.1 None

Legal

2.1 Regulation 105(2) of the Local Government Pension Scheme Regulations 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

This page is intentionally left blank



Derbyshire Pension Board: Terms of Reference

March 2021

Contents

1. Introduction.....	3
2. Functions of the Board	3
3. Composition of the Board	4
Membership.....	4
Member Representatives	4
Employer Representatives	4
Chair of the Board	5
4. Decision making, administration and reporting.....	6
Notice of Meetings, Agendas and Minutes	6
Location and Timing of meetings.....	6
Voting and Decision-making.....	7
5. Budget.....	7
6. Standards of conduct & conflicts of interest.....	7
7. Knowledge & skills	8
8. Communication & reporting	8
9. Review.....	9

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.

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY 14 SEPTEMBER 2022

Report of the Director - Legal and Democratic Services

Change to Committee Membership

1. Purpose

- 1.1 To seek approval to change of member for the Improvement and Scrutiny Committee - Places.

2. Information and Analysis

- 2.1 The Conservative Group has requested that Councillor Stevenson is replaced as a member of the Improvement and Scrutiny Committee - Places by Councillor Murphy with immediate effect.

3. Consultation

- 3.1 Not required.

4. Alternative Options Considered

- 4.1 No alternative options have been considered as the request has 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 Murphy is appointed as a member of the Improvement and Scrutiny Committee - Places in place of Councillor Stevenson;

9. Reasons for Recommendation(s)

9.1 To ensure that the Council has sufficient membership on its Committees that reflect the wishes of the political group.

Report Author: Alec Dubberley **Contact details:** alec.dubberley@derbyshire.gov.uk
Tel: 01629 539035

Implications

Financial

1.1 There are no financial implications associated with this report.

Legal

2.1 The appointment of Members to Council Committees is a function of Full Council as set out in the Constitution. When allocating seats on committees, the Council must give effect to the principles set out in the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990. In exercising this function, under section 16 of the 1989 Act, the Council has a duty to give effect to the wishes of the political group as soon as reasonably practicable.

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.

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

14 September 2022

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.

Report Author: Roz Savage

Contact details: roz.savage@derbyshire.gov.uk

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
29 June 2022 to 26 August 2022**

Subject of Decision	Decision Taken by and Date Taken	Decision Taken	Reason for Decision	Reason for Urgency
Contracted transport services and concessionary fares	Cabinet Member for Highways, Transport, and Infrastructure 15 July 2022	<p>To note the current situation regarding passenger transport services and the ending of specific COVID 19 financial support for suspended or cancelled support local bus services and mainstream and SEND school transport after 30 September 2022.</p> <p>To approve the continuation of 75% of contracted charged for ASCH transport services until 31 March 2023 with the option to terminate contracts earlier than this date, with notice, where possible.</p> <p>To approve the proposed concessionary fares payments at pre-pandemic levels for a further six</p>	To provide clarity about funding arrangements to assist bus operators to make informed business decisions as they review the viability of services from 1 October 2022 (when Government support funding expires)	<p>The concessionary fare payment at pre-pandemic levels is keeping many services operating commercially. If this support was removed, the Council would have to consider options including intervening to provide additional significant levels of funding to keep services going in communities.</p> <p>An early decision about continuation of concessionary fare payment at pre-pandemic levels, would provide stability and certainty that will prevent routes being de-registered and withdrawn</p>

		months from 1 October 2022 to 31 March 2023.		
Place Fees and Charges Review	Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change 20 July 2022	To seek approval of the revised fees and charges for the Place Department for 2022-23	To coincide with the Countryside Services busy summer holiday period, adverts have been placed in local newspapers to advertise increases in parking fees with a view to the posters going in the car parks at the end of July.	A delay in approval of this decision will mean that the Council is not able to increase its income and meet the revised income targets that have been set in order for Place to meet some of its savings targets.
Home to School Transport and Primary School Swimming Transport Contracts (PTU 218)	Executive Director – Place 25 July 2022	To seek approval under Protocol 3 of the Council’s Financial Regulations, to award one home to school transport contract and 31 primary school swimming transport timetables for a period of three years from 1 September 2022, with the option to extend for a period of two years, up to a maximum of five years, subject to an annual performance review. Retrospective approval is also sought for the call-off of an emergency home to	To meet statutory requirements.	Statutory home to school contracts start 1st September 2022 so decision needs to be implemented immediately

		school transport contract which commenced on 6 June 2022. This contract has been awarded on an emergency basis for 9 months until 31 March 2023		
Home to School Transport and Primary School Swimming Transport Contracts (PTU 220)	Executive Director – Place 15 August 2022	To seek approval, under Protocol 3 of the Council’s Financial Regulations, to award seven home to school transport contract and six primary school swimming transport timetables for a period of three years, up to a maximum of five years, subject to an annual performance review. Home to School Transport contracts will commence on 31 October 2022 and primary school swimming transport on 16 September 2022.	To meet statutory requirements	The Council is unable to publish details of the key decision 28 clear days in advance because tenders have been published for home to school transport and primary school swimming transport contracts and the former need to be in place for September 2022 when schools return.
Impact of changes in government Covid support funding on commercial bus services in Derbyshire	Cabinet Member for Highways, Transport and Infrastructure. 22 August	Notes the general impact of the end of most government funding support on commercial bus services in October and	To mitigate the impact of the imminent withdrawal of the 53 bus service on 28	To ensure the continuity of these services a decision is required immediately to provide

		<p>the specific immediate affect this will have on the 9, 53 and 401 services.</p> <p>Agrees to provide £189,275 in financial support to enable the continued operation of these 3 services for another 12 months.</p> <p>Agrees to receive a potential further report on other bus service changes and support once the impact of the proposed commercial route changes in October becomes clearer.</p>	<p>August and the 9 and 401 on 5 September</p>	<p>funding support for the next 12 months.</p>
--	--	--	--	--

Appendix 3:

Urgency decisions taken under the Improvement and Scrutiny Procedure Rules where call-in was waived

29 June 2022 to 26 August 2022

Subject of Decision	Decision Taken by and Date Taken	Decision Taken	Reason for Decision	Reason for Urgency
Travel Payments for Commissioned Homecare	Cabinet Member for Adult Care 14 July	To seek Cabinet Member approval to make an additional payment of 16 pence against each travel payment made to commissioned home care providers for an initial 13-week period. The payment would commence from the 16 July 2022 and will assist providers to pay a similar travel payment to that received by the Council's own homecare staff.	Providers are advising that staff are leaving due to the increase in fuel costs. This is causing uncertainty in the market where there is already a shortfall in the provision of home care.	To support the market to enable providers to retain as well as encourage new entrants into the workforce.
Contracted transport services and concessionary fares	Cabinet Member for Highways, Transport, and Infrastructure 15 July 2022	To note the current situation regarding passenger transport services and the ending of specific COVID 19 financial support for suspended or cancelled support local bus	To provide clarity about funding arrangements to assist bus operators to make informed business decisions as they review the viability of services from 1	The concessionary fare payment at pre-pandemic levels is keeping many services operating commercially. If this support was removed, the Council

		<p>services and mainstream and SEND school transport after 30 September 2022.</p> <p>To approve the continuation of 75% of contracted charged for ASCH transport services until 31 March 2023 with the option to terminate contracts earlier than this date, with notice, where possible.</p> <p>To approve the proposed concessionary fares payments at pre-pandemic levels for a further six months from 1 October 2022 to 31 March 2023.</p>	<p>October 2022 (when Government support funding expires)</p>	<p>would have to consider options including intervening to provide additional significant levels of funding to keep services going in communities.</p> <p>An early decision about continuation of concessionary fare payment at pre-pandemic levels, would provide stability and certainty that will prevent routes being de-registered and withdrawn</p>
Place Fees and Charges Review	<p>Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change 20 July 2022</p>	<p>To seek approval of the revised fees and charges for the Place Department for 2022-23</p>	<p>To coincide with the Countryside Services busy summer holiday period, adverts have been placed in local newspapers to advertise increases in parking fees with a view to the posters going in the car parks at the end of July.</p>	<p>A delay in approval of this decision will mean that the Council is not able to increase its income and meet the revised income targets that have been set in order for Place to meet some of its savings targets.</p>

Ash Dieback Survey	Environment and Transport Director 22 July 2022	To seek approval to award a contract, under Protocol 2B of the Council's Financial Regulations for a Highway Ash Dieback Survey for a period of seven months.	The project is to survey the A and B class roads in Derbyshire (1153km total length) to identify those trees exhibiting signs of Ash Dieback Disease (ADB). This will inform the safety programme of management this autumn and winter.	The decision is urgent as the annual survey window for ash trees is small (June to September), they are the last species in to leaf and the first to shed in the autumn. It is essential that the chosen contractor is able to mobilise immediately to ensure that they have as much time as possible to complete the physical survey of trees before the end of September.
Home to School Transport and Primary School Swimming Transport Contracts (PTU 218)	Executive Director – Place 25 July 2022	To seek approval under Protocol 3 of the Council's Financial Regulations, to award one home to school transport contract and 31 primary school swimming transport timetables for a period of three years from 1 September 2022, with the option to extend for a period of two years, up to a maximum of five years, subject to an annual performance review.	To meet statutory requirements.	Statutory home to school contracts start 1st September 2022 so decision needs to be implemented immediately and cannot wait 5 working days.

		Retrospective approval is also sought for the call-off of an emergency home to school transport contract which commenced on 6 June 2022. This contract has been awarded on an emergency basis for 9 months until 31 March 2023		
Home to School Transport and Primary School Swimming Transport Contracts (PTU 220)	Executive Director – Place 15 August 2022	To seek approval, under Protocol 3 of the Council’s Financial Regulations, to award seven home to school transport contract and six primary school swimming transport timetables for a period of three years, up to a maximum of five years, subject to an annual performance review. Home to School Transport contracts will commence on 31 October 2022 and primary school swimming transport on 16 September 2022.	To meet statutory requirements	Primary school swimming transport will be required from September 2022 and contract awards need to be made, and cannot wait 5 working days.

<p>Impact of changes in government Covid support funding on commercial bus services in Derbyshire</p>	<p>Cabinet Member for Highways, Transport and Infrastructure. 22 August</p>	<p>Notes the general impact of the end of most government funding support on commercial bus services in October and the specific immediate affect this will have on the 9, 53 and 401 services.</p> <p>Agrees to provide £189,275 in financial support to enable the continued operation of these 3 services for another 12 months.</p> <p>Agrees to receive a potential further report on other bus service changes and support once the impact of the proposed commercial route changes in October becomes clearer.</p>	<p>To mitigate the impact of the imminent withdrawal of the 53 bus service on 28 August and the 9 and 401 on 5 September</p>	<p>To ensure the continuity of these service a decision is required immediately to provide funding support for the next 12 months.</p>
---	---	---	--	--

This page is intentionally left blank

ELECTED MEMBER QUESTIONS TO COUNCIL – 14 SEPTEMBER 2022

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

“The Government have indicated that it will be possible to move between the application channels by Ukrainians who are seeking residence in the UK. Can the Council be updated on whether this is in place and if there are any concerns about homelessness for any Ukrainians not within the Home for Ukraine scheme?”

2. Question from Councillor E Fordham to Councillor K Athwal, Cabinet Member for Highways, Assets and Transport

“Would the Council support road and cycle route signage that indicated the cycle times between destinations within and immediately around Chesterfield? Such signage would inform the cyclist not just of the distance of the approximate cycle time as well. This is prevalent across the continent and if implemented here would assist with our declared intention to reduce car journeys and encourage sustainable and healthy travel.”

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

“The Council has spoken positively and optimistically about bus service enhancements and how investment could benefit residents in Derbyshire. Given the grant the Council has received from the Government that appears to be resulting in a reduction of services across Derbyshire and in villages and towns in particular, was the Council right to be positive and optimistic?”

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

“What measures is the Council taking in and with schools to encourage access to, exploration of and appreciation of the Peak District National Park and does the Council agree that we could do more to promote this jewel, not just to visitors, but to Derbyshire residents?”

5. Question from Councillor S Swann to Councillor K Athwal, Cabinet Member for Highways, Assets and Transport

“The crossroads near Drakelow, South Derbyshire are known locally as the ‘crossroads of doom’ due to the location’s appalling record of serious RTCs. Indeed, you and the Director of Highways attended Rosliston PC’s January meeting during which a DCC officer described the crossroads as “the most dangerous in Derbyshire”.

This is a longstanding issue, going back decades, and local people are losing patience as crash follows crash, particularly as the 2,300 houses being built at Drakelow and the new bridge at Walton on Trent will exacerbate the problems.

During my short time as Councillor for Linton Division, I've gained measures to improve safety at the crossroads but, given the acknowledged dangers, much more radical solutions are required.

Urgent and effective action is needed to improve safety at this dangerous crossroads so will Cllr Athwal, along with the Director of Highways, meet me to discuss progress on the significant improvements required?"

6. Question from Councillor J Barron to Councillor N Hoy, Cabinet Member for Adult Care

"Recently, during a full council meeting, Elected members voted in favour of amending the longstanding pay policy that prevented Derbyshire County Council from making retention payments to its frontline care workers.

Given this significant policy change, are there now plans for retention payments to be made to our hardworking frontline care staff?"

7. Question from Councillor G Kinsella to Councillor B Lewis, Leader of the Council

"Following the latest rise in the energy price cap on 1 October to £3,549, it is estimated that over half of Derbyshire residents will be in fuel poverty. Many progressive local authorities are acting to protect their residents from this rise with the introduction of 'warm rooms', fuel and food support and adaptation of homes for the most vulnerable.

What new and additional actions have DCC taken over the summer to help protect Derbyshire residents against these increases?"

8. Question from Councillor R George to Councillor K Athwal, Cabinet Member for Highways, Assets and Transport

"Do the Council consider that the notice to residents and quality of work on the A6 at Furness Vale and from Bridgemont to Newtown is satisfactory and if not, then what action has the Council taken?"

Motion One	
Title:	Call to Ban HGVs from Using Standard Car Sat Navs
Proposer of motion:	Councillor Stuart Swann
Background/supporting information:	
<p>Communities across Derbyshire, including Castle Gresley, Coton in the Elms, Lullington, Overseal, Rosliston, and Walton on Trent in the Linton Division, are blighted by HGVs driving along routes not suitable for vehicles of their weight and size.</p> <p>HGVs getting stuck, blocking streets for extended periods, and damaging both public infrastructure and private property is happening on an increasingly regular basis on our local roads with such incidents having a severely negative impact on the lives of Derbyshire residents.</p> <p>Many of the lorries that cause this chaos while threatening safety on our roads are being guided by standard car sat navs, and the Department for Transport needs to take effective action to combat this issue.</p> <p>Specialist sat navs for HGVs indicate bridge heights, produce narrow road warnings, and highlight routes that are unsuitable for the vehicles. The devices also enable the operator to input the truck's dimensions – height, width, weight, and load – so the sat nav only guides them along suitable roads.</p> <p>It is acknowledged that HGVs have a vital role in the economy, and making specialist sat navs mandatory will support drivers in undertaking effective route planning which, along with the deployment of more effective signage, will be of great benefit to both them and, crucially, numerous communities throughout Derbyshire.</p>	
Motion to be proposed:	
<p>That Council supports a total ban on HGV drivers using standard car sat navs, and requests that the Leader writes to the Secretary of State for Transport calling on the Government to take urgent action by using its forthcoming Transport Bill to legally require all HGVs to employ specialist sat nav devices.</p>	

Council also asks the Department for Transport to review legislation to allow Highway Authorities to deploy more effective signage to deter HGVs from using unsuitable roads.

The support of all MPs in the County is sought in tackling the blight caused by HGVs to numerous local communities as well as the impact this issue has on the safety, health, and general wellbeing of residents.

Date and time received:
(for completion by Democratic Services)

30/8 - 15:37

Motion Two

Title: A motion declaring a cost of living crisis in Derbyshire

Proposer of motion: Councillor Ruth George

Background/supporting information:

Households in Derbyshire are facing unprecedented pressures on their budgets.

1 On August 26th 2022, Ofgem increased the energy price cap by 80% meaning a typical household energy bill will hit £3,549 a year from 1st October 2022.

2 According to the Office for National Statistics (ONS), Consumer Prices Index inflation (CPI) hit 10.1% last month, with the increase being largely down to food prices and essentials including toilet rolls and toothbrushes. It is the biggest jump in the cost of living since 1982. Food and non-alcoholic beverages prices rose by 12.7%.

3 And fuel prices are still 27% higher than this time last year.

4 In March 2022, the cost of rail travel in England and Wales increased by up to 3.8 per cent - the biggest price hike in nine years.

5 Average rents on new leases are up almost 10 per cent compared to a year ago, according to estate agent Hamptons International, and a growing number of renters are unable to keep up with payments and facing eviction. Tenant groups warn the market is overheating and that renters face homelessness as a result.

6 From April 2021, the government froze the amount of local housing allowance (LHA), meaning the amount that tenants receive can be capped well below their actual rent.

7 On 6th April 2022, the Conservative government increased National Insurance by 1.25%, which is projected to cost an average working family another £600 per year.

8 The triple lock for pensions for 2022-3 has been removed meaning pensioners will get only a 3.1% rise, instead of 8.3% under the trickle lock formula.

9 In September 2021, the government cut the Universal Credit standard allowance and the tax credit supplement to some of the poorest households who lost £20 per week, over £1,000 a year.

10 The East Midlands is one of the areas with the highest levels of low pay with 18.8 per cent of workers in the third sector on less than a living wage.

11 Whilst the average household income for Derbyshire, according to the ONS, is around £40,000 a year, many areas are less than £30,000 and the

lowest is £26,000. These are the people who will be most impacted by the cost-of-living crisis.

12 In Derbyshire, the Community Health Services Trust is giving their staff fast-track hardship grants of up to £500 to help them cope with the deepening cost of living crisis.

13 According to the Derbyshire County Council website, there are 23 Food banks in Derbyshire.

Motion to be proposed:

This motion calls upon the Cabinet of Derbyshire County Council to:

1. declare a cost-of-living crisis in Derbyshire
2. lead the way in acting with partner organisations, including the voluntary sector, to develop an anti-poverty strategy
3. revise its Corporate Plan to reflect this situation and reallocate the use of reserves to match this commitment
4. lobby the government to urgently put in place measures to help households throughout the oncoming Winter crisis
5. make extra funding available, as it did during the pandemic, via the Community Leadership scheme to specifically help groups who are taking initiatives to help communities with the cost-of-living crisis
6. ensure residents have the information and support they need to access all the assistance available to them via a “Quids In” type campaign

Date and time received:
(for completion by Democratic Services)

31/08 - 11:40