

Public Document Pack



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

Extension 38357
Direct Dial 01629 538357
Ask for Danny
Sunderland

PUBLIC

To: Members of Audit Committee

Monday, 27 November 2023

Dear Councillor,

Please attend a meeting of the **Audit Committee** to be held at **2.00 pm** on **Tuesday, 5 December 2023** in County Hall, Matlock, Derbyshire, 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

1. Apologies for Absence
2. To receive declarations of interest (if any)
3. To confirm the minutes of the meeting held on 19 September 2023 (Pages 1 - 4)
4. Performance and Budget Monitoring 2023/24 (Pages 5 - 264)
5. Production of Revenue Budget (copy to follow)
6. Overview of Finance & ICT Risks (Pages 265 - 278)

7. Corporate Risk Management update (2023-24 Quarter 2) (Pages 279 - 294)
8. Audit Services Progress Report 31 October 2023 (Pages 295 - 324)
9. Co-opted Independent Audit Committee Members (Pages 325 - 338)
10. Audit Progress Report - Mazars (Pages 339 - 344)
11. Exclusion of the Public

To move that under Section 100(a)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that in view of the nature of the business, that if members of the public were present exempt information as defined in Paragraphs 3 & 7 of Part 1 of Schedule 12A of the Local Government Act 1972 would be disclosed to them and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part II - EXEMPT ITEMS

12. To confirm the exempt minutes of the meeting held on 19 September 2023 (Pages 345 - 346)

PUBLIC

MINUTES of a meeting of **AUDIT COMMITTEE** held on Tuesday, 19 September 2023 at County Hall, Matlock, Derbyshire .

PRESENT

Councillor G Musson (in the Chair)

Councillors R Parkinson, N Atkin, R George (substitute for R Mihaly) and P Rose.

Apologies for absence were submitted for Councillors R Mihaly and J Nelson.

41/23 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest.

42/23 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 18 JULY 2023

The minutes of the meeting held on 18 July 2023 were confirmed as a correct record.

43/23 AUDIT SERVICES PROGRESS REPORT 31 JULY 2023

The Chairman welcomed Mark Lunn to his first meeting of the Committee following his recent appointment to the position of Assistant Director of Finance (Audit).

Members were informed of the progress against the approved Audit Services Plan for 2023-24 as at 31 July 2023. The Assistant Director of Finance (Audit) updated the Committee on operational matters and staffing issues and was pleased to present a total of 17 audit reports. In addition to the 17 reports a further 3 draft reports had also been issued.

Members of the Committee requested the opportunity to view every stage of a review from start to finish and the processes involved in reaching their recommendations.

Following the recent announcement regarding the Council's projected overspend, Members asked the Assistant Director of Finance (Audit) what governance there had been in relation to budget monitoring and what steps would be taken and what controls would be put in place going forward. The Committee was informed that actions were being taken and the Audit Plan would be adjusted accordingly.

RESOLVED that the Committee notes the performance of the Audit Services Unit during this period.

44/23 **CORPORATE RISK MANAGEMENT UPDATE (2023-24 QUARTER 1)**

This report covered the updates to the Council's strategic risk register up to the end of 2023-24 Quarter 1 (Q1). The register was summarised within the report and the full register was provided in Appendix 2 to the report.

The Council's strategic risk environment had remained largely unchanged from the previous report. The high demand for services, inflation and use of reserves presented a substantial ongoing risk to the Council's finances. This was summarised in the update to the risk 'Impact of a prolonged recovery and a funding gap'.

Following the recent announcement regarding the forecast overspend, Members requested clarity on the current position including, how the authority had used both its earmarked and general reserves over the past twelve months, and the cost of borrowing associated with the Long-Term Waste Management Project at Sinfin?

Work had continued to improve the quality of risk registers with considerable data-cleansing ready for the introduction of APEX (Risk). Risks data had now been uploaded to the APEX risk database and officers were beginning to use the system in readiness for Q2 updates during September/October.

RESOLVED that the Committee notes the report.

45/23 **TO CONSIDER THE REPORT OF THE EXTERNAL AUDITOR ON AUDIT STRATEGY MEMORANDUMS**

Michael Nolan from Mazars attended the meeting to present the following reports:

- The Audit Strategy Memorandum for the Derbyshire Pension Fund for the year ended 31 March 2023
- The Audit Strategy Memorandum for the County Council for the year ended 31 March 2023, and
- Audit Progress Report for the County Council and the Derbyshire Pension Fund

The Committee had been provided with an updated Audit Completion Report at the meeting in March 2023 where it was reported that there

had been two national issues which had held up the completion of the audit, in relation to infrastructure assets and the 2022 Triennial Pension Fund Valuation. The National Audit Office had not yet finalised their requirements of auditors in relation to the Council's 2021-22 Whole of Governments Accounts. However, Mr Nolan reported that they did not foresee any significant concerns in relation to this but were unable to issue their audit certificate until this had formally been confirmed.

With regard to the Derbyshire Pension Fund audit, there were no additional matters to report and no outstanding audit work. Mr Nolan reported that they proposed giving an unqualified audit opinion on the Fund's Financial Statements that were included in the Statement of Accounts at the same time as Council's Financial Statements.

The Chairman invited Mr Nolan to report on the County Council's projected budget overspend from an external audit perspective.

On behalf of the Committee, the Chairman thanked Mr Nolan for his attendance and the presentation of Mazars' reports.

RESOLVED that the reports be noted.

46/23 **EXCLUSION OF THE PUBLIC**

To move that under Section 100(a)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that in view of the nature of the business, that if members of the public were present exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 would be disclosed to them and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

47/23 **TO CONFIRM THE EXEMPT MINUTES OF THE MEETING HELD ON 18 JULY 2023**

The exempt minutes of the meeting held on 18 July 2023 were confirmed as a correct record.

48/23 **COUNTER FRAUD UPDATE**

RESOLVED that the Committee notes the recommendations in the not for publication report.

The meeting finished at 3.27 pm



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

TUESDAY 5 DECEMBER 2023

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

**Performance Monitoring and Budget Monitoring/Forecast Outturn
2023-24 – Quarter 1 and Quarter 2**

1. Purpose

- 1.1 To provide Audit Committee with an update on Council Plan performance monitoring and the Revenue Budget/forecast outturn for 2023-24.

2. Information and Analysis

Background

- 2.1 The Council reports on both the Council Plan and Annual Budget performance on a quarterly basis. These quarterly reports provide:
- A Performance Summary, setting out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities; and
 - A Revenue Budget Position and Financial Summary, providing an overview of the Council's overall budget position and forecast outturn for the end of the financial year.

- 2.2 The Quarter One report (as at the end of June 2023) was reported to Cabinet in September 2023. The Quarter two report (as at the end of September 2023) was reported to Cabinet in November 2023. These quarterly reports are appended to this summary report.

Financial Summary

- 2.3 The budget for 2023/24 was set in the context of a period of economic uncertainty, high inflation and continuing growth in demand for Council services, particularly in respect of Children's and Adults Social Care. These challenging circumstances are not unique to Derbyshire and are common to many Local Authorities across the country.
- 2.4 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to result in cost pressures in excess of the budget across all service areas, and the pay award for 2023-24 is higher than estimated in the budget.
- 2.5 The Quarter One report identified a forecast revenue budget overspend of £46.4m by 31 March 2024. This forecast position reflected higher than anticipated inflation in respect of pay, fuel, energy and materials, resulting in budget pressures across all areas. Continued increases in demand for Adult Social Care and Children's Services, combined with inflationary pressures on the cost of services, is resulting in particularly significant budget pressures in these areas.
- 2.6 In September 2023, in recognition of the scale of the financial challenge facing the Council, a series of additional financial controls were implemented with the intention of reducing the forecast expenditure through vacancy management and tight control of non-essential spend. These controls remain in place.
- 2.7 The Quarter Two report sets out the progress being made to reduce expenditure, with the forecast to 31 March 2024 now anticipating an overspend of £32.9m. This improved position reflects the impact of strict cost control measures in place since mid-September, departmental savings and the use of additional funding. It is anticipated that further reductions can be achieved during the second half of the year to reduce the overspend further, but the financial position remains challenging, with inflationary pressures continuing in some areas, and demand for services remaining high or growing.
- 2.8 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. The General Reserve stands at £27.734m as at 30 September 2023 (Q1 report, £28.025m). This is

considered to be the minimum level of general reserve for an organisation the size of the Council. The current forecast £32.947m overspend for 2023-24 would more than deplete the available General Reserve balance.

- 2.9 Further detail on the forecast financial position and the cost pressures of the Council are detailed in the Quarterly Reports appended to this report.

Performance Summary

- 2.10 The Council Plan refresh for 2023-25, which outlines the Council's priorities, key deliverables, and performance measures, was approved by Council in March 2023.
- 2.11 The 2023-24 Performance Reports for Quarter 1 and 2, set out the position in full up to the end of June (Quarter 1) and September (Quarter 2) 2023 for each deliverable and associated key measures set out in the Council Plan. Good progress has continued to be made in delivering the Council Plan, with 78% of the 45 deliverables in the Plan showing "Good" or "Strong" progress at the end of September.

3. Consultation

- 5.1 At the Cabinet meeting on the 21 September 2023 a report on the Preparation of Budget 2024-25 was included as part of the agenda. The report covered how during October and November the Council will consult residents and other stakeholders in relation to the Council's 2024-25 budget, including asking for views on the Council's savings proposals. Given the financial challenges the organisation faces, it is now proposed that the Council will consult residents on specific budget options for 2024-25 as they are finalised over the coming months. This is to ensure the detail of each proposal is sufficient to enable full and appropriate Consultation. The budget consultation commenced on 6 November 2023.

5. Alternative Options Considered

- 6.1 N/A – the Council is required to outline its forecast revenue outturn position to ensure compliance with good financial management principles and to support the development of short and medium-term financial planning. Not producing a budget monitoring report would be contra to the Council's Financial Regulations which requires the reporting of variances of income and expenditure against budget allocation to be reported to Cabinet in line with the Budget Monitoring Policy.

7. Implications

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

8. Background Papers

8.1 None identified.

9. Appendices

9.1 Appendix 1- Implications.

9.2 Appendix 2 – Quarter 1 2023/24 Performance and Budget Monitoring Report.

9.3 Appendix 3 – Quarter 2 2023/24 Performance and Budget Monitoring Report.

10. Recommendations

That Audit Committee:

10.1 Notes the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2023-24 as reported in the Quarter 1 and Quarter 2 reports.

10.2 Notes the position on General Reserves.

10.3 Notes significant actions are required and will be undertaken across the Council to reduce the significant revenue overspend detailed in this report.

11. Reasons for Recommendations

11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2023-24. The outturn position supports the development of budgets in both the short and medium term.

11.2 The balances of both the General and Earmarked Reserves support good financial planning.

Report Authors:

Heather Green
Sam Holmes
Eleanor Scriven
Simon Pape
Matthew Walters
Esther Croll

Contact details:

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

Appendix 1

Implications

Financial

- 1.1 An overall Council overspend of £32.947m is forecast at Quarter 2. This is an improvement on the forecast reported at Quarter 1 (£46.376m) but is already after substantial one-off support from the use of £33.523m of the Council's Earmarked reserves. The 2023-24 Budget approved by Council in February 2023 included the planned use of £23.707m from the Budget Management reserve for planned service pressures. A further £9.816m of earmarked reserves is now expected to be drawn down from departmental reserves to support the Adult Care (£7.091m) and Highways Assets and Transport (£2.725m) portfolio outturn positions.
- 1.2 The forecast overspend is in addition to the overspend reported for 2022-23 which resulted in the Council utilising £55m of its reserves in order to balance the budget to meet inflationary, demand and pay award cost pressures. This was an additional sum of £23m over and above that originally budgeted for at the time of setting the budget in February 2022.
- 1.3 The detailed reports at Appendix 2 and 3 describe the reasons for the overspend. There continues to be inflationary and demand pressures, particularly for adults and children's social care.
- 1.4 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to provide cost pressures to all service areas and the pay offer for 2023-24 is higher than estimated.
- 1.5 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council is taking a number of actions to mitigate the overspend. This includes:
 - Finding alternative in year savings proposals.
 - Looking at high-cost placements to find more suitable and cost effective options.
 - Stopping or delaying projects until the next financial year to reduce planned expenditure in year.
 - Implementing a vacancy freeze to reduce in year expenditure.
 - Limiting expenditure on agency staffing to cover essential roles only.
 - Introducing expenditure controls across non staffing budgets.

The forecast overspend has reduced since Q1. It is anticipated that further reductions can be achieved as the cost control measures

identified above take effect. The achievement of mitigating actions to reduce the overspend is being closely monitored by the Council's Chief Officers.

- 1.6 A number of local authorities are reporting substantial overspends, with some indicating that they may have to issue Section 114 Notices, this meaning that no new expenditure is permitted with the exception of funding to provide statutory services.
- 1.7 The Council works with partners such as the Local Government Association and the Society of County Treasurers to lobby government for additional funding to support vital services and to highlight the continued financial pressures facing the Council.

Legal

- 2.1 By law the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.
- 2.2 By virtue of section 114(3) of the Local Government Finance Act 1988, the Chief Finance Officer is required to issue a report where he considers that the expenditure to be incurred by the Council during a financial year is likely to exceed the available resources. The issue of a section 114(3) report would trigger a short term statutory prohibition on entering into 'any new agreement which may involve the incurring of expenditure' without the permission of the Chief Finance Officer.

Human Resources

- 3.1 None.

Information Technology

- 4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

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

6.2 High inflation and the delay in agreeing the pay award for 2023-24 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 reserves.

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

7.1 None.



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

29 November 2023

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

**Performance Monitoring and Budget Monitoring/Forecast Outturn
2023-24 as at Quarter 1 (30 June 2023)**

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is not a Key Decision.

3. Purpose

3.1 To provide Council with an update of Council Plan performance and the Revenue Budget/forecast outturn for 2023-24, as at 30 June 2023 (Quarter 1).

4. Information and Analysis

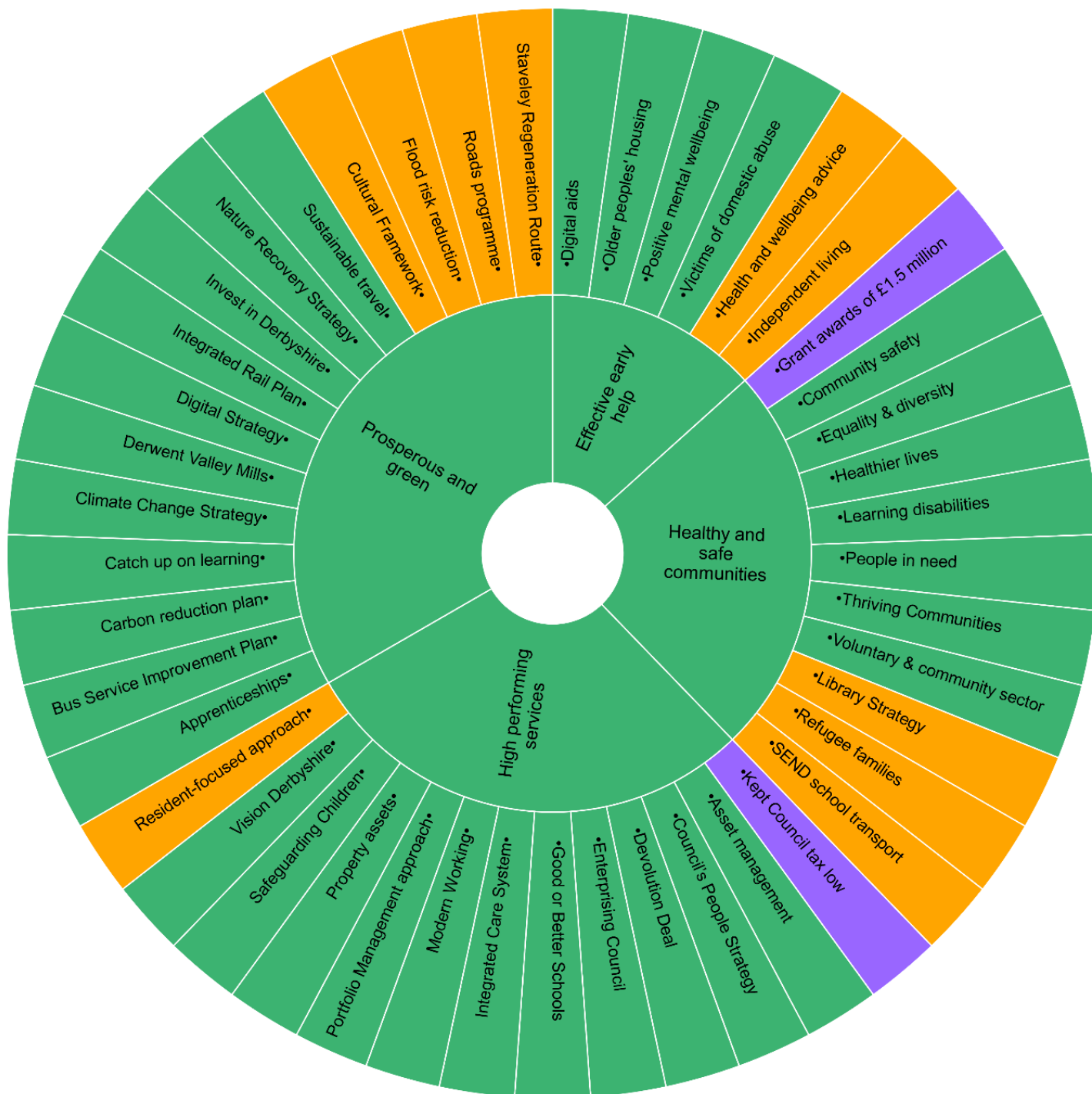
Integrated Reporting

- 4.1 This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.
- 4.2 The Performance Summary sets out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities.
- 4.3 The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 June 2023.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio for 2023-24 as at 30 June 2023. Further reports will be considered at Audit Committee and Council in accordance with the Budget Monitoring Policy and Financial Regulations.

Performance Summary

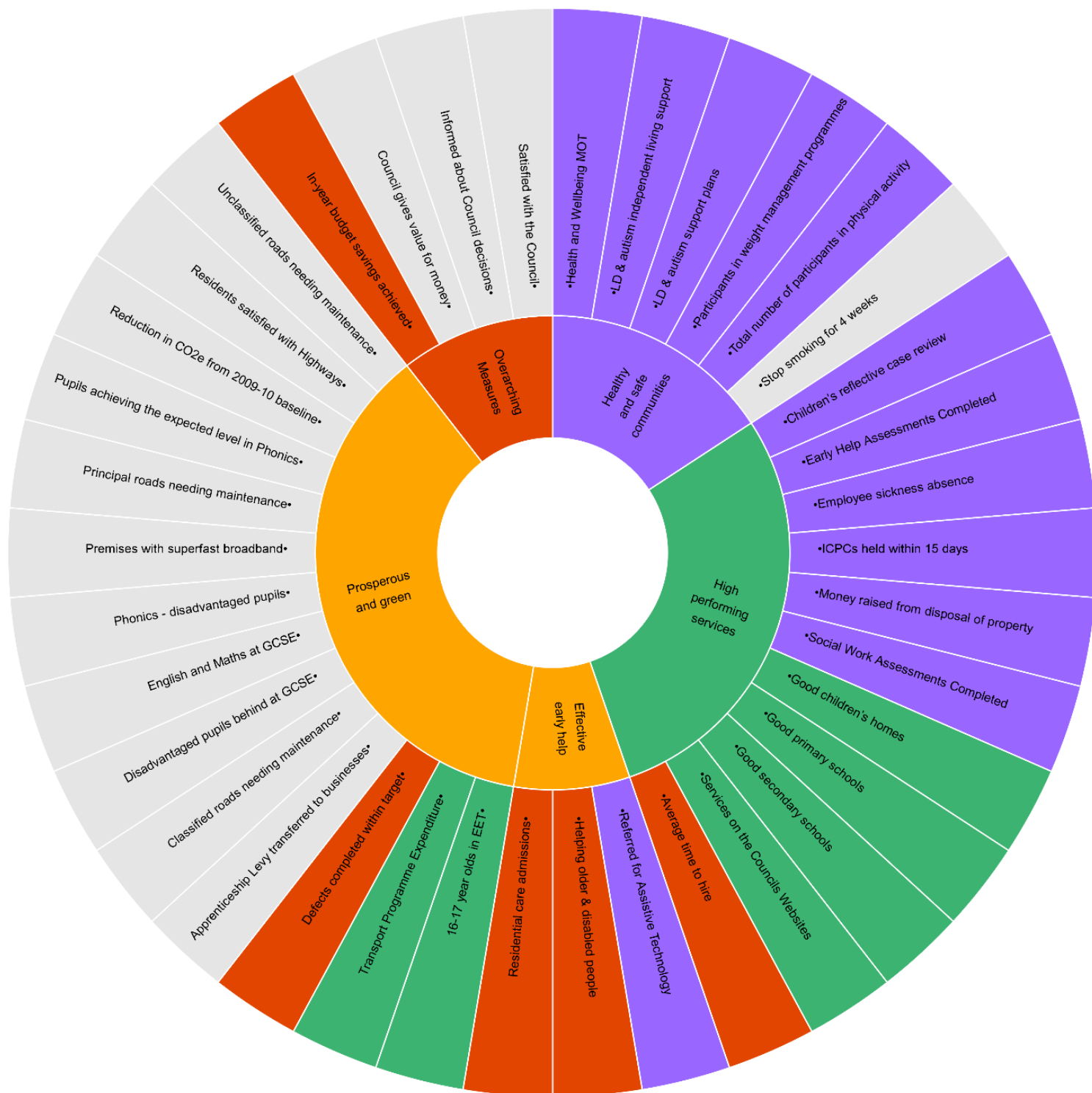
- 4.5 The Council Plan refresh for 2023-25, which outlines the Council's priorities, key deliverables and performance measures, was approved by Council in March 2023.
- 4.6 The 2023-24 Performance Report for Quarter 1, attached at Appendix 3, sets out the position in full up to the end of June 2023 for 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 78% of the 45 deliverables in the Plan showing "Good" or "Strong" progress. 22% have been rated as "Requiring Review" and none have been rated as "Requiring Action". Progress in delivering the Plan is shown in the graphic below.

Deliverable Progress



4.8 The graphic below shows performance against target for each key measure identified in the Council Plan by priority. For the 23 key measures where data for 2023-24 against target is available, twelve are rated as “Strong”, with a further six rated as “Good”. Five measures are rated as “Requiring Action”.

Key Measures Against Target



Performance by Priority

4.9 The resilient, healthy and safe communities priority shows overall “Good” performance for deliverables and “Strong” performance for measures.

4.10 Key areas of success are as follows:

- The Council has successfully delivered the Council's new, outcomes-based funding programme for the voluntary and community sector and this will continue through the Funding Framework and Prospectus over the 2023-24 period. This includes investing in local people and communities to create opportunities for them to adapt, develop and grow.
- The Council continues to respond to very high demand for Emergency Cash Payments. These include applications for the Household Support Fund. Contact with clients to maximise their benefit income via the Welfare Rights Service continues to remain at high volumes.
- In Quarter 1 all Live Life Better Derbyshire (LLBD) services are above target and there is a high demand for LLBD services. The Move 4 Wellbeing pathway has increased access to the LLBD physical activity programme through providing access for people with low to moderate emotional wellbeing.

4.11 Areas for consideration are as follows:

- There has been a limited response from community groups to take forward community managed libraries. Therefore a new approach is being developed to refresh the Library Strategy. Discussions will also include proposals on the optimum approach for the mobile library service.
- The Council's delivery of home to school transport for children with special educational needs is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess the Council's statutory responsibilities and to support decisions to be able to deliver these in an efficient manner. A twelve month plan is in place to address the challenges with some actions already completed.
- The provision of accommodation and support for those seeking asylum is becoming a significant issue. As there is currently no national funding available to upper tier authorities, the Council currently has no resource to develop a countywide response, and therefore this action has been delayed.

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

4.13 Key areas of success are as follows:

- Following on from consultation on devolution deal proposals, all four councils have approved proposals that are now with Government. Preparations and engagement with stakeholders continue, ready for the anticipated passage of the Levelling Up and Regeneration Bill through Parliament.
- A range of evidence from the Council's quality assurance and performance framework shows consistency of approach and strong practice across the children's social care and early help workforce.
- The 2023-24 Council Tax increase of 3.75% was amongst the lowest increases compared to other similar authorities.
- Departmental deliverable plans are in place for each of the five people priorities within the People Strategy. New workforce policies have been developed and introduced with existing policies reviewed and updated. Quarter 1 figures for sickness absence are showing improvements against the previous year.
- Good progress has been made in support of the Asset Management Strategy with the completion of the Estates Strategy, Disposals Protocol, Facilities Management Strategy, and Repairs and Maintenance Strategy. A total of 394 asset plans have now been completed and £1.915m of capital receipts were achieved in Quarter 1 against the target for the year of £4m.
- Whilst the proportion of Derbyshire pupils attending good or better schools remains lower than national figures, particularly at secondary level, there has been improvement at a faster rate in Derbyshire than nationally so far this academic year.

4.14 Areas for consideration are as follows:

- Progress on implementing the complaints and feedback system is delayed whilst timescales for development and priorities are reviewed with departments in terms of resources available for the agreed roadmap.
- The year to date average Time to Hire figure of 62 days is above the target for the year end of 50 days. This figure reflects days between a vacancy being shortlisted and the contract being prepared. Changes to onboarding processes and an anticipated reduction in Disclosure and Barring Service delays should see the average time to hire figure reduce during the next quarter.

- 4.15 The effective early help for individuals and communities priority shows overall 'Good' performance for deliverables but the measures "Require Review".
- 4.16 Key areas of success are as follows:
- Mental Health Awareness week took place between 15 - 21 May 2023. The mental health and suicide prevention team supported the Think Fest which was held on 20 May 2023 and was Derbyshire's first ever festival to get people thinking and talking about mental health. The event was held in Chesterfield and saw thousands of people attend.
 - The assistive technology service has successfully supported 300 people to access assistive technology to live safely in their home. This is substantially above the original target of 150 people.
- 4.17 Areas for consideration are as follows:
- Progress to finalise the new ways of working with older people and people with a disability to increase their independence is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. Formal consultation for the redesign of the Homecare Short Term Service to improve capacity and efficiency has now concluded and the outcome report is being finalised.
- 4.18 The priority for a prosperous and green Derbyshire shows overall 'Good' performance for deliverables but the measures "Require Review".
- 4.19 Key areas of success are as follows:
- The work of the Education Improvement Service with partners to enable pupils to catch up on learning has been acknowledged in the most recent report by the Education Endowment Foundation. Over 150 schools from key stage 1 to key stage 3 are involved in this partnership, working with the Derby Research School as well as other partners such as the English and Maths Hubs. The percentage of 16 to 17 year olds in education, employment or training maintains Derbyshire within the top quartile nationally.

4.20 Areas for consideration are as follows:

- While the overall Local Transport Programme is on track, it is acknowledged that the repair of road defects has declined recently, with 52.9% of defects being repaired within target timescales against a target of 90%. This has been accelerated by the current adverse and unpredictable weather conditions which have impacted on the rate of repair, as the treatment required exceeds the budget available. In order to address this, a proactive resurfacing programme is being sought to plan responsive action to be able to maintain the roads effectively.
- The proposed public engagement regarding the Chesterfield to Staveley Regeneration route is currently paused pending Government approval of the Outline Business Case. Active engagement with Government over the Outline Business Case is ongoing, with a full response to clarification questions submitted on 14 July 2023.
- Good progress has been made on some aspects of the delivery of the Derbyshire Cultural Framework but other aspects have been delayed. Proposals for the grants team have been developed and upon completion of the restructure will be implemented at pace. An offer of £780k from Arts Council England towards delivery of Derbyshire Makes/Derbyshire Festival of Making has been made.
















4.21 With regard to the key measure to achieve all in year budget savings, £10.317m is forecast to be achieved against a target of £16.190m.

4.22 The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered.

4.23 With 78% of deliverables rated as “Strong” or “Good”, there is much to celebrate in the progress the Council has made in delivering the Council Plan. Further detail regarding each of the deliverables in the Council Plan and the key measures is set out in Appendix 3.

Revenue Outturn Summary

4.24 The Council’s forecast outturn for 2023-24 as at Quarter 1 (30 June 2023), compared to controllable budget, is summarised below. The forecast outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £397.167m and Public Health grant of £45.232m, other ring-fenced grants and income from other third parties and their associated spend.

	Budget £m	Forecast Actuals £m	Projected Outturn £m	Budget Performance
Adult Care	276.723	283.949	7.226	
Children's Services and Safeguarding and Education	156.998	170.135	13.137	
Clean Growth and Regeneration	0.723	0.425	(0.298)	
Corporate Services and Budget	66.087	70.324	4.237	
Health and Communities (exc. Public Health)	10.504	9.891	(0.613)	
Highways Assets and Transport	40.817	50.171	9.354	
Infrastructure and Environment	48.545	49.969	1.424	
Strategic Leadership, Culture, Tourism and Climate Change	10.536	10.927	0.391	
Total Portfolio Outturn	610.933	645.791	34.858	
Risk Management	53.461	61.306	7.845	
Debt Charges	38.019	47.342	9.323	
Interest and Dividend Income	(5.122)	(10.855)	(5.733)	
Levies and Precepts	0.373	0.373	0.000	
Corporate Adjustments	3.821	3.904	0.083	
Total	701.485	747.861	46.376	

- 4.25 An overall Council overspend of £46.376m is forecast. This is already after substantial one-off support from the use of £29.699m of the Council's Earmarked reserves.
- 4.26 Of these significant Earmarked reserves drawdowns, which underpin the Council's outturn position, £23.707m has been drawn from the Budget Management reserve for planned service pressures identified in the Revenue Budget 2023-24, and a further £5.992m is expected to be drawn from departmental reserves to support the Adult Care and Highways Assets and Transport portfolios' outturn positions.
- 4.27 The forecast overspend is in addition to the overspend reported for 2022-23 which resulted in the Council utilising £55m of its reserves in order to balance the budget to meet inflationary, demand and pay award cost pressures. This was an additional sum of £23m over and above that originally budgeted for at the time of setting the budget in February 2022.
- 4.28 The paragraphs below describe the reasons for the overspend. There continues to be inflationary and demand pressures, particularly for adults and children's social care.
- 4.29 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to provide cost pressures to all service areas and the pay offer for 2023-24 is higher than estimated.
- 4.30 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council is taking a number of actions to mitigate the overspend. This includes:
- Finding alternative in year savings proposals.
 - Looking at high cost placements to find cheaper options.
 - Potentially stopping projects or deferring them until the next financial year to reduce planned expenditure.
 - Introducing vacancy controls to reduce in year expenditure.
 - Reduce the amount of spend on agency staffing.
 - Introducing expenditure controls across non staffing budgets.
- 4.31 In taking these actions now, it is anticipated that the forecast overspend can be significantly reduced. Details of the actions taken will be reported to Cabinet later in the year. The achievement of mitigating actions to reduce the overspend will be closely monitored by the Chief Officers.

- 4.32 A number of local authorities are reporting substantial overspends, with some indicating that they may have to issue Section 114 Notices, this meaning that no new expenditure is permitted with the exception of funding to provide statutory services.
- 4.33 The Council works with partners such as the Local Government Association and the Society of County Treasurers to lobby government for additional funding to support vital services and to highlight the continued financial pressures facing the Council.

Reasons for Variance

- 4.34 Of the forecast £34.858m portfolio overspend, the significant variances are:
- a £13.137m overspend on the Children's Services and Safeguarding and Education portfolios, which includes the anticipated drawdown of £7.803m from the contingency budget for inflation;
 - a £9.354m overspend on the Highways Assets and Transport portfolio, after the use of £2.091m of departmental earmarked reserves and £2.725m from the contingency budget for inflation;
 - a £7.226m overspend on the Adult Care portfolio, after the use of £3.901m of departmental earmarked reserves and £22.830m from the contingency budget for inflation;
 - a £4.237m overspend on the Corporate Services and Budget portfolio. The use of £5.663m from the contingency budget for property running costs inflation has been assumed across this and other relevant portfolios; and
 - a £1.424m overspend on the Infrastructure and Environment portfolio, after the use of £3.583m from the contingency budget for inflation.

Children's Services

- 4.35 The forecast £13.137m overspend on the Children's Services and Safeguarding and Education portfolios is mainly due to continued high demand for placements for children who are in care or unable to remain at home.
- 4.36 The number of children requiring support is growing because the rate at which children enter care is greater than the rate at which children exit care, and because alternatives to care often require long-term financial support, leading to a growing number of arrangements to fund.

- 4.37 Average cost increases are due to inflation and the need to make more higher cost placements with independent providers. Other factors contributing to the overspend include the costs of meeting the increased demand for Education, Health and Care Plans (EHCPs), the estimated impact of inflation and pay awards on traded and grant funded services, high demand for safeguarding services due to greater numbers of children in care and children in need and the pressure to provide high-cost packages to support children with complex needs to remain with their families or maintain their current care placement.
- 4.38 The forecast outturn for this portfolio includes the anticipated draw down from the Corporate Contingency budget of £1.811m for inflation related to Home to School Transport and £5.992m for inflation related to Children's Social Care.

Highways, Assets and Transport

- 4.39 The forecast £9.354m overspend on the Highways Assets and Transport portfolio mainly relates to:
- unachieved savings targets from previous years;
 - increased activity on routine highways maintenance work;
 - the unfunded implementation of the new Alloy and Kaarbontech Highways Network Planning software systems; and
 - staff costs anticipated to be chargeable to capital budgets being lower than budgeted and winter maintenance costs which are expected to exceed the allocated budget based on an average severity of winter.
- 4.40 The forecast outturn for this portfolio includes the anticipated draw down from the Corporate Contingency budget of £1.700m for inflation related to the tendered public transport network and £1.025m for inflation related to reactive highways maintenance and the use of £2.091m of departmental earmarked reserves, including the Winter Maintenance reserve.

Adult Care

- 4.41 The forecast £7.226m overspend on the Adult Care portfolio relates to Purchased Services costs and allocated savings targets which are not expected to be achieved this financial year. There has been an increase in demand in relation to hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased.
- 4.42 The forecast outturn for this portfolio includes the anticipated draw down from the Corporate Contingency budget of £22.830m for inflation related to contract fees paid to care providers and the use of £3.901m of departmental earmarked reserves.

Corporate Services and Budget

- 4.43 The forecast £4.237m overspend on the Corporate Services and Budget portfolio has mainly arisen in the Corporate Property division. This is due to there being historically insufficient budget to meet the costs of operating and maintaining the Council's property portfolio. There are also delays in achieving allocated savings targets.
- 4.44 In addition, there is pressure from price increases on the cleaning and caretaking contract due to rises in the National Living Wage and the Consumer Price Index (CPI). There is also the cost of carrying properties awaiting disposal or repurpose and high inflation affecting utilities, security, rates and maintenance costs is exacerbating this pressure.
- 4.45 There is also a forecast overspend in the Finance & ICT division relating to the delayed achievement of savings targets due to the deferred implementation of the SAP HANA system.
- 4.46 The use of £5.663m from the Corporate Contingency budget for property running costs inflation has been assumed across this and other relevant portfolios, although this is currently being reviewed to establish whether the full amount is required.

Infrastructure and Environment

- 4.47 The forecast £1.424m overspend on the Infrastructure and Environment portfolio has mainly arisen due to unachieved savings targets from previous years and delays in achieving identified savings initiatives. The use of £3.583m of Corporate Contingency budget for inflationary pressures affecting waste disposal contracts has been assumed. An estimated 6% decrease in waste tonnages has somewhat offset the overspend.
- 4.48 Portfolio costs are explained in more detail in Appendices 4 to 11.

Corporate Budgets

- 4.49 There is a forecast overspend of £11.518m on corporate budgets in 2023-24, the corporate budgets being:

- Risk Management
- Debt Charges
- Interest and Dividend Income
- Levies and Precepts
- Corporate Adjustments

Risk Management

- 4.50 The overspend on the Risk Management budget relates to the expected pay award exceeding the budgeted contingency by £7m and an additional £4m forecast to be allocated for inflation relating to Childrens Social Care above the budgeted contingency; this is offset by £3m of general contingency budget which remains unallocated. Further detail is set out in the table below.

	Budget £m	Forecast Expenditure £m	Over / (Under) Spend £m
Pay Award 2023-24 Contingency	10.456	0.000	(10.456)
Allocation of Contingency	(0.075)	17.376	17.451
Pay Award 2023-24	10.381	17.376	6.995
Soulbury/ Social Worker Growth/ Coroners/ Members Allowances Pay Award 2023-24 Contingency	0.295	0.000	(0.295)

Public

Allocation of Contingency	(0.023)	0.292	0.315
Other Pay Award 2023-24	0.272	0.292	0.020
<hr/>			
Soulbury/ Social Worker Growth/ Coroners/ Members Allowances Pay Award 2022-23			
Contingency	0.300	0.000	(0.300)
Allocation of Contingency	(0.207)	0.161	0.368
Other Pay Award 2022-23	0.093	0.161	0.068
<hr/>			
Inflation - Contract Fees paid to Care Providers (ongoing)	22.830	22.830	0.000
Inflation - Transport and Catering Supplies (one-off)	0.673	0.673	0.000
Inflation - Home to School Transport (ongoing)	1.811	1.811	0.000
Inflation - Children's Social Care (ongoing)	2.092	5.992	3.900
Inflation – Property running costs (one-off)	5.663	5.663	0.000
Inflation - Reactive Maintenance (one-off)	1.025	1.025	0.000
Inflation - Waste (one-off)	3.583	3.583	0.000
Inflation - Tendered Network Increase (one- off)	1.700	1.700	0.000
External Audit Fee Increase (ongoing)	0.200	0.200	0.000
Departmental Specific Service Pressures	39.577	43.477	3.900
<hr/>			
General Contingency	3.557	0.000	(3.557)
<hr/>			
Savings Targets not achievable/duplicated	(0.771)	0.000	0.771
<hr/>			
Total Contingency Funding	53.109	61.306	8.197
<hr/>			
Extended rights to home to school transport	0.171	0.000	(0.171)
Services Grant 2023-24	0.181	0.000	(0.181)
Additional Non-ringfenced Grants	0.352	0.000	(0.352)
<hr/>			
Total Risk Management Budget	53.461	61.306	7.845

4.51 The Risk Management Budget of £53.461m includes:

- £53.109m of remaining contingency funding set aside in the 2023-24 Revenue Budget. This comprises a remaining pay award element of £10.746m, departmental specific service pressures of £39.577m and general contingency of £3.557m:
 - £10.381m for a 2023-24 pay award, considered at paragraphs 4.53 to 4.54;
 - £0.365m for 2022-23 and 2023-24 pay increases relating to social worker growth, Soulbury Pay Scale workers, Coroners and Members' Allowances;
 - £39.377m to support Departments with the rising cost of goods and services;
 - £0.200m contingency for expected increases in external audit fees;
 - £3.557m general contingency; and
 - Less: £0.063m of savings target allocated to the Corporate Services and Budget portfolio not considered deliverable, a £0.156m savings target allocated to the Strategic Leadership, Culture and Climate Change portfolio, which was duplicated in financial years 2021-22 and 2022-23 and £0.552m of the £1.726m savings target allocated for the reduction in the pension oncost equated rate which is not deliverable.
- £0.352m of additional non-ringfenced grants that had not been announced when the 2023-24 Revenue Budget was approved by Council on 15 February 2023. This comprises:
 - £0.171m Extended Rights to Home to School Transport Grant adjustment; and
 - £0.181m Services Grant 2023-24 adjustment.

4.52 The forecast expenditure of £61.306m on the Risk Management Budget relates to:

- £17.829m anticipated allocation of budget to fund pay increases including those relating to social worker growth, Soulbury Pay Scale workers, Coroners and Members' Allowances.
- £43.477m anticipated allocation of budget to support Departments with the rising cost of goods and services; inflation expenditure and budget which has already been included in portfolio forecasts.

4.53 The 2023-24 pay award for Local Government Service Employees (effective from 1 April 2023) has yet to be fully agreed. The National Employers' final one-year offer proposed to the unions representing the main local government workforce was as follows, with effect from 1 April 2023:

- An increase of £1,925 on all pay points covered by the Council's Pay Grades up to and including Grade 13, which is equivalent to a 10.4% increase for employees on pay point 1 and 4.0% for employees on pay point 35.
- An increase of 3.88% on all pay points covered by the Council's Pay Grades on Grades 14 to 16.
- An increase of 3.50% on all pay points covered by the Council's Pay Grades on Grades 17 to 21.
- An increase of 3.88% on all allowances, except for travel rates.

The final 2023-24 pay offer is equivalent to an average pay increase of 6.6% across the Council's workforce, which results in a total ongoing cost to the Council of £17.451m. For 2023-24 budget purposes a sum of £10.456m was set aside, based on a 4% flat pay award increase. The agreed pay increase for 2022-23 leaves the Council with a shortfall of £6.995m in 2023-24 and an ongoing pressure of that amount in each subsequent year. If the final 2023-24 pay award is higher than the National Employers' offer it will be a further cost pressure to the Council.

4.54 In addition to the ongoing pressure which falls to the Council, the pay award impacts the cost of services which are separately funded from its core budget. Some employees work in areas wholly funded by grants and it is essential that these grants take up their fair share of additional costs in line with their workforce cost, however, this may be too late for 2023-24 in respect of the Dedicated Schools Grant.

Debt Charges

4.55 The Debt Charges budget is forecast to be overspent by £9.323m in 2023-24 of which £5m relates to interest payable on temporary loans and £4m to the Minimum Revenue Provision (MRP) for the repayment of debt principal.

4.56 Interest costs have increased due to rising interest rates and the increased need to borrow to maintain working capital after the payment of the Derby and Derbyshire Waste Treatment Centre legal settlement. MRP has increased as the Council's Capital Financing Requirement (CFR) has risen following the trend of switching capital financing from Revenue Contributions to borrowing in recent years as part of its risk management strategy.

Interest and Dividend Income

- 4.57 A favourable variance of £6m is forecast on the Interest and Dividends budget. The Council utilises a range of investments to maximise its income on cash balances. As interest rates have risen, forecast income from short-term lending has increased, but this is offset by an increase in the interest the Council is expected to pay to meet its temporary borrowing needs. Interest income includes interest accrued on the loan advances to Buxton Crescent Ltd.

Corporate Adjustments

- 4.58 There is a forecast overspend of £0.083m on Corporate Adjustments in 2023-24.
- 4.59 The forecast overspend comprises £0.280m of amortisation of premiums and interest on restructured loans and £0.264m of reserve movements attributable to the ring-fenced Dedicated Schools Grant offset by £0.461m of interest income and debt charges recognised in schools' budgets.

General Reserve

- 4.60 The General Reserve stands at £32.705m at 30 June 2023 and there are further commitments relating to this financial year that were detailed in the 2022-23 outturn report, leaving a balance of £28.025m. This is considered to be the minimum level of general reserve for an organisation the size of the Council. The current forecast £46.376m overspend for 2023-24 would more than deplete the available General Reserve balance. Therefore, corrective action as outlined in paragraph 4.30 of this report needs to be undertaken to reduce this overspend.

Earmarked Reserves

- 4.61 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 2022 and was reported to Cabinet on 2 February 2023. The next review is scheduled to be reported in January/February 2024.
- 4.62 A summary of outstanding balances on the Council's Earmarked reserves as at 30 June 2023 is set out in Appendix 13.

4.63 A one-off service pressure of £0.501m was awarded to the Corporate Property service to decommission buildings that are closing and being disposed of. This funding is fully committed, but it is not expected to all be spent during 2023-24. Therefore, it is proposed to contribute any unspent amount from this budget to an Earmarked reserve in order that it may be utilised after 31 March 2024.

Budget Savings

4.64 A summary of the achievement of budget savings targets for 2023-24 is provided at Appendix 14. The budget savings target for 2023-24 is £16.190m, with a further £12.038m target brought forward from previous years. Of the in-year savings target, £10.317m will be delivered in the current financial year. The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered. Where there is non-achievement of savings brought forward, the resulting base budget overspend is offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received.

Debt Age Profile

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

Traded Services

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

4.67 'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income. An overall contribution to general overheads of £0.459m is forecast for 2023-24 on fully traded areas across the Council as a whole.

4.68 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. An overall surplus of £0.631m compared to the budgeted income target is forecast for 2023-24 on partially traded areas across the Council as a whole.

4.69 Appendix 12 summarises the financial performance of the separate trading areas.

5. Consultation

5.1 No consultation is required.

6. Alternative Options Considered

6.1 N/A – the Council is required to outline its forecast revenue outturn position to ensure compliance with good financial management principles and to support the development of short and medium-term financial planning. Not producing a budget monitoring report would be contra to the Council's Financial Regulations which requires the reporting of variances of income and expenditure against budget allocation to be reported to Cabinet in line with the Budget Monitoring Policy.

7. Implications

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

8. Background Papers

8.1 None identified.

9. Appendices

9.1 Appendix 1- Implications.

9.2 Appendix 2 – Key to Performance Ratings

9.3 Appendix 3 – Performance Report 2023-24 Council Overview

9.4 Appendix 4 – Adult Care - Portfolio Summary

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

- 9.6 Appendix 6 – Clean Growth and Regeneration - Portfolio Summary
- 9.7 Appendix 7 – Corporate Services and Budget - Portfolio Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Traded Services
- 9.13 Appendix 13 – Earmarked Reserves
- 9.14 Appendix 14 – Budget Savings Monitoring 2023-24
- 9.15 Appendix 15 – Aged Debt

10. Recommendations

That Council:

- 10.1 Notes the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2023-24 as at 30 June 2023 (Quarter 1).
- 10.2 Notes the position on General and Earmarked Reserves.
- 10.3 Notes significant actions are required and will be undertaken across the Council to reduce the significant revenue overspend detailed in this report. Cabinet will be kept informed on the implementation and progress of these actions.

11. Reasons for Recommendations

- 11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2023-24. The outturn position supports the development of budgets in both the short and medium term.
- 11.2 The balances of both the General and Earmarked Reserves support good financial planning.

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

12.1 No

Report Authors:

Sam Holmes
Eleanor Scriven
Simon Pape
Matthew Walters
Esther Croll

Contact details:

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

Implications

Financial

- 1.1 An overall Council overspend of £46.376m is forecast. This forecast is after substantial one-off support from the use of £29.699m of the Council's Earmarked reserves and £42.604m of Corporate Contingency budget to support inflationary pressures. Of the significant Earmarked reserves drawdowns which underpin the Council's outturn position, £23.707m has been drawn from the Budget Management reserve for planned service pressures identified in the Revenue Budget 2023-24, and a further £5.992m is expected to be drawn from departmental reserves to support the Adult Care and Highways Assets and Transport portfolios' outturn positions.
- 1.2 The forecast overspend is in addition to the overspend reported for 2022-23 which resulted in the Council utilising £55m of its reserves in order to balance the budget to meet inflationary, demand and pay award cost pressures. This was an additional sum of £23m over and above that originally budgeted for at the time of setting the budget in February 2022.
- 1.3 Paragraphs 4.34 to 4.59 describe the reasons for the overspend. There continues to be inflationary and demand pressures, particularly for adults and children's social care.
- 1.4 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to provide cost pressures to all service areas and the pay offer for 2023-24 is higher than estimated.
- 1.5 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council is taking a number of actions to mitigate the overspend. This includes:
 - Finding alternative in year savings proposals.
 - Looking at high cost placements to find cheaper options.
 - Potentially stopping projects or deferring them until the next financial year to reduce planned expenditure.
 - Introducing vacancy controls to reduce in year expenditure.
 - Reduce the amount of spend on agency staffing.
 - Introducing expenditure controls across non staffing budgets.

- 1.6 In taking these actions now, it is anticipated that the forecast overspend can be significantly reduced. Details of the actions taken will be reported to Cabinet later in the year. The achievement of mitigating actions to reduce the overspend will be closely monitored by the Chief Officers.
- 1.7 A number of local authorities are reporting substantial overspends, with some indicating that they may have to issue Section 114 Notices, this meaning that no new expenditure is permitted with the exception of funding to provide statutory services.
- 1.8 The Council works with partners such as the Local Government Association and the Society of County Treasurers to lobby government for additional funding to support vital services and to highlight the continued financial pressures facing the Council.

Legal

- 2.1 By law the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.
- 2.2 By virtue of section 114(3) of the Local Government Finance Act 1988, the Chief Finance Officer is required to issue a report where he considers that the expenditure to be incurred by the Council during a financial year is likely to exceed the available resources. The issue of a section 114(3) report would trigger a short term statutory prohibition on entering into 'any new agreement which may involve the incurring of expenditure' without the permission of the Chief Finance Officer.

Human Resources

- 3.1 None.

Information Technology

- 4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

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





6.2 High inflation and the proposed pay award for 2023-24 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 reserves.

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 	Not Updated
Council Plan Deliverables	On track or complete with outcomes exceeding expectations /requirements.	On track or complete with outcomes in line with expectations/ requirements.	Some risk to achieving timetable and/or outcomes.	Unlikely to achieve timetable and/or not delivering required outcome.	
Council Plan Measures	More than 5% better than target.	Less than 5% better than target but not less than 2% worse than target.	Between 2% and 10% worse than target.	More than 10% worse than target.	No data received or no target set for 2023-24.
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.	

Derbyshire County Council

Appendix 3



Council Plan 2023-25

Performance Report
Quarter 1 2023-24

Contents

Introduction	3
Summary	4
Deliverable Overview	4
Key Measure Overview	5
Performance – Trend over Time	6
Key areas of Success	6
Key areas for Consideration	9
Key Measures Updated for Quarter 1 2023-24	13
Progress on Council Plan priorities	15
Resilient, healthy and safe communities	16
High performing, value for money and resident focused services	23
Effective early help for individuals and communities	33
A prosperous and green Derbyshire	37
Overarching Measures	51
Notes	52
Key	52

Introduction




Welcome to the Council's performance report on the Council Plan 2023-25, for Quarter 1 2023-24. The Council Plan sets out the direction of the Council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. The Plan was refreshed in March 2023 to ensure it continues to address the key opportunities and challenges facing the Council. Our key priorities continue to be:

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

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

Reporting Performance

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

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

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

Summary

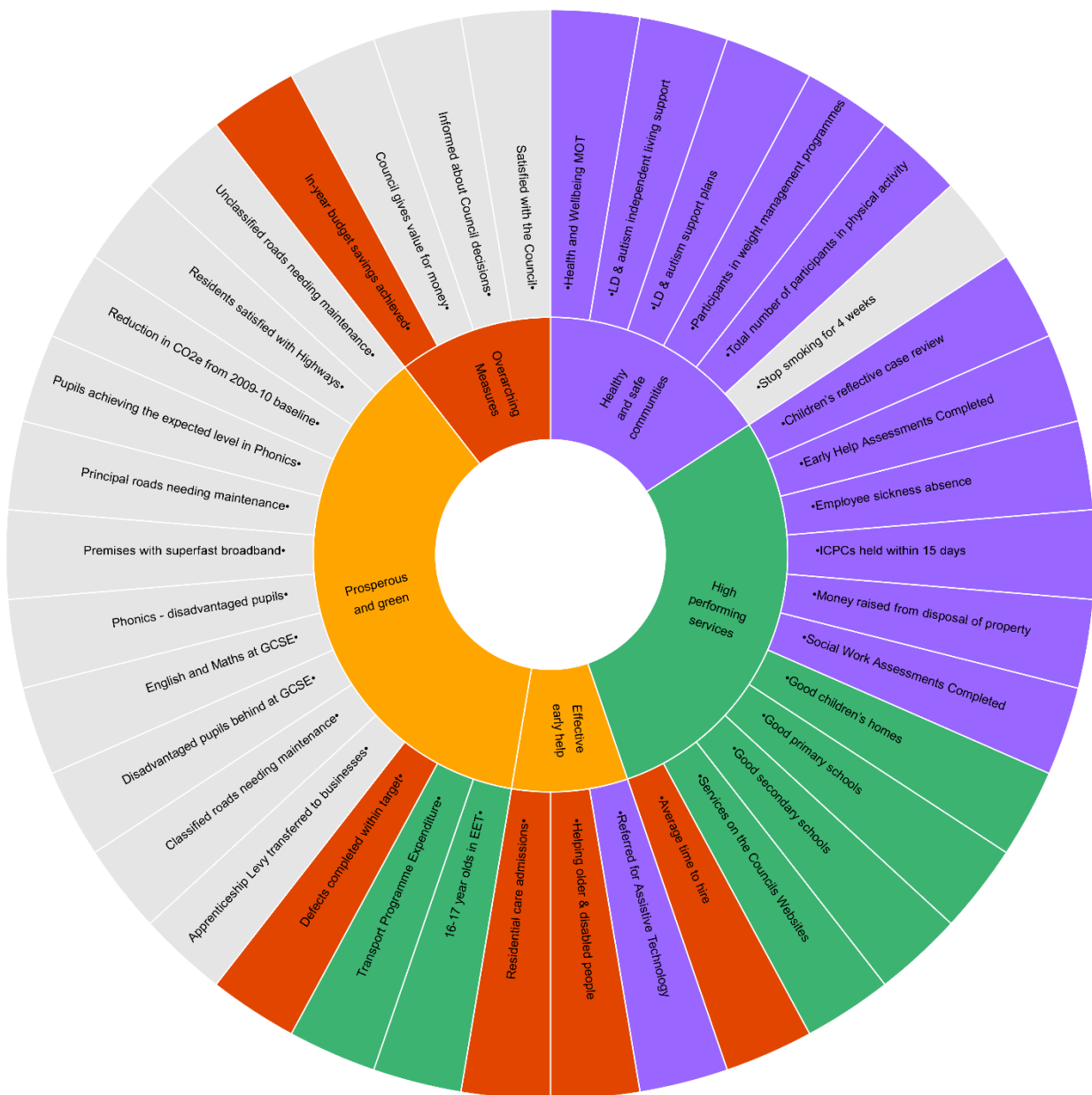
Deliverable Overview

Good progress has been made in delivering the Council Plan during Quarter 1 2023-24. Of the 45 deliverables in the Plan, 33 have been rated as 'Good'; 2 have been rated as 'Strong' and 10 have been rated as "Requiring Review". A graphical representation of the Council's performance for Quarter 1 against its priorities (inner wheel) and deliverables (outer wheel) is below. The colours in each segment show the progress the Council is making during 2023-24. The performance for each priority and deliverable is detailed within the report.



Key Measure Overview

A set of key measures have also been developed to enable the Council to further monitor the progress it is making by reporting performance against targets. The colours in each segment of the wheel below show the Council's success in achieving its performance targets. Of the 23 key measures with data and targets at this point in the year, 12 have been rated as 'Strong', with a further 6 rated as 'Good'. There are 5 measures which have been rated as 'Requiring Action'. Measures which are grey currently have no data available or no targets set for 2023-24. The key measures are detailed in the following tables.



Performance – Trend over Time

Deliverables

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
★ Strong	2			
✔ Good	33			
● Review	10			
🚩 Action	0			

Measures

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
★ Strong	12			
✔ Good	6			
● Review	0			
🚩 Action	5			

Key areas of Success

Key areas of success during Quarter 1 are:

- ✔ **Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero (rated Good)**

Following on from consultation on devolution deal proposals, all four councils have approved proposals that are now with Government. Preparations and engagement with stakeholders continues ready for the anticipated passage of the Levelling Up and Regeneration Bill through Parliament, which is expected to be delayed until the autumn. ([View Details](#))

- ✔ **Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire (rated Good)**

A range of evidence from our quality assurance and performance framework shows consistency of approach and strong practice across the children's social care and early help workforce. ([View Details](#))

★ Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity (rated Strong)

The Council has successfully delivered the Council's new, outcomes-based funding programme for the sector and this will continue through the Funding Framework and Prospectus over the 2023-24 period. This includes investing in local people and communities to create opportunities for them to adapt, develop and grow. ([View Details](#))

★ Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement (rated Strong)

The 2023-24 Council Tax increase of 3.75% was amongst the lowest increases compared to other similar authorities. ([View Details](#))

✔ Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures (rated Good)

The Council continues to respond to very high demand for Emergency Cash Payments. These include applications for the Household Support Fund.

Contact with clients to maximise their benefit income via the Welfare Rights Service continues to remain at high volumes. The Advice line, Adult Care referrals, and Macmillan referrals all continue the high demand trend from last year. ([View Details](#))

✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight (rated Good)

In Quarter 1 all Live Life Better Derbyshire (LLBD) services are above target and there is a high demand for LLBD services. The procurement process is underway to procure vapes as part of the smoking cessation standard treatment programme. The Move 4 Wellbeing pathway has increased access to the LLBD physical activity programme through providing access for people with low to moderate emotional wellbeing. ([View Details](#))

✔ Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities (rated Good)

Departmental deliverable plans are in place for each of the five people priorities within the strategy. New workforce policies have been developed and introduced with existing policies reviewed and updated. Quarter 1 figures for sickness absence are showing improvements against the previous year. ([View Details](#))

✔ **Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain (rated Good)**

Good progress has been made in support of the strategy with the Estates Strategy, Disposals Protocol, Facilities Management Strategy, Repairs and Maintenance Strategy ready for presenting to cabinet for approval, a total of 394 asset plans have now been completed and £1.915m of capital receipts were achieved in Quarter 1 against the target for the year of £4m. ([View Details](#))

✔ **Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment (rated Good)**

In Quarter 1, an interim Joint Strategic Needs Assessment (JSNA) has been published to fulfil our statutory function whilst the transformation of our JSNA approach is underway. Phase 2 for 2023-24 of the JSNA transformation is on track for delivery. Work has begun on the Integrated Care Strategy, County Place Partnership Board and the Health and Wellbeing strategy for Derbyshire. ([View Details](#))

✔ **Centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management and a single point of accountability for budgets and costs (rated Good)**

The preparations to ensure successful implementation of centralised assets and the automated flow of data has progressed including key actions of defining roles and responsibilities, identifying the resources required and establishing appropriate levels of service to meet customer requirements. ([View Details](#))

✔ **Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally (rated Good)**

Whilst the proportion of Derbyshire pupils attending good or better schools remains lower than national figures, particularly at secondary level, we have seen improvement at a faster rate in Derbyshire than seen nationally so far this academic year. ([View Details](#))

✔ **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention (rated Good)**

Mental Health Awareness week took place between 15 - 21 May 2023. The mental health and suicide prevention team supported the Think Fest which was held on 20 May 2023 as Derbyshire's first ever festival to get people thinking and talking about mental health. The event was held in Chesterfield and saw thousands of people attend. ([View Details](#))

✔ **Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home (rated Good)**

The service has successfully supported 300 people to access assistive technology to live safely in their home. This is substantially above the original target of 150 people. ([View Details](#))

✔ **Work with schools and other education providers to implement new strategies and support, to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to COVID-19 restrictions (rated Good)**

The work of the Education Improvement Service with partners to enable pupils to catch up on learning has been acknowledged in the most recent report by the Education Endowment Foundation. Over 150 schools from key stage 1 to key stage 3 are involved in this partnership working with the Derby Research School as well as other partners such as the English and Maths Hubs.

The percentage of 16 to 17 year olds in education, employment or training maintains Derbyshire within the top quartile nationally. ([View Details](#))

Key areas for Consideration

The following areas have been rated as “Requiring Review” or “Requiring Action” during Quarter 1:

🟡 **Refresh and implement our Library Strategy to ensure a modern, efficient and improved service (requires Review)**

Issue: Further to the relaunch of the former library strategy in September 2021 there has been a no further response from community groups. Discussions will be held with Cabinet in Autumn 2023 therefore this action is rated review until the outcome of the discussions is known. **Response:** A new approach is being developed to refresh the Library Strategy. Discussions will include proposals on optimum approach for addressing issues for the mobile library service. [View details.](#)

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

Issue: This is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess our statutory responsibilities and to support decisions to be able to deliver these in an efficient manner.

Response: A 12 month plan is in place. A number of actions have already been completed and future actions have been agreed. [View details.](#)

Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal (requires Review)

Issue: The provision of accommodation and support for those seeking asylum is becoming a significant issue, the funding available for central government support is being passported to Districts and Borough Councils. **Response:** A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. As there is currently no national funding available to upper tier authorities, the Council currently has no resource to develop a countywide response and therefore this action has been delayed. [View details.](#)

Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system (requires Review)

Issue: Progress is delayed whilst timescales for development are currently being reviewed. **Response:** Priorities are being reviewed with departments in terms of resources available for the agreed roadmap. [View details.](#)

Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services (requires Review)

Issue: Due to recent changes in data collection the total number of shared agreements being supported cannot currently be reported on. **Response:** Working with the Departmental Management Information Team to create a new data capture report. [View details.](#)

Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities (requires Review)

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** Formal consultation for the redesign of the Homecare Short Term Service has now concluded and we are in the process of finalising the outcome report. [View details.](#)

Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns (requires Review)

Issue: While the overall LTP is on track, it is acknowledged that the repair of road defects has declined recently, with 52.9% of defects being repaired within target timescales against a target of 90%. This has been accelerated by the current adverse and unpredictable weather conditions which has impacted on the rate of repair as the treatment required exceeds the budget

Appendix 3

available. **Response:** In order to address this, a proactive resurfacing program is being sought to plan responsive action to be able to maintain the roads effectively. [View details.](#)

☐ Reduce the level of Flood Risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to support and develop flood resilience measures (requires Review)

Issue: Planning consultations are an ongoing challenge in respect of responding to them within the required period despite support from two agency engineers, this has a further impact with respect to flood mitigation scheme delivery, which also remains challenging with the current number of full time employees. **Response:** One vacancy has been potentially recruited to, there is another vacancy that will be advertised. Two agency engineers continue to support the team. [View details.](#)

☐ Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Review)

Issue: Proposed public engagement is currently paused pending Government approval of the Outline Business Case.

Response: Active engagement with Government over the Outline Business Case is ongoing, with a full response to clarification questions submitted on 14 July 2023. Response to the submission on 14 July 2023 is awaited. [View details.](#)

☐ Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities (requires Review)

Issue: Good progress has been made on some aspects of the delivery of the Framework but other aspects have been delayed. **Response:** Proposals for the grants team have been developed and upon completion of the restructure will be implemented at pace. An offer of £780k from Arts Council England towards delivery of Derbyshire Makes/Derbyshire Festival of Making has been made and we are seeking approval for up to 8 direct grant awards to support the delivery of Derbyshire Makes. This will be delivered by the existing Economic development officers whilst the proposals for the new restructure are finalised and agreed. [View details.](#)

☐ Average days between a job vacancy shortlisting and contract offer (Council, not including schools) (requires Action)




















Issue: The year to date average Time to Hire figure of 62.5 days is above the target for the year end of 50 days. **Action:** Adjustments to the Recruit system will be taking effect over the next 2 months which should reduce some onboarding processes. Additionally, work on the variation to contract process improvement project will be implemented from November 2023. [View details.](#)

 **Projected achievement of in-year budget savings (requires Action)**

Issue: Of the in-year savings target of £16.190m, £10.317m is forecast to be achieved. **Action:** The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered. [View details.](#)

Key Measures Updated for Quarter 1 2023-24

The following measures have been updated during Quarter 1:

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Jun-2023	709	520	 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	Jun-2023	11	9	 Strong
Total number of participants in weight management programmes	Jun-2023	868	425	 Strong
Total number of participants in physical activity	Jun-2023	657	325	 Strong
Health and Wellbeing MOT	Jun-2023	2,707	1,875	 Strong
Employee sickness absence (Council, not including schools)	Jun-2023	4.6%	5.1%	 Strong
Average days between a job vacancy shortlisting and contract offer (Council, not including schools)	Jun-2023	62.5	50.0	 Action
Proportion of practice areas with reflective case reviews judged to be good or better	Jun-2023	75.3%	70.0%	 Strong
Early help assessments completed within 45 days	May-2023	95.0%	90.0%	 Strong
Social work assessments completed within 45 days	May-2023	89.4%	85.0%	 Strong
Initial child protection conferences within 15 days	May-2023	89.6%	83.0%	 Strong
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Jun-2023	91.0%	91.0%	 Good
Number of services accessed via e-forms on the Council websites	Jun-2023	153	152	 Good
Amount of money raised from the disposal of land and buildings	Jun-2023	£1.916m	£1.700m	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Jun-2023	1.0	0.7	 Good
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Jun-2023	2.4	0.5	 Good
Number of older people and disabled people able to access short term assistance to regain or increase independence	Jun-2023	801	897	 Action
Number of permanent admissions to residential and nursing homes	Jun-2023	269	233	 Action
Number of people with social care needs referred for Assistive Technology	Jun-2023	300	150	 Strong

Appendix 3

Key Measure	Date	Actual	Target	Performance
Total amount of expenditure on the delivery of the Local Transport Programme	Jun-2023	£9.900m	£10.000m	 Good
Percentage of defects completed within target timescales	Jun-2023	52.9%	90.0%	 Action
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	May-2023	95.2%	95.0%	 Good
Percentage of premises across the county that have access to Superfast broadband (>30Mbps)	Jun-2023	97.4%	Not set	 No Target
Amount of Apprenticeship Levy transferred to businesses	Jun-2023	£110,404	Not set	 No Target
Projected achievement of in-year budget savings	Jun-2023	£10.317m	£16.190m	 Action

Progress on Council Plan priorities

Resilient, healthy and safe communities

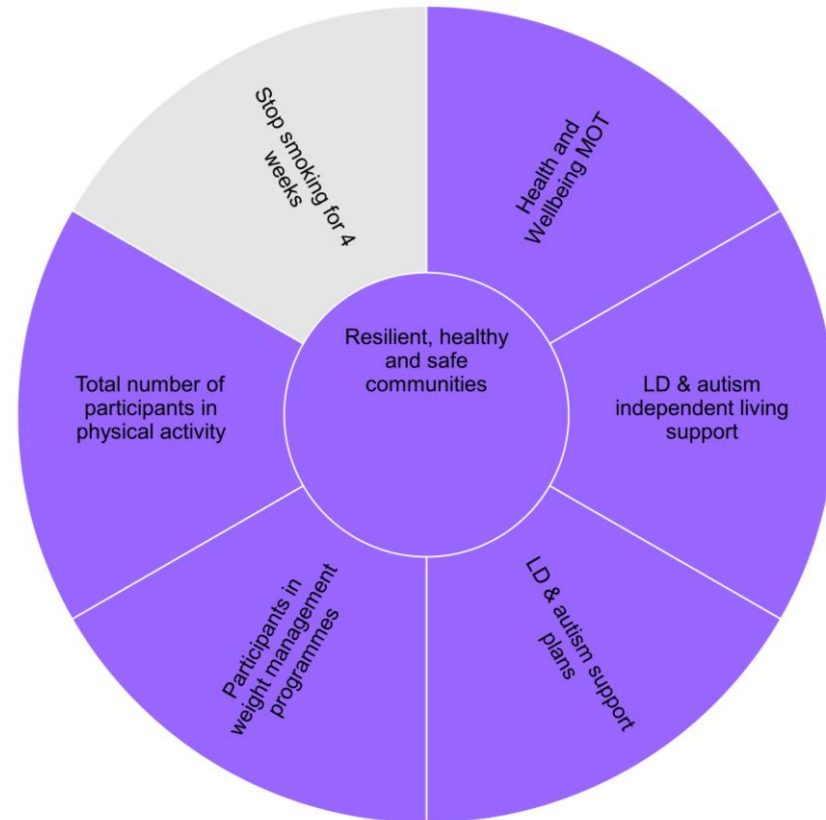
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 7 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 “Strong” 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
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Jun-2023	709	520	★ 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	Jun-2023	11	9	★ Strong
Number of participants in Council delivered stop smoking programmes who stop smoking	Mar-2023	1,483	1,200	No data for 2023-24
Total number of participants in weight management programmes	Jun-2023	868	425	★ Strong
Total number of participants in physical activity	Jun-2023	657	325	★ Strong
Health and Wellbeing MOT	Jun-2023	2,707	1,875	★ Strong

Progress on our deliverables and key measures

✔ Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-25

Rating: Good Expected completion date: 31 Mar 2024

Good progress has been made in relation to the Equalities, Diversity and Inclusion (EDI) deliverables within the strategy. Work is nearing completion on end of year performance reports to support the publication of information on progress against the Council's equality objectives as required under the public sector equality duty. A review of the strategy is now underway, as it was originally developed before the war in Ukraine and the rise in the cost of living, with plans for the new strategy to be in place from 1 April 2024. This review will also consider whether further improvements are needed to EDI governance arrangements and the current workstream approach.

Measures to indicate the impact and progress of the strategy are currently being identified and will be included in future reporting. [Return to summary.](#)

🟡 Refresh and implement our Library Strategy to ensure a modern, efficient and improved service

Rating: Review Expected completion date: 31 Mar 2026

The library continues to work with Tideswell community group to secure a Library transfer; this would make two Community Managed Libraries (CML) in total (alongside Woodville). Further to the relaunch of the original Library Strategy in 2021, and the subsequent limited response from community groups, it's likely no further transfers will occur in the near future. Therefore, the implementation focus of the Library Strategy is shifting from CML (although proposals will still continue to be considered as and when they come forward) to sustaining the service through co-location/ relocation (via programmes such as town deals), digitisation/ self service, and a root and branch review of the mobile and home library service. A discussion with Cabinet members on progress to date is planned for early autumn 2023. [Return to summary.](#)

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

Rating: Review Expected completion date: 31 Mar 2025

The transport project has highlighted a 12 month plan to be able to assess accurately the ability of the Council to meet statutory requirements for home to school transport for children with special educational needs (SEND) in an efficient manner. This length of time is required due to several significant risks identified last year which require focus. These include the commissioning process and tracking / monitoring of data, finance monitoring of transport commissioning and the merging of child level and finance data to map the correlation over a 12 month period.

A number of actions have already taken place to support this work. The transport panel, in place for 4 months, has continued to monitor decision making throughout this quarter. Children's Services have recruited a project lead to support the Strategic Lead for schools & learning and have recruited two SEND officers to focus on transport communication and decision making.

A number of future actions have been agreed. These include:

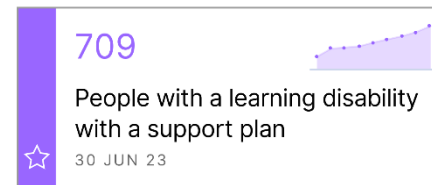
- the development of an online transport form;
- a full policy review;
- work to support a decision on commissioning / brokering of transport;
- tracking of child level data and finance data;
- an assessment of the social care transport process.

[Return to summary.](#)

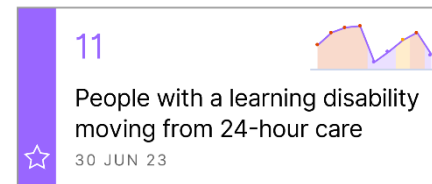
Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

Rating: Good Expected completion date: 31 Mar 2025

We have continued to work alongside people with a learning disability and/or who are autistic. The redesign of our offer of day opportunities is now being implemented. Progress has continued to be made to support people with a learning disability and/or who are autistic in 2023-24. In Quarter 1 outcome focused support plans were put in place for 98 people against a quarterly target of 30. In total 709 people have been provided with an outcome focused support plan since April 2021 against the overall target of 520. During Quarter 1 we have successfully supported an additional 11 people with a learning disability and/or who are autistic to find suitable accommodation against a target of 9.



2021-2022	373
2022-2023	611
2023-2024	709
Target	520
Performance	★ Strong



2021-2022	33
2022-2023	28
2023-2024	11
Target	9
Performance	★ Strong

 **Ensure the Council's strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and Violence Against Women and Girls**

Rating: Good Expected completion date: 31 Mar 2024

The Council has worked with partners to ensure there is a comprehensive approach in place to respond to the existing and emerging challenges. Governance is in place through the Derbyshire Safer Communities Board, and senior officers from across the partnership are chairing Thematic Boards to drive this work forward; three of these are chaired by the Council. Examples of activity over the last quarter include the establishment of a Violence Reduction Unit, hosted by the Police and mobilisation of a new service supporting victims of modern slavery and the development of a countywide Neighbourhood Crime and Anti-Social Behaviour Strategy.

 **Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal**

Rating: Review Expected completion date: 31 Mar 2024

The Council is supporting the resettlement of refugees under a number of schemes, including the UK Resettlement, Afghan Resettlement and the Homes for Ukraine. Through these schemes we have welcomed over 1500 refugees. Whilst these each have different delivery models, a range of support is being provided to enable people to make Derbyshire their home.

The provision of accommodation and support for those seeking asylum is becoming a significant issue. There is a small amount of national funding being made available to Local Authorities for asylum dispersal, but this is not ringfenced and is going directly to District and Borough Councils. A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. As there is currently no national funding available to upper tier authorities, the Council currently has no resource to develop a countywide response and therefore this action has been delayed. [Return to summary.](#)

 **Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council**

Rating: Good Expected completion date: 31 Mar 2024

Work to progress the new Thriving Communities Strategy and refreshed approach, with a focus on identifying shared strategic objectives, is underway. The new strategy would aim to showcase what the Council already does to support people, families and communities as well as providing a clear blueprint for how we will work collaboratively to help Derbyshire communities to thrive.

During this period, activity in local communities has continued to flourish, with action-learning from local areas informing the content of the emerging strategy and approach. Proposed strategic objectives have been drafted, which will enable the Council to:

- better understand our diverse communities to shape long-term planning and ensure we respond to the changing needs of our people and places;
- develop the Council's approach to place-based working, including our role in supporting volunteering and community-led activity;
- strengthen the Council's strategic relationship with the voluntary and community sector;
- work alongside people and communities to embed consistent co-design and co-production across the Council;

Appendix 3

- develop a Council-wide approach to early intervention and prevention;
- continue to work innovatively within our communities to address specific complex challenges.

Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures

Rating: Good Expected completion date: 31 Mar 2024

Throughout Quarter 1 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments continues to be very high with 6,709 Emergency Cash Payment awards in Quarter 1 totalling £794,721. These include applications for the Household Support Fund, 31,135 awards from the Household Support Fund which is made up from 1,086 awards via the Children's Service Professionals route and 30,049 for Grocery Vouchers to eligible families. The high demand for Emergency Cash Payments has caused delays in processing time for Exceptional Pressure Grant applications but this has reduced in this quarter.

The Welfare Rights Service contact with clients to maximise their benefit income continues to remain at high volume. The Advice line, Adult Care referrals, and Macmillan referrals all continue the high demand trend from last year. During Quarter 1 the Welfare Rights Service has supported 7,160 people regarding benefit maximisation and supported 2,810 benefit claims and appeals.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings. Individual cases remain complex with multilayer problems, thus require more follow up appointments and ongoing case work. The high number of clients seeking financial assistance in topping up prepayment meters continues. High level of clients seeking foodbank, fuel and data vouchers. There continues to be an incremental rise on the amount of debt managed by Citizens Advice. This spike is not resulting from individuals being in higher levels of debt but a combination of working with more people and individuals presenting having small priority debt which carries large consequences (fuel, council tax, rent). [Return to summary.](#)

Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity

Rating: Strong Expected completion date: 31 Mar 2024

The Council has successfully delivered the Council's new, outcomes-based funding programme for the sector and this will continue through the implementation of the Funding Framework and Prospectus over the 2023-24 period. This includes investing in local people and communities to create opportunities for them to adapt, develop and grow.

Application packs are being sent to groups on a regular basis and at 20 June 2023, 545 applications had been received across all of the priority funding areas.

Since the implementation of the programme in February 2022 219 grants to the value of £1,183,421 had been approved.

Of these:

- 77 grants met criteria relating to feeling safe and included in their local community, to the value of £659,464;
- 57 grants met criteria relating to promoting positive behaviours amongst young people, to the value of £537,607;

Appendix 3

- 29 grants met criteria relating to being green and sustainable, to the value of £347,023;
- 61 grants met criteria relating to increasing civic participation and delivering community identified priorities, to the value of £369,880;
- 72 grants met the criteria relating to being physically active and making positive lifestyle choices, to the value of £603,161.

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

The total benefit of grants made across all outcomes was £2,517,135 clearly demonstrating the added value of a outcomes based, corporate approach.

[Return to summary.](#)

Further develop the Council's approach to supporting the voluntary and community sector to ensure it can grow and thrive

Rating: Good **Expected completion date: 31 Mar 2024**

Work will take place in the coming months to explore how the Council can further develop its approach to the voluntary and community sector (VCS) sector support and how this priority will be taken forward. Many areas of the Council are working with, and through, the VCS and consideration is needed on the scope of this Council objective in the context of the wider strategic VCS agenda, alongside the development of a business strategy for Thriving Communities in which the VCS is a key stakeholder.

The Grants Board continues to meet frequently, and the Chair of the Grants Board has proposed that the Grants Board requires refreshing in light of the closure to the VCS Review, whilst recognising the important role that both grant funding and supporting the VCS continues to play for the Council. It is suggested that the scope and ambition of this updated Council Plan objective is undertaken alongside.

Through the Councils new funding framework, the Council has approved 153 grants totalling over £1.1m to the sector since January 2022. Annual payments to VCS organisations have also been agreed over the 2023-24 period totalling over £480,000.

The Council has continued to work closely with the VCS infrastructure support organisations and the Integrated Care Board (ICB) and has maintained its grant funding commitment to all providers until March 2024. The current combined investment between the Council and ICB is significant and currently totals just over £1m across 14 organisations. The Council alongside the ICB has drafted a series of options to support the future allocation of infrastructure provision towards previously agreed objectives. This can inform how the Council and partners should work with providers moving forward and support the continuous development of the allocation model. The Council and ICB have also worked together to produce a combined infrastructure monitoring form to be implemented from April 2023.

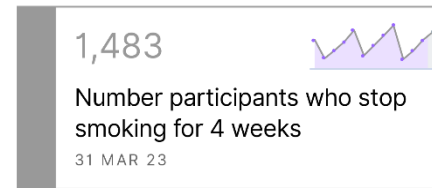
✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight

Rating: Good Expected completion date: 31 Mar 2024

In Quarter 1 all Live Life Better Derbyshire (LLBD) services are above target and there is an overall high demand for LLBD services. 2,707 Health and Wellbeing MOTs were completed in Quarter 1 compared to the target of 1,875; Physical Activity had 657 participants against the target of 325. Stop Smoking had 925 participants and Weight Management 868 against the target of 425. Stop smoking four week quits will be reported retrospectively in Quarter 2. The procurement process is underway to purchase vapes as part of the smoking cessation standard treatment programme. The Move 4 Wellbeing pathway has increased access to the LLBD physical activity programme through providing access for people with low to moderate emotional wellbeing. Additional induction slots will be added to meet the increasing demand for physical activity. To improve client retention and increase access to the LLBD weight management programme there is a plan to expand the face-to-face clinics to meet demand and to complete a client survey to ascertain service improvement areas.

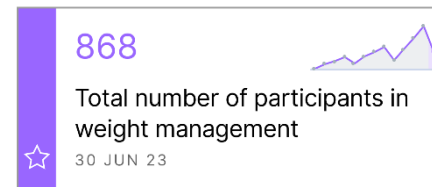
The development of the physical activity partnership approach to commissioning is progressing in conjunction with Active Derbyshire and other partners. Active Derbyshire have appointed a strategic lead officer to develop and progress this work, and to ensure that all partnership documents are in place to be signed off. A stakeholder event has taken place in May 2023 with all relevant partners and stakeholders. This event reviewed progress and started to develop the new model of delivery based on identified need in each locality area. The work is now focusing on finalising the relevant legal documents between the Council and Active Derbyshire and ensuring that all required monitoring and financial frameworks are in place for the start of the partnership in April 2024.

Walk Derbyshire work is progressing and the four neighbourhood pilots have been developed with consortiums in each district. All plans have been received and community engagement work is being conducted in each pilot area. A workforce development lead has been appointed to lead the workforce development element of the programme. A number of walk leader training courses have been delivered across the county in the last year and a walk champion network is being set up. The Walk Derbyshire website has been launched and marketing campaigns have been delivered to promote everyday walking, linking with a wide range of other events. An evaluation partner is working on the programme. The county wide Walk Derbyshire coordinators group is continued to be supported through this work. [Return to summary.](#)

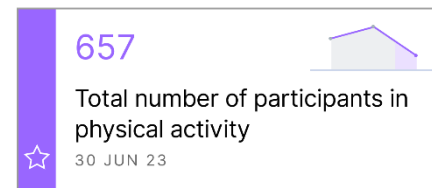


2020-2021	1,554
2021-2022	1,757
2022-2023	1,483
Target	1,200
Number of Participants	925

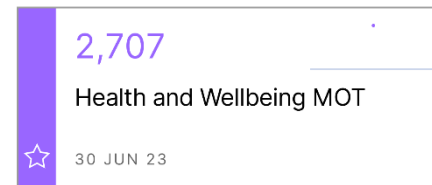
Data for this measure is reported with a 3 month lag. The target is for the full year.



2020-2021	577
2021-2022	1,089
2022-2023	2,144
2023-2024	868
Target	425
Performance	★ Strong



2022-2023	2,081
2023-2024	657
Target	325
Performance	★ Strong



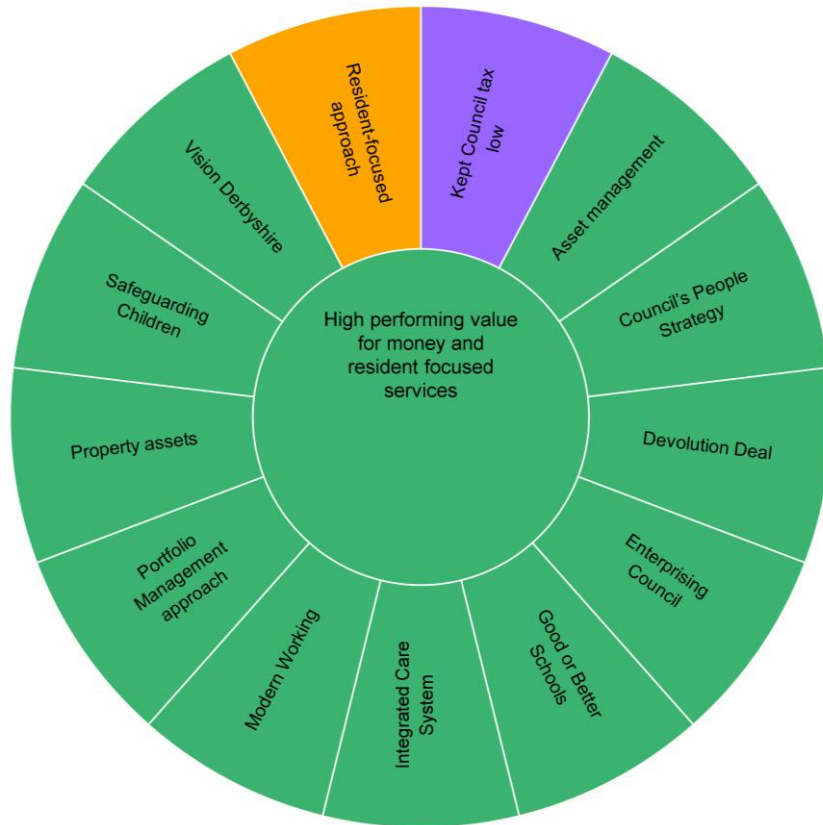
2023-2024	2,707
Target	1,875
Performance	★ Strong

High performing, value for money and resident focused services

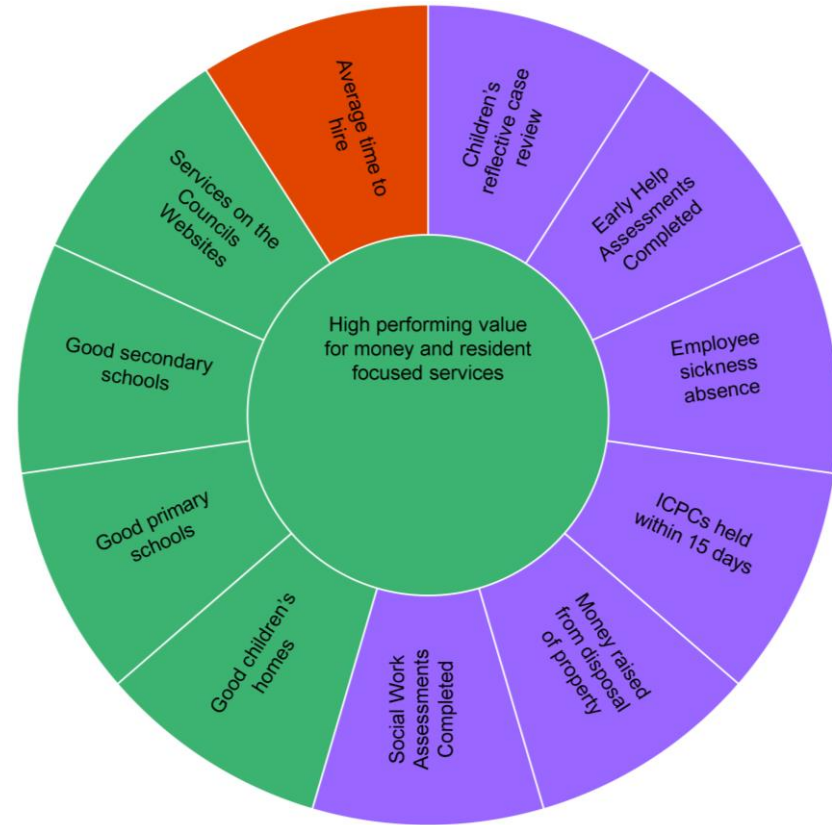
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 11 deliverables rated as “Good” and 1 deliverable rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Good” based on 11 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
Employee sickness absence (Council, not including schools)	Jun-2023	4.6%	5.1%	 Strong
Average days between a job vacancy shortlisting and contract offer (Council, not including schools)	Jun-2023	62.5	50.0	 Action
Proportion of practice areas with reflective case reviews judged to be good or better	Jun-2023	75.3%	70.0%	 Strong
Early help assessments completed within 45 days	May-2023	95.0%	90.0%	 Strong
Social work assessments completed within 45 days	May-2023	89.4%	85.0%	 Strong
Initial child protection conferences within 15 days	May-2023	89.6%	83.0%	 Strong
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Jun-2023	91.0%	91.0%	 Good
Number of services accessed via e-forms on the Council websites	Jun-2023	153	152	 Good
Amount of money raised from the disposal of land and buildings	Jun-2023	£1.916m	£1.700m	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Jun-2023	1.0	0.7	 Good
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Jun-2023	2.4	0.5	 Good

Progress on our deliverables and key measures

✔ Embed the Council’s approved People Strategy to deliver the Council’s people ambition and the people priorities

Rating: **Good** Expected completion date: **31 Mar 2024**

Policy development has now concluded with the review of the Disciplinary Procedure and Employee Code of Conduct progressing to Appointments and Conditions of Service Committee (ACOS) on 27 June 2023.

Forward planning for policy development is in place for Quarter 2 with plans for a further ACOS meeting in October 2023 focus on the induction policy, Redundancy, Redeployment and Protection of Earnings, Holiday Pay Framework / payment days for 38 week workers, Performance Capability Procedures and Pay Principles Framework for non-Single Status roles.

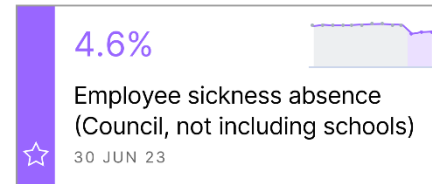
All departmental people plans have been reviewed aligned to service planning for 2023-24 and the HR deliverable plan for 2023-24 has been finalised around 7 core priorities.

Focus continues on the core workforce metrics of reducing time to hire, agency spend, employee engagement, sickness absence and incident/accident rates

The April figure of 4.3% of available hours lost to sickness was the lowest figure for 2 years and whilst it has increased to 4.7% in both May and June the year to date figure of 4.6% is below the target of 5.1% and the 2022-23 Quarter 1 figure of 5.3%.

The Time to Hire measure reflects days between a vacancy being shortlisted and the contract being prepared. Quarter 1 has seen a slight increase from the year end position of 58.9 days to 62.5 days as a result of Disclosure and Barring Service (DBS) check delays within a number of campaigns in Children's Services. The target is 50 days. Changes to onboarding processes and an anticipated reduction in DBS delays should see the average time to hire figure reduce during the next quarter.

[Return to summary.](#)

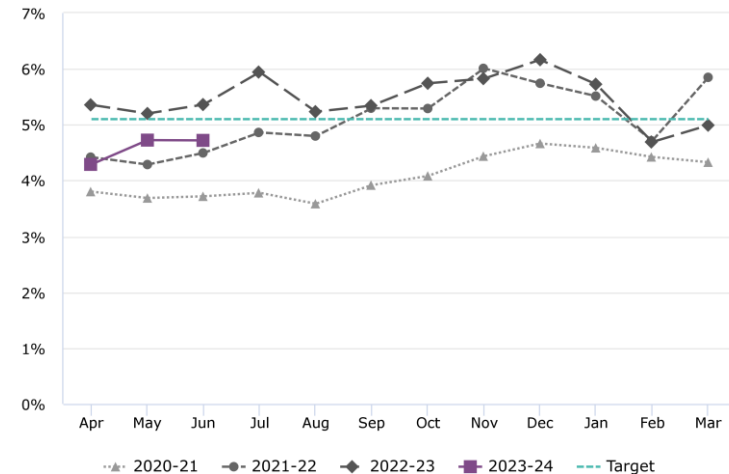


2021-2022	5.1%
2022-2023	5.5%
2023-2024	4.6%
Target	5.1%
Performance	★ Strong



2022-2023	58.9
2023-2024	62.5
Target	50.0
Performance	🔥 Action

Employee sickness absence



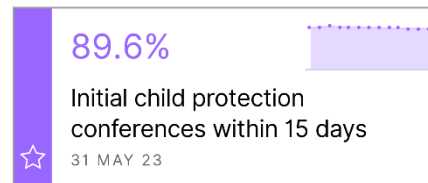
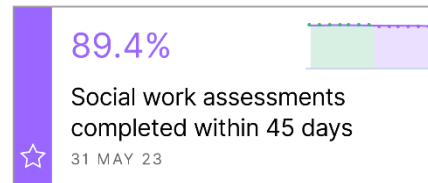
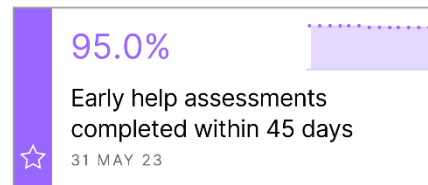
Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire

Rating: Good Expected completion date: 31 Mar 2024

A stable, motivated and high performing workforce is essential to providing consistently good services for our children and young people. As highlighted by the 'Care Review', the recruitment of experienced qualified social workers is a national challenge and more recently the Council has seen recruitment of children's social workers dip below the expected trajectory for the first time in four years, though vacancy rates remain below national averages. In this context we have continued to strengthen our recruitment and retention activity, including increased engagement with Frontline, Apprentice Social Work training and providing student social work placements. We have extended the Market Supplement payment for frontline social workers for a further 2 year period and introduced a Welcome Payment which will be paid to new recruits to our children's social work teams for a 6 month trial period from June 2023. This will be reviewed to determine impact at the year end. We continue to progress work to consider how alternatively qualified workers can support frontline social work teams which could also support a reduction in overall caseloads.

The Ofsted focused visit in late 2022 stated: 'Children in need or subject to a protection plan in Derbyshire now benefit from a stronger and more consistent service response. Children and their families are well supported by committed social workers and managers who know them well, have a sound understanding of their needs and what should happen to improve their lives. They work tirelessly with families alongside partner agencies to ensure that the right support and services are made available for children in their families and network. As a result, many families have been empowered to make positive changes and adjustments, enabling their children to make good progress'.

Since the focused visit our quality assurance framework continues to provide an understanding about the strength of practice. We are now consistently seeing practice outcomes across a range of areas reviewed with grading judged as good or better (75% for the rolling 6 months to the end of June 2023). This is a huge achievement and evidences consistency of approach and practice standards across the social care and early help workforce. Similarly Practice Learning Days undertaken over the year have provided evidence of good practice. All but one of Derbyshire's 12 children's homes are judged good or better at the end of June 2023 with another of our 12 homes currently unregistered for renovation. Performance focused on the timeliness of key processes that keep children safe continues to be solid with 89.4% (12 months to May 2023) of social work assessments and 95.0% (12 months to May 2023) of early help assessments completed within timescales and 89.6% (12 months to May 2023) of initial child protection conferences held within timescales. This strong performance is in the context of increasing demand and activity throughout the social care system.



2021-2022	77.4%
2022-2023	79.7%
2023-2024	75.3%
Target	70.0%
Performance	★ Strong

2021-2022	97.0%
2022-2023	95.1%
2023-2024	95.0%
Target	90.0%
Performance	★ Strong

2021-2022	90.5%
2022-2023	89.8%
2023-2024	89.4%
Target	85.0%
Performance	★ Strong
National Benchmark	84.5%

2021-2022	88.5%
2022-2023	89.1%
2023-2024	89.6%
Target	83.0%
Performance	★ Strong
National Benchmark	79.2%

2021-2022	100.0%
2022-2023	90.9%
2023-2024	91.0%
Target	91.0%
Performance	✓ Good

Appendix 3

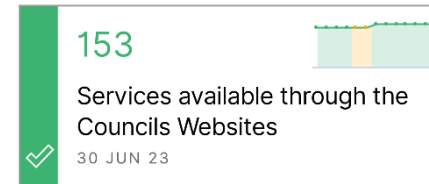
Referrals to social care have increased by 11% compared to the same 12 month period last year with the number of children on a child protection plan increasing by 10%, children in care by 8% and children with a child in need plan increasing by 15%. We continue to use the Quality Assurance framework and performance management processes to tackle 'thorny' issues as they arise and this work feeds through to the Quality Assurance Board chaired by the Executive Director. [Return to summary.](#)


Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system

Rating: Review Expected completion date: 31 Mar 2025

We are presently reviewing the overall timescales. In order to move forward we require a piece of work to be undertaken by ICT to enable the reporting functions to be engaged and functioning. The team are also reviewing priorities with each service area in terms of resource available to continue with the agreed roadmaps.

The number of services available on line remains at 153 with timescales being considered to meet the year end target of 160 planned for later in the year. Resident accounts opened have further increased during Quarter 1 with a total of 8,665 now active and in use. [Return to summary.](#)



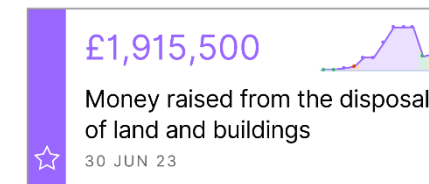
2021-2022	140
2022-2023	153
2023-2024	153
Target	152
Performance	 Good


Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain

Rating: Good Expected completion date: 31 Mar 2025

Corporate Property 2025 is a five year programme to challenge and review every land and property asset, ensure that we understand why we are holding it, how it contributes to the Council's strategic goals and put a robust and evidence based plan in place for its management, development or disposal. Progress in support of this so far includes:

- The Estates Strategy, Disposals Protocol, Facilities Management Strategy, Repairs and Maintenance Strategy are being submitted for cabinet approval;
- 394 Asset Plans completed - on target;
- Benchmarking criteria established around running cost, carbon use, fitness for purpose etc.;
- Key Performance Indicators and leading and lagging indicators drafted for all governance groups;
- Automated Asset Plans being trialled;
- On target to deliver £4m Capital receipt target end of year 2023/24 with £1.915m delivered to date;
- Proposal for delivery of a hub in Chesterfield, approved by Cabinet June 2023;
- Tracker for managing Asset Plan outcomes developed and programme of rationalisation projects developed;



2021-2022	£2.783m
2022-2023	£3.936m
2023-2024	£1.916m
Target	£1.700m
Performance	 Strong

Appendix 3

- Accelerated Asset Rationalisation methodology developed to generate greater savings and income in a shorter time;
- Report and presentation being developed to reinforce stakeholder engagement points within the asset plan and rationalisation programmes.

[Return to summary.](#)

Centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management and a single point of accountability for budgets and costs

Rating: Good **Expected completion date: 31 Mar 2025**

Progress has been made across a range of areas required in the centralising of property assets to ensure consistent and accountable performance across the entire portfolio, including:

- New cost centre devised for all property coding, to give real time asset specific cost monitoring;
- Resourcing pressures in Facilities Management being addressed and additional resource allocated to the project;
- Procedures being updated;
- Tracing of invoices and purchase orders associated with property management;
- Resource required identified to manage outputs;
- Established the the correct resources and distribution within the departments for a transitional period;
- Establish roles and responsibilities required to implement data changes that will allow automated data flow;
- Establishing Service Level Agreements to ensure appropriate levels of property resources and services to meet customer requirements are met.

[Return to summary.](#)

Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment

Rating: Good **Expected completion date: 31 Mar 2024**

In Quarter 1, an interim Joint Strategic Needs Assessment (JSNA) has been published to fulfil our statutory function whilst the transformation of our JSNA approach is underway. Phase 2 for 2023-24 of the JSNA transformation is on track for delivery. The Integrated Care Strategy work is in the development stage, working groups have been established for the different elements of the strategy and Public Health representatives are part of the working groups. The Council is continuing to work alongside partners to develop the County Place Partnership Board which is a key element of the place based approach to integrated care and support. In Quarter 1 a development workshop was held to further clarify the scope and purpose of the Board and identify key priorities for this group to drive forward. In addition, work to review and develop a new joint local health and wellbeing strategy for Derbyshire has commenced. This strategy will reflect the Integrated Care Strategy which sits at a system level for Derby and Derbyshire and reflect locally how partners can support local delivery and wider health and wellbeing challenges. A number of workshops have taken place with elected members and Health and Wellbeing Board members to consider the priorities which need to sit within the strategy document. [Return to summary.](#)

Appendix 3

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

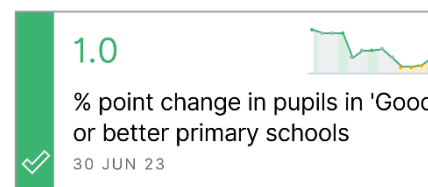
Rating: Good Expected completion date: 31 Mar 2025

The target set for the 2022-23 academic year is for Derbyshire to improve the proportion of pupils attending good or better schools at a faster rate than that seen nationally. This has been achieved so far up until the end of June 2023.

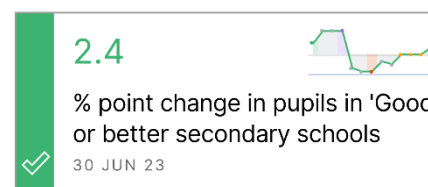
The proportion of pupils in Derbyshire attending good or better primary schools has improved by 1 percentage point from 84.3% at the end of August 2022 to 85.3% at the end of June 2023. The national rate of improvement during the same period was 0.7 percentage points, therefore Derbyshire achieved the target of exceeding the rate of improvement seen nationally. The percentage of Derbyshire pupils attending good or better primary schools (85.3%) however, remains below the national (90.8%) and statistical neighbour (90.2%) averages.

The proportion of Derbyshire pupils attending good or better secondary schools improved by 2.4 percentage points between August 2022 (63.0%) and June 2023 (65.4%) which was higher than the 0.5 percentage point rate of improvement seen nationally during the same period therefore achieving the target. 1 secondary school had an inspection outcome published during Quarter 1 - Brookfield Community School - which improved from requiring improvement to good. The percentage of Derbyshire pupils in good or better secondary schools (65.4%) was almost 18 percentage points below the national average (83.3%) in June 2023, however this gap has narrowed from a high of 26 percentage points below the national average in December 2022.

The number of school inspections taking place has increased as Ofsted intends to inspect all schools by 2025. The majority of primary schools are maintained by the local authority and are invited to 'Getting ready for inspection' courses. It is clear that safeguarding and recording of actions and impact of these to keep children safe is still a key issue that schools find challenging. Colleagues in the Education Improvement Service (EIS) and Audit Services are currently developing an audit which will be undertaken in person and will complement the S175 Audit that schools have to complete. The new audit tool being developed by the EIS will include discussions with pupils and staff. [Return to summary.](#)



2021-2022	2.7
2022-2023	1.0
Performance	✓ Good
National Benchmark	0.7



2021-2022	8.0
2022-2023	2.4
Performance	✓ Good
National Benchmark	0.5

These measures are reported for academic years to align with Ofsted reporting.

✓ **Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero**

Rating: Good Expected completion date: 30 Jun 2024

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

Appendix 3

Consultation on these proposals commenced on 14 November 2022 and following a series of successful consultation events, it closed on 9 January 2023. Work has been completed on the revision of the proposal, considering the outcomes of the consultation, and a Council Report to progress with the deal was approved by Council on 22 March 2023. All four upper tier Councils have now approved proposals for submission to Government during meetings taking place weeks commencing 20 and 27 March 2023.

Whilst councils now anticipate the passage of the Levelling Up and Regeneration Bill through Parliament, which is expected to be delayed until the autumn, work continues on the new combined county authority's operating model, future transition planning and EMCCA investment priorities. Work is underway to ensure future phases are supported by dedicated staffing resource which will be vital in ensuring that agreed implementation plans can be delivered on time. The Council has also continued to maintain ongoing dialogue with key stakeholders, especially district and borough council partners. Work is underway on planned stakeholder engagement sessions across the region to ensure the representatives from the business, voluntary and community sector, Higher Education and further education sectors are aware of the latest position and opportunities to be further involved in shaping and developing proposals as they emerge. [Return to summary.](#)

Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform

Rating: Good **Expected completion date: 31 Mar 2024**

Vision Derbyshire has continued to drive the Council's approach to working in collaboration with partners. Since local elections in May 2023 work has been taking place to engage with Derbyshire Councils on the approach and ensure progress can be accelerated over the 2023-24 period. One to one meetings have been held with Leaders and Chief Executives to discuss a wide range of issues including Vision Derbyshire and the emerging East Midlands County Combined Authority.

The light touch review of Vision Derbyshire approach was completed by East Midlands Councils, with the report, containing recommendations, which have provided a framework for the review process. The Council has considered the findings and developed options to deliver the recommendations of the review and, alongside partners, plan for work over the rest of the 2023-24 period. These options cover a number of key areas for agreement, which will look to modify the underlying principles of the approach, the thematic areas of work, the financial arrangements, the programme team and decision-making structures.

Work has also taken place to align the governance arrangements currently in development for the East Midlands Combined County Authority alongside the recent review of the Derby and Derbyshire Economic Prosperity Committee and Vision Derbyshire Joint Committee. Vision Derbyshire Joint Committee meetings have also been scheduled for the 2023-24 period, with the next meeting taking place on the 20 July 2023.

Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council

Rating: Good **Expected completion date: 31 Dec 2023**

Plans to review the Enterprising Council approach commenced in Quarter 4 as part of a wider initial review of the Council's three pillar strategic approach (Enterprising Council, Vision Derbyshire & Thriving Communities), primarily to ensure that the approach continues to be fit for purpose in the

Appendix 3

changing environment. The review, which is still underway, will result in the development of new business strategies for the three pillars which will need to align with work on the development of the Council's new strategic planning framework which will also take place during the 2023-24 financial year.

Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall

Rating: Good **Expected completion date: 31 Mar 2024**

Modern Ways of Working Phase 2 is scheduled to close in Quarter 2. Key achievements are, a significant improvement in collaborative working across the Council, improved working across Departments, joined up thinking and staff morale. Eighteen buildings have now gone through a clearance process, with John Hadfield House and Chatsworth Hall now decommissioned. Through this clearance over 600 items of furniture have been repurposed across the Council, Schools and Community Groups, with an additional 650 items sold and 72 pedestals distributed to staff for home use, there have also been 3 bags of children's clothes donated to charity. Alongside furniture, ICT equipment was collected and repurposed to support the development of 250 work space stations throughout the Council.

As part of our County Hall options project, we've asked a team of advisors to seek expressions of interest from developers, hotel operators and others for their ideas for the future of the historic complex of buildings.

Our vision for County Hall involves transforming the current buildings, and the fabulous landscaped setting into a world class hotel and venue with spaces for local businesses, new homes for local people, a revitalised Winter Garden, and opportunities for the community to hold events, while maintaining office space for colleagues on the site.

We are in the very early stages of the exploring the possibilities and before any decisions are made on the future of County Hall, a full consultation will be held and any potential changes will also need planning approval.

Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money

Rating: Good **Expected completion date: 31 Mar 2024**

As the Portfolio Management Implementation Programme moves into its final stage the Portfolio Management Function is on schedule to reach Full Operating Capacity by the end of the programme. The programme and project management resource will transfer to the corporate function in July 2023 as well as the key roles that were recruited to in May 2023 commencing.

Quarter 1 has seen the consolidation and development of the new tools and templates that were launched in Quarter 4. Specifically, the introduction of standardised project and programme reporting at the Portfolio Direction Group that escalates risks and issues of priority initiatives. A Programme, Project Mandate has also been launched providing the vehicle which enables transparent and informed decision-making regarding change investment to take place at Board level.

The implementation of the Learning and Development Strategy continues, with the commencement of roles and responsibilities training, with the initial focus being on the role of Sponsor. The initial tranche of training will be completed within Quarter 2.

Appendix 3

In alignment with the wider strategic development work the Programme Management Office is piloting the use of a business led prioritisation matrix that will be rolled out to support the continued evolution of the Authority's portfolio and is on track to be completed by the end of Quarter 2.

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

Rating: Strong Expected completion date: 31 Mar 2024

The Council set its 2023-24 Band D Council Tax at £1,477.98, this being one of the lowest Band D amounts compared to other similar county authorities. The 2023-24 Council Tax increase of 3.75% was amongst the lowest increases compared to other similar authorities.

The Council continues to support County Council Network (CCN) and Local Government Association with lobbying government and will respond to the recent CCN survey in respect of the fair funding review [Return to summary](#).

Effective early help for individuals and communities

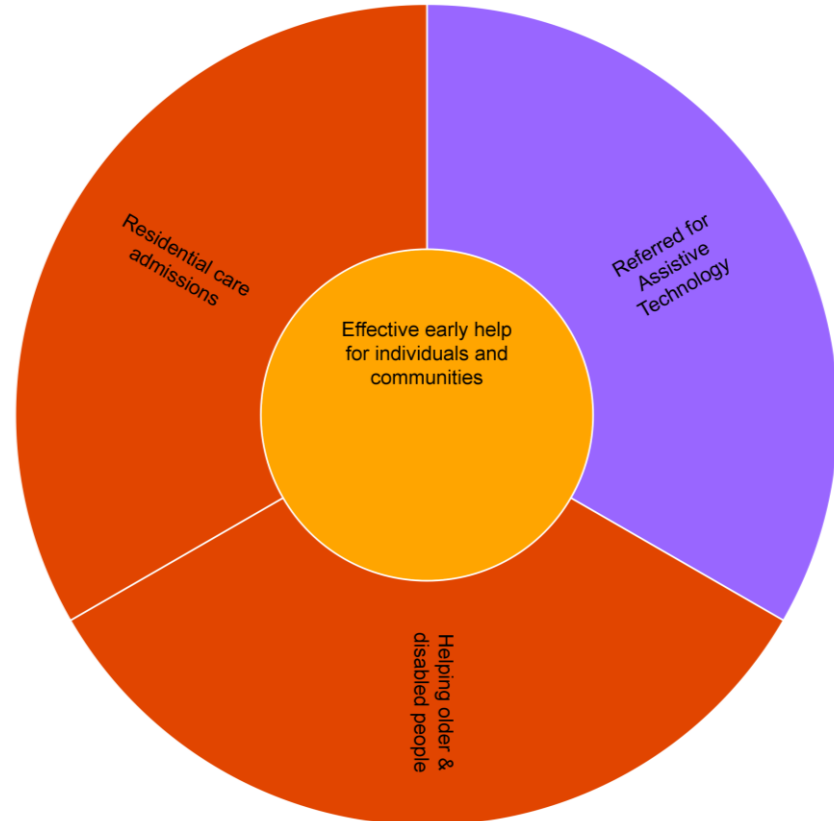
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 4 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 “Review” based on 3 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.




Deliverable Progress




Key Measures



Key Measure Summary


Key Measure	Date	Actual	Target	Performance
Number of older people and disabled people able to access short term assistance to regain or increase independence	Jun-2023	801	897	 Action
Number of permanent admissions to residential and nursing homes	Jun-2023	269	233	 Action
Number of people with social care needs referred for Assistive Technology	Jun-2023	300	150	 Strong

Progress on our deliverables and key measures

-  **Improve outcomes for victims of domestic abuse and their families by focusing on prevention, early intervention, work with perpetrators and commissioning specialist support**

Rating: Good Expected completion date: 31 Mar 2024

The Domestic and Sexual Abuse Partnership Board is well established, and work is being delivered against all priorities. The specialist services relating to accommodation, children's services and outreach support is being re-commissioned for mobilisation from April 2024 and consultation is underway with key stakeholders to ensure the new specification, builds on the learning from the current contract. This includes the work delivered with Children's Services as part of the Achieving Great Futures programme. A report will be submitted to Cabinet on 27 July 2023 to seek approval for additional spend to meet the increasing demand and new statutory expectations.

-  **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention**

Rating: Good Expected completion date: 30 Sep 2023

As part of Mental Health Awareness week which took place between 15-21 May 2023 the mental health and suicide prevention team supported the Think Fest which was held on 20 May 2023 as Derbyshire's first ever festival to get people thinking and talking about mental health. The event was held in Chesterfield and saw thousands of people attend.

At the end of June the Baton of Hope UK Tour began designed to be the biggest suicide awareness and prevention initiative the UK has ever seen. A specially designed baton will tour UK towns and cities for two weeks. As part of this the Derbyshire mental health and suicide prevention teams attended the Sheffield part of the tour and have planned a local event in Glossop town square on 5 July 2023.

In April a stakeholder event took place at the Post Mill Centre to review the strategic approach to trauma informed practice, attendees included NHS, prison staff, Children's Services, community and voluntary organisations.

The mental health and suicide prevention training is a rolling programme and every course so far has been filled.

Appendix 3

The wellbeing support for the voluntary and community sector launches a redesigned approach during Quarter 1 moving towards a more strategic approach.

During Quarter 1 the Derby and Derbyshire Emotional Health and Wellbeing website launched a new section for deaf, deafblind and hard of hearing people to find the most appropriate support options. [Return to summary.](#)

Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services

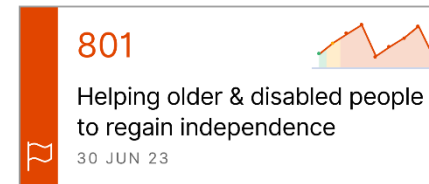
Rating: Review Expected completion date: 31 Mar 2024


The team are currently actively supporting a total of 218 people and have received 52 new introductions in Quarter 1. Of these 52, 14 have a shared agreement which equates to 27%. A new outcomes form has been introduced from 01 April 2023 and this will provide wider data collection to help evidence the impact of the team and outcomes for people being supported. Data before 1 April 2023 does not include the 'number of shared agreements', therefore, this KPI is not currently available. Work is underway with the Performance Management Team to address this, and this should be available later in the year. A new digital initial contact form has been developed which will be available soon on a new webpage. This form will be available to anyone who wants to refer into the service. 10 staff members are currently working towards a diploma in Health and Wellbeing Coaching. This is due to end December 2023. Incoming introductions are therefore being reviewed weekly so that demand can be managed effectively. A new promotional leaflet has also been created and further work is planned to help promote the service further by way of a poster. The team are collaborating with Nottingham University and completing a thematic analysis, which includes interviewing people who have been supported to obtain their views on the quality of the service and any areas for improvement. A new development plan has been created which will help guide the co-produced process for continuous improvement with the team. [Return to summary.](#)

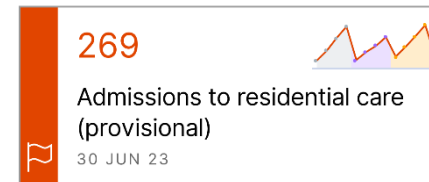
Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities


Rating: Review Expected completion date: 31 Mar 2025

Whilst there is an improving position, the lack of available home care continues to impact on the Adult Social Care offer for older people. The Homecare Short Term Service is undergoing a redesign to improve capacity and efficiency. Due to the above, the short term service, this quarter have supported 801 people against a target of 897. People admitted to long term permanent residential care is 269 against a target of 233. [Return to summary.](#)



2021-2022	2,911
2022-2023	2,820
2023-2024	801
Target	897
Performance	 Action



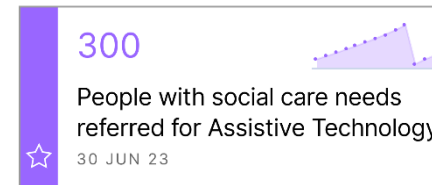
2021-2022	711
2022-2023	990
2023-2024	269
Target	233
Performance	 Action

Appendix 3

✔ Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home

Rating: Good Expected completion date: 31 Mar 2025

During Quarter 1, the focus has been on preparation for procurement. This has involved some scoping work to determine the extent of the activity that will need to be undertaken to move clients from the current providers by 31 March 2024, including both the calls monitoring and the equipment. This work will result in a much more streamlined service across the county once completed. The tender went live on 23 June 2023 and closes on 7 August 2023. The tender focuses on improving the outcomes for the people of Derbyshire, offering equipment and platforms through one lead service provider that are interoperable and future proofed, from installation and calls monitoring through to decommissioning the service when it is no longer required. There is also an emphasis on being prepared for the digital switch. For new clients, we are now installing digital community alarm units only in many areas. The results of the consultation on proposed changes for community alarm only is due to be considered by Cabinet on 27 July 2023.



2021-2022	900
2022-2023	1,048
2023-2024	300
Target	150
Performance	★ Strong

The number of new referrals continues to be high, with Quarter 1 seeing 300 referrals for community alarms and/or telecare, contributing towards reducing the need for formal support and promoting safety and independence in their own homes. [Return to summary.](#)

✔ Work with District and Borough Council and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people

Rating: Good Expected completion date: 31 Mar 2035

The draft combined older people and working age adults accommodation strategy is nearing completion. We are still in conversation with our District and Borough colleagues to gain joint agreement on our data modelling for projecting need for housing across different tenure types.

We continue to identify any opportunities to meet our housing with care and support needs against assets that have been identified for disposal. We are still pursuing next steps for the proposals for older people's extra care provision at Bennerley Fields and Ada Belfield.

We continue to work on an Options Appraisal for the closed Homes for Older People and continue to have early discussions with an investor about the potential development of extra care facility in Chesterfield.

A prosperous and green Derbyshire

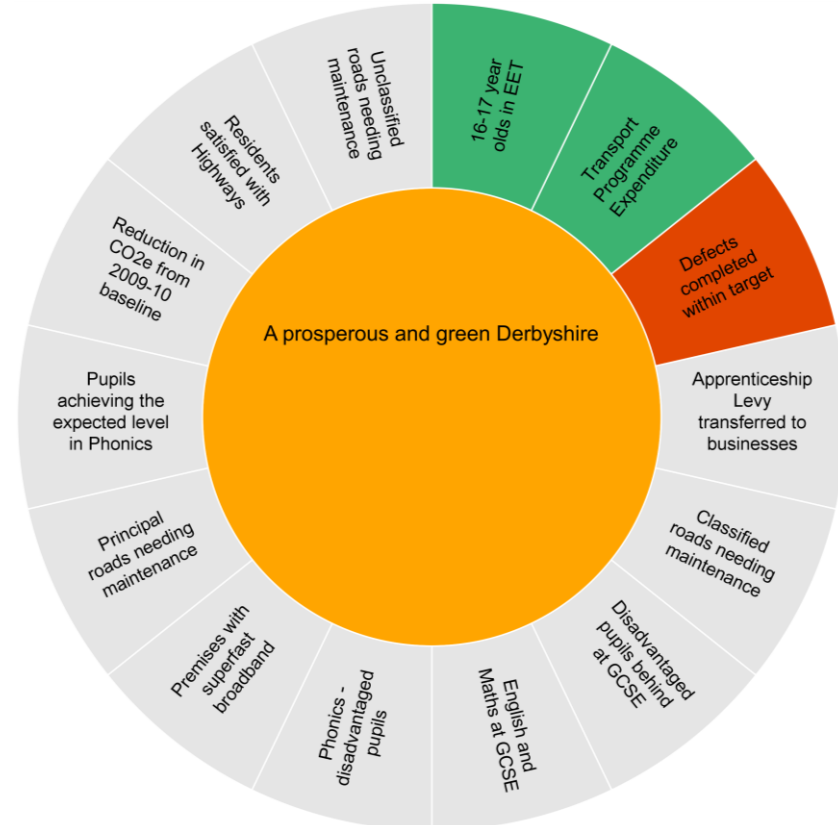
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 11 deliverables rated as “Good” and 4 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 3 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
Percentage reduction in CO2e from 2009-10 baseline	Mar-2022	64.2%	70.8%	No data for 2023-24
Total amount of expenditure on the delivery of the Local Transport Programme	Jun-2023	£9.900m	£10.000m	 Good
Percentage of defects completed within target timescales	Jun-2023	52.9%	90.0%	 Action
Percentage of Principal roads where maintenance should be considered	Dec-2022	15.4%	13.0%	No data for 2023-24
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2022	22.1%	23.0%	No data for 2023-24
Percentage of Unclassified road network where maintenance should be considered	Dec-2022	30.2%	31.0%	No data for 2023-24
Percentage of residents satisfied overall with Highways and Transportation services	Dec-2022	51.0%	60.0%	No data for 2023-24
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	May-2023	95.2%	95.0%	 Good
Percentage of pupils achieving a standard pass or higher (grades 4-9) in English and Maths at GCSE	Aug-2022	67.8%	Not set	No data for 2023-24
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass or higher (grades 4 to 9) in English and Maths at GCSE	Aug-2022	31.6	Not set	No data for 2023-24
Percentage of pupils achieving the expected level in Phonics	Aug-2022	75.0%	Not set	No data for 2023-24
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2022	18.7	Not set	No data for 2023-24
Percentage of premises across the county that have access to Superfast broadband (>30Mbps)	Jun-2023	97.4%	Not set	 No Target
Amount of Apprenticeship Levy transferred to businesses	Jun-2023	£110,404	Not set	 No Target

Progress on our deliverables and key measures

Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse gas emissions

Rating: Good Expected completion date: 31 Mar 2025

The Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025) was approved by Cabinet on 14 October 2021. The Strategy sets out the Council's role and priority areas of work on reducing the Council's and the county's emissions. The first annual review of progress was presented to Cabinet in January 2023. The review showed that delivery of the Strategy had a strong first year, with the majority of actions being on track to meet or exceed the desired outcomes, and action being taken to address any risks to delivery of any targets and actions currently not on track. At the end of 2022-23 all of the 32 priority actions were deemed likely to achieve their timetable and/or to deliver the required outcome. The next annual review of progress will commence in Quarter 3 of 2023-24.

The Council has a target for county-wide emissions to reach net zero by 2050. Data is provided by the UK Government, which reports annually on emissions arising within each Council's geographic area. This government data groups emissions by source, including industrial and business users, the public sector, homes, transport and agriculture, and around 99% of emissions are outside the Council's direct control.

The latest data relates to 2020 and shows there was a 9% reduction in Derbyshire's emissions between 2019 and 2020. Since the baseline year of 2005 Derbyshire's emissions have reduced by 34%. For comparison, a reduction in emissions of 47% is needed by 2025 (compared to the 2005 baseline) for the county to be on-track for the 2050 net zero target. Emissions data for 2021 is expected to be available in Autumn 2023.

The Vision Derbyshire Climate Change Strategy (2022-25) and accompanying Action Plan are being delivered through collaboration between the Council and all eight of Derbyshire's district and borough councils. These documents set out a series of collaborative priority projects and initiatives to help reduce the county's emissions. The first annual review of progress against delivery of the Vision Derbyshire Strategy and Action Plan will be developed in Quarter 2 of 2023-24. [Return to summary.](#)

Appendix 3

✓ Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO₂e by 2024 and net zero by 2032

Rating: Good Expected completion date: 31 Mar 2032

The Council has a target to be a net zero organisation by 2032, or sooner. Emissions from four sources are currently included within the Council's net zero target: Corporate Property; streetlighting; core fleet; and grey fleet.

The most recent data for all four sources is for 2021-22 and indicates that:

- Emissions from energy used in corporate property reduced by 3% between 2020-21 and 2021-22. There has been a 43% reduction in emissions from corporate property since the 2009-10 baseline year.
- Emissions from energy used in streetlighting reduced by 16% between 2020-21 and 2021-22. There has been an 83% reduction in emissions from streetlighting since the 2009-10 baseline year.
- Emissions from core fleet increased by 6% between 2020-21 and 2021-22, thought to be due to Covid recovery. There has been a 53% reduction in emissions from core fleet since the 2009-10 baseline year.
- Emissions from grey fleet increased by 32% between 2020-21 and 2021-22, thought to be due to Covid recovery. There has been a 71% reduction in emissions from grey fleet since the 2009-10 baseline year.

Emissions data for all four sources for 2022-23 will be available by Autumn 2023 and will be reported as part of the annual review of progress in Quarter 3 of 2023-24.

To date, the Council has made good progress towards its net zero target of 2032, or sooner, with a 64.2% reduction in Council emissions achieved between 2009-10 and 2021-22 (from 42,965 tonnes CO₂e to 15,378 tonnes CO₂e). However, the speed of reduction is now slowing, highlighting that further effort is required to reduce the Council's emissions. Supplemental work is now underway to explore how the further reductions necessary might be achieved, and to understand the resource implications of doing so.

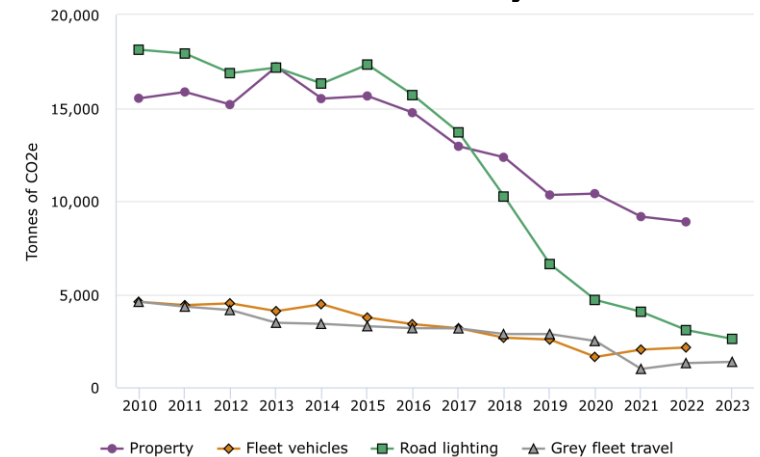
Council and departmental annual emission reduction targets to 2032 have been developed and agreed and are being embedded within Departmental Service Plans.

The Council is on track to baseline and set a net zero target for its Scope 3 emissions by the end of 2023, as set out as a target in the Climate Change Strategy. These emissions are indirect emissions outside of the Council's direct control, for example from purchased goods and services. The Sustainable Procurement Policy was approved by Cabinet in July 2022 and implementation begun during 2022-23 through a number of initial pilot contracts. Wider implementation of the Sustainable Procurement Policy, as well as staff communications and training, will be conducted during 2023-24.



2020-2021	62.2%
2021-2022	64.2%
Target	70.8%

Breakdown of CO₂e emissions by main sources



 **Develop and deliver a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking**

Rating: Good Expected completion date: 31 Mar 2024

Walking, Wheeling and Cycling

With recent Active Travel England Capability fund grant awards, the Council has now begun to develop a series of local active travel (walking and cycling) plans for market towns. This exciting workstream will be the primary focus of the next 12 months and will explore the opportunities, barriers and interventions required to ensure increases in walking, wheeling and cycling in daily movements of Derbyshire's residents and visitors.

Continued development of the Key Cycle Network

The Public/Stakeholder Engagement Report for the joint Derby, Derbyshire, Nottingham and Nottinghamshire Draft Local Cycling and Walking Infrastructure Plan (LCWIP) is being finalised for publication to inform the final Plan for Cabinet Member endorsement. The LCWIP provides the strategic direction for the continued development of the Key Cycle Network.

Recent highlights include:

- Little Eaton Branch Line - Forms part of Derby City to Ripley Active Travel Route. A successful funding bid to Active Travel England (Tranche 4) has secured £2.73m for construction of multi-user Greenway along the former railway branch line between Duffield Road, Little Eaton and Rawson Green. Detailed designs and further surveys are underway in advance of a planning application being submitted in the autumn. Negotiations have been initiated about the possibility of acquiring the onward section beyond Rawson Green to Street Lane at Denby Bottles.
- White Peak Loop (WPL) - A successful funding bid to Active Travel England (Tranche 4) has secured £275,000 for further development work, leading to submission of planning applications for preferred route options identified in recently completed studies for WPL from the end of the Monsal Trail at Topley Pike into and through Buxton to Harpur Hill.
- Pennine Bridleway National Trail - Grant offers have been received from Natural England through the Pennine National Trails Partnership for ongoing maintenance of the route, including funding for a Project Officer, as well as continued development of missing sections of the Trail around Glossop.
- Derwent Valley Trail - The Shardlow to Hathersage Feasibility Study is nearing completion, with all draft reports expected by end of July 2023.

Low Emission Vehicles Infrastructure (LEVI) Programme

The implementation of the LEVI Strategy is gaining pace with three key workstreams identified: On Street Residential, Destination Charging and Private Charging. Recent highlights include:

- On Street Residential Charging: the proposal to undertake a small procurement activity has been endorsed by Cabinet and a residential engagement exercise has been launched to help identify the most in demand and suitable sites. Tender specifications are being developed with a view to appointing a commercial partner by autumn 2023.
- Destination Charging: following soft market testing with commercial suppliers and engagement with district officers, a number of sites have been identified as suitable locations for electric vehicle (EV) charging infrastructure. The next phase of work is primarily focused on the development of procurement models that will accelerate the infrastructure deployment and create an environment to facilitate both public and private transition to electric vehicles where appropriate.

Appendix 3

A pilot project is underway for increasing the use of the Council owned electric fleet by providing suitable infrastructure (charge points) to facilitate pool EV vehicles. Suitable suppliers have been identified and several pilot sites have been prioritised. Electrical capacity assessments have been undertaken and quotes for enabling works sought. The next step will be to procure and install suitable infrastructure.

Rural Mobility Fund - Moving Together

The project is currently underway with Cenex appointed to deliver on behalf of the Council. A significant milestone has been achieved with the successful launch of the online platform, known as Moving Together, in July 2023. Following a series of community engagement events and activities throughout the summer, the next steps involve evaluating the impact of community engagement on both traffic to the Moving Together platform and the uptake of operator offers. This assessment will provide valuable insights into the effectiveness and utilisation of the platform, contributing to the project's overall objectives.

Rail Travel

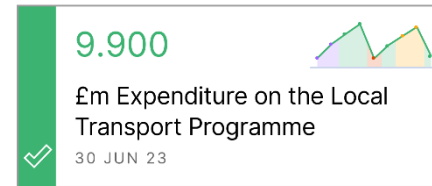
Despite the ongoing round of industrial action, which has seriously impacted services during 2022-23, work has continued to improve facilities at stations across Derbyshire. This includes new electronic travel planning and real time information signage at a number of stations along the Derwent Valley and Hope Valley lines. Following significant lobbying by the Council and other stakeholders, East Midlands Railway has reintroduced hourly direct rail services along the Derwent Valley line from Matlock to Nottingham.

Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns

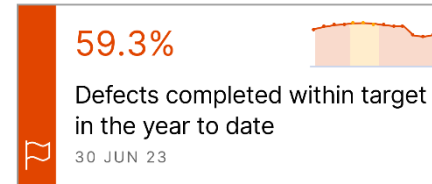
Rating: Review Expected completion date: 31 Mar 2024

Spend for Quarter 1 is £9.9m against a target of £10m. The biggest contributor to the £9.9m spend involves a large programme of road resurfacing carried out in spring and early summer. This has utilised both internal and external delivery and notable projects completed include roundabouts at junctions 29A and 30 of the M1 motorway and significant works on the major road network around Ashbourne.

Throughout Quarter 1 6,180 defects were completed, with 52.9% being completed within target timescales. The breakdown by target timescale is in the accompanying table. This compares to a total of 5,580 defects completed, 71.4% within target timescales, at the same point in 2022-23. It is acknowledged that the repair of road defects has declined recently which has been accelerated by the current adverse and unpredictable weather conditions. This has impacted on the rate of repair as the treatment required exceeds the budget available. In order to address this, a proactive resurfacing program is being sought to plan responsive action to be able to maintain the roads effectively.

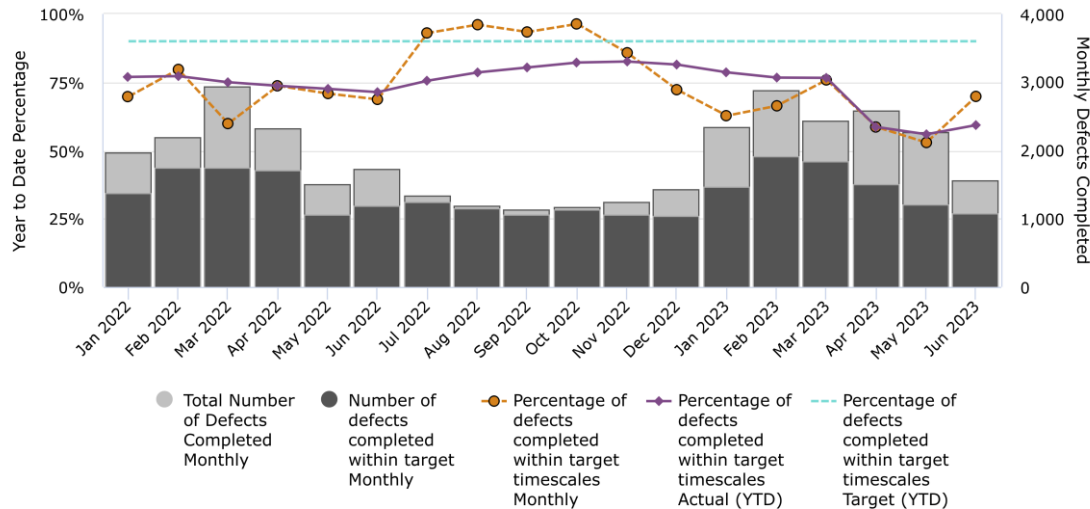


2021-2022	£39.674m
2022-2023	£37.000m
2023-2024	£9.900m
Target	£10.000m
Performance	✓ Good



2021-2022	75.0%
2022-2023	76.6%
2023-2024	52.9%
Target	90.0%
Performance	✗ Action

Defects completed within target



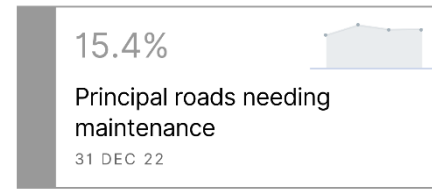
Percentage of defects responded to within target timescales during Quarter 1

	Quarter 1	Target	Performance
Started within 2 hrs (Urgent)	100.0%	100.0%	✓ Good
Completed within 32 hrs	73.6%	90.0%	✗ Action
Completed within 9 days	38.6%	80.0%	✗ Action
Completed within 28 days	54.2%	80.0%	✗ Action

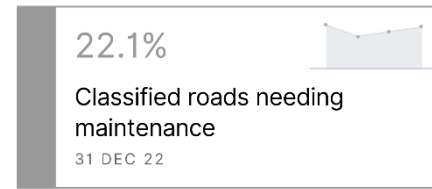
Appendix 3

The percentage of Principal, Classified and Unclassified roads where maintenance should be considered details the percentage of roads that fall in the Poor and Very Poor condition banding and is derived from the Annual Engineers Inspection survey. Areas of the network that fall below a condition level are calculated to form the percentage result. The Annual Engineers Inspection is then factored into the Value Management Process to enable development of Forward Programmes.

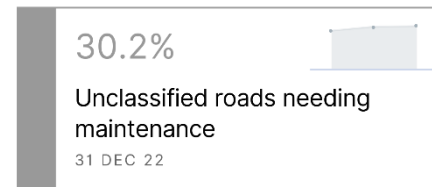
The annual survey is undertaken between April and June and the outcome of the survey will support the preparation of the following year's delivery programme and information regarding this which will be provided in Quarter 4. [Return to summary.](#)



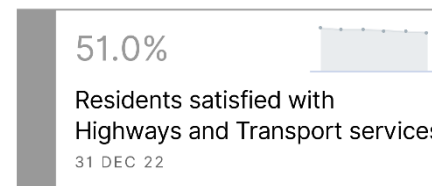
2020-2021	17.0%
2021-2022	15.2%
2022-2023	15.4%
2023-2024	Due in Q3
Target	13.0%



2020-2021	17.0%
2021-2022	19.6%
2022-2023	22.1%
2023-2024	Due in Q3
Target	23.0%



2020-2021	27.0%
2021-2022	29.9%
2022-2023	30.2%
2023-2024	Due in Q3
Target	31.0%



2020-2021	54.0%
2021-2022	52.0%
2022-2023	51.0%
2023-2024	Due in Q3
Target	60.0%

Reduce the level of Flood Risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to support and develop flood resilience measures

Rating: Review Expected completion date: 31 Mar 2024

The Local Flood Risk Management Strategy has now been approved by Cabinet (June 2023). The delivery of the Highway Drainage Capital programme 2023-24 is ongoing. The Retrofit of Sustainable Drainage Systems for highways document is now completed and incorporated into the Highways Asset Management Plan. The Environment Agency annual refresh of the current programme of flood mitigation schemes is now complete, and work is ongoing to deliver those programmed in 2023-24. The Flood Team provided support to the Flood Warden group exercise.

Appendix 3

A number of properties flooded internally in June 2023 due to summer storms, and investigations are ongoing in respect to this.

Recruitment within the Flood Team, continues to be challenging, albeit 1 of the current 2 vacancies has been potentially filled. Planning consultations are an ongoing challenge in respect of responding to them within the required period, even though we continue to have 2 agency engineers working on these full time. This has a further impact with respect to flood mitigation scheme delivery, which also remains challenging with the number of full time employees we have. [Return to summary.](#)

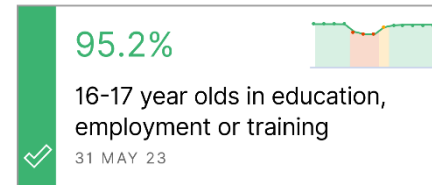
✔ Work with schools and other education providers to implement new strategies and support, to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to COVID-19 restrictions

Rating: Good Expected completion date: 30 Jun 2023

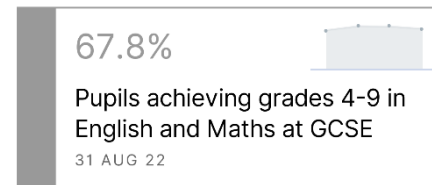
The Education Improvement Service (EIS) has continued to work robustly with schools and other partners throughout the quarter to improve outcomes for children and young people and support catch-up on learning. The work of the EIS with partners to enable pupils to catch up on learning has been acknowledged in the most recent report by the Education Endowment Foundation. Derbyshire's 'Learn to Read, Read to Learn' partnership explores evidence-informed approaches for improving pupils' reading skills at key transition points. Over 150 schools from key stage 1 to key stage 3 are involved in this partnership working with the Derby Research School as well as other partners such as the English and Maths Hubs.

Key stage attainment outcomes for 2023 will be available at various points throughout the year. Targets predominantly relate to comparator performance and therefore will not be confirmed until comparator outcomes are published.

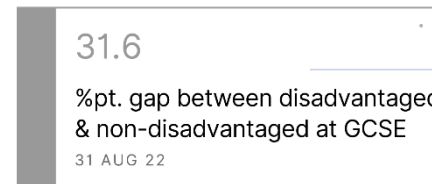
The percentage of 16 to 17 year olds in education, employment or training for the 3 months of March, April and May 2023 is 95.2%. This is below the same time last year (96.6%) but is higher than both the national figure (92.1%) and the outcome for East Midlands (94.0%). Current performance maintains Derbyshire within the top quartile nationally which is the target for this year. [Return to summary.](#)



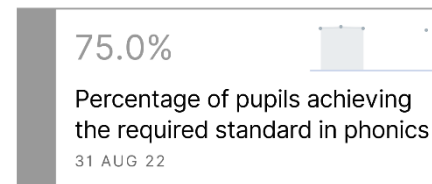
2022-2023	95.1%
2023-2024	95.2%
Target	95.0%
Performance	✔ Good
County-wide Benchmark	92.1%



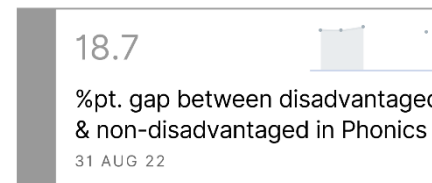
2022-2023	67.8%
2023-2024	Due in Q2
Target	Not set
National Benchmark	64.4%



2022-2023	31.6
2023-2024	Due in Q2
Target	Not set

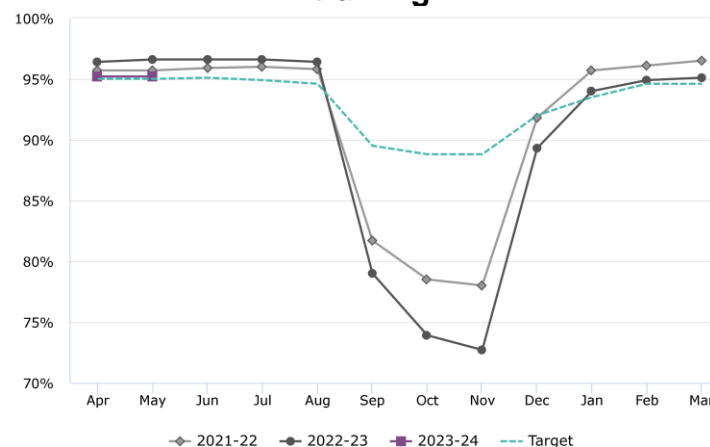


2022-2023	75.0%
2023-2024	Due in Q2
Target	Not set



2022-2023	18.7
2023-2024	Due in Q2
Target	Not set

16-17 year olds in education, employment or training



✓ Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment

Rating: Good Expected completion date: 31 Dec 2023

The Council now has its funding settlement from Department for Environment, Food & Rural Affairs and a Local Nature Recovery Strategy Officer post has been confirmed and the position advertised, it is likely that this will not start until October 2023. Initial meetings have been organised with the bodies that will be on the Board and on the 'supporting authorities' group. The formal inaugural meetings of these groups will take place in September 2023. A launch event for the broadest set of stakeholders possible is to be organised for November 2023.

✓ Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability

Rating: Good Expected completion date: 31 Mar 2025

During Quarter 1 of 2023-24 a number of improvements to existing bus services and the operation of the network as a whole, have been progressed as part of the Bus Service Improvement Plan (BSIP) programme. These include enhancements to 17 bus services including extended days/hours of operation and/or increased frequency. Other measures include unlimited travel on all bus services within Derbyshire through the introduction of a new bus only Wayfarer smart card tickets for 1 day and 7 day travel for an adult or child and 1 day Group travel for 2 adults and up to three children. Installation of additional electronic Real Time Information displays at bus stops now take the number up to 230 in Derbyshire with more planned. A countywide social media spring campaign encouraging greater use of bus services has been undertaken with further marketing of new service

Appendix 3

enhancements and a larger series of campaigns to follow. Work has proceeded on 16 sites for Transport Hubs which aim to benefit Derbyshire residents and visitors in the longer term after the BSIP funding ends. These include enhanced bus stations, bus stops and information infrastructure for passengers and bus operators. Several technology systems and associated infrastructure to provide bus priority and communications to operators including disruptions to the highways network are being implemented alongside initiatives including bus lane/gate enforcement so that late running buses can be given priority automatically and all bus journey times in these areas can be reduced.

Refresh and implement our approach to increasing levels of inward investment into the county

Rating: Good **Expected completion date: 31 Mar 2024**

As part of strengthening our approach to increasing levels of inward investment, the team continues promoting Derbyshire's rich offer and investment opportunities through the Invest in Derbyshire website, social media platforms, marketing collateral, exhibiting and presence at the investment summits.

"Invest in D2N2" a European Regional Development Fund funded project for Derby, Derbyshire, Nottingham and Nottinghamshire which ended in May 2023, has seen a successful achievement of output targets. All Derby and Derbyshire partners have scored 'green' in the RAG rating scale, exceeding 85% performance level.

A number of significant projects are currently being supported in order to secure new investment and jobs for Derbyshire. The enquiries received in Quarter 1 showed demand for a range of locations and sizes within the manufacturing, engineering, green technology as well as in the residential and development sectors.

Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

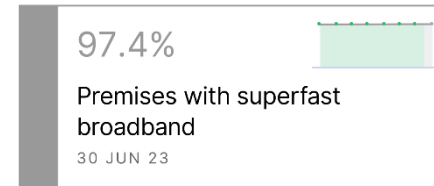
Rating: Review **Expected completion date: 31 Mar 2025**

The Outline Business Case (OBC) is currently being considered by the Government and has been subject to detailed analysis by the Department for Transport since April 2023 with additional information being provided by the Council. The Road Investment Committee is due to reconsider the OBC at the end of August 2023. In the meantime, public engagement has been paused pending Government approval of the OBC which will provide certainty to funding for the scheme going forward. Consultation is now expected to take place in the early autumn and potentially has implications for further achieving timescales on future gateways, including planning application submission. The approach to budget and risk management for the project was agreed by Cabinet in June 2023. [Return to summary.](#)

Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology

Rating: Good Expected completion date: 31 Mar 2024

The new Digital Strategy for Derbyshire is still being finalised following a recent run of stakeholder workshops. It is expected the Strategy will be finalised by the end of July 2023 and will be considered by Cabinet members in the autumn - with approval in November 2023. The Government has not yet confirmed its programme of gigabit support which will help ensure that the remaining 3% of properties have access to superfast broadband.



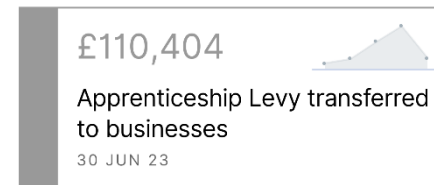
2021-2022	96.9%
2022-2023	97.3%
2023-2024	97.4%
Target	Not set

Targets will be set when the programme of gigabit support is confirmed.

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

Rating: Good Expected completion date: 31 Mar 2024

Performance in the quarter is on track in terms of number of apprenticeships and business supported. The apprenticeships supported this quarter have been in the retail, hospitality, engineering and child care sectors. To date this year £110,404 of the apprenticeship levy has been transferred to businesses. The cost of each apprenticeship differs in terms of type of course and the age of the apprentice and so no target has been provided for this under-pinning performance measure.



2022-2023	£428,630
2023-2024	£110,404
Target	Not set

Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme

Rating: Good Expected completion date: 31 Mar 2025

The Barrow Hill Rail Line has now passed an important milestone with the Department for Transport Re-opening Your Railways Programme Board agreeing to develop the project to Outline Business Case Stage by April 2024.

A new study into how to improve rail connectivity and capacity, building on the Integrated Rail Plan (IRP) commitment for the HS2 East Regions has been agreed between regional mayors and council leaders from across the North and Midlands. The report identifies how their cities, towns and communities can be better connected by rail, and at a reduced cost compared to the original HS2 proposals for the east of the country. The report, commissioned by the HS2 East group, identifies a three-phase process to deliver better connections between the North East, Leeds, Sheffield, the East Midlands, Birmingham and London.

Regular meetings with the Network Rail team delivering Midlands Mainline Electrification have commenced during Quarter 1 which will lead into regular collaboration and engagement on preliminary design considerations for the whole of the Midland Mainline in Derbyshire from autumn 2023.

Appendix 3

Transport for the East Midlands has launched a prospectus Full Speed Ahead: Bringing high-speed rail to the East Midlands. The report explains the importance of HS2 reaching the East Midlands and Sheffield, as presented in the IRP.

Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities

Rating: Review Expected completion date: 31 Mar 2024

Good progress has been made on key aspects of the delivery of the Framework but other aspects have been delayed, hence the Review rating.

A £780k bid has been made to Arts Council England to support Derbyshire Makes, which is a three year, £1.5 million programme celebrating Derbyshire's innovative heritage of making, from the kitchen table to the factory floor. Derbyshire Makes is the core intervention delivering across all 5 pillars of the Derbyshire Cultural Framework and enabling step change in Derbyshire's creative and cultural sector. If successful programme delivery will commence in September 2023.

Proposals for the grants team have been developed and will help provide wider support to the arts and culture sector; upon completion of the service restructure, this phase of the Cultural Framework will be implemented at pace. [Return to summary.](#)

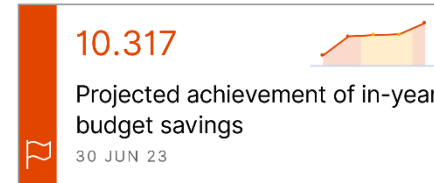
Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential

Rating: Good Expected completion date: 31 Mar 2024

Forwarding the DVMWHS development framework can now take place following the local elections. Council leaders, DVMWHS board members from each authority and Chief Executive Officers will be invited to a presentation on the requirements for a framework. It is hoped that these will take place before September 2023. A conference investigating the content of the development framework is to be organised in the autumn 2023.

Overarching Measures

The combined departmental budget savings target for 2023-24 is £16.190m with a further £12.038m of unachieved savings brought forward from previous years. Of the in-year savings target, £10.137m is forecast to be achieved. The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery are being considered. [Return to summary.](#)

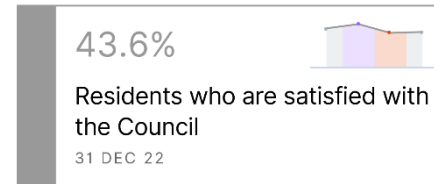


2022-2023	£7.557m
2023-2024	£10.317m
Target	£16.190m
Performance	Action

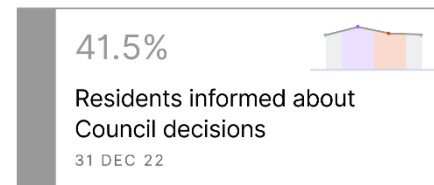
As part of the Your Council Your Voice (YCYV) Action Plan a YCYV short 'Pulse Survey' will be carried out in Summer 2023. The Pulse Survey will ask key questions from the main survey to enable comparison with the Local Government Association (LGA) Residents Survey due to be carried out during June 2023.

The results will allow us to track how the Council is progressing regarding its overarching measures in comparison to national trends as part of preparing for the main YCYV survey and associated activity due to be carried out over Autumn 2023.

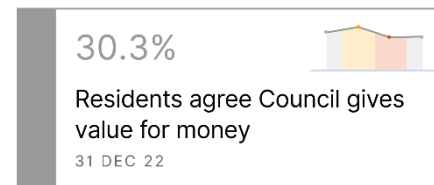
The main Your Council Your Voice consultation during Quarter 3 will then include a full-scale survey, short survey, focus groups and a telephone survey in order to gain more insight regarding the Council progress with the Council Plan's overarching measures benchmarked to the LGA Resident Survey.



2020-2021	53.4%
2021-2022	42.3%
2022-2023	43.6%
2023-2024	Due in Q3
Target	58.0%
National Benchmark	62.0%



2020-2021	50.5%
2021-2022	42.7%
2022-2023	41.5%
2023-2024	Due in Q3
Target	52.0%



2020-2021	38.9%
2021-2022	29.3%
2022-2023	30.3%
2023-2024	Due in Q3
Target	43.0%
National Benchmark	46.0%






Notes

This report set out progress on deliverables and key measures as outlined in the Council Plan 2023-25. The following table lists the deliverables and measures not included in this report, or where changes have been made:

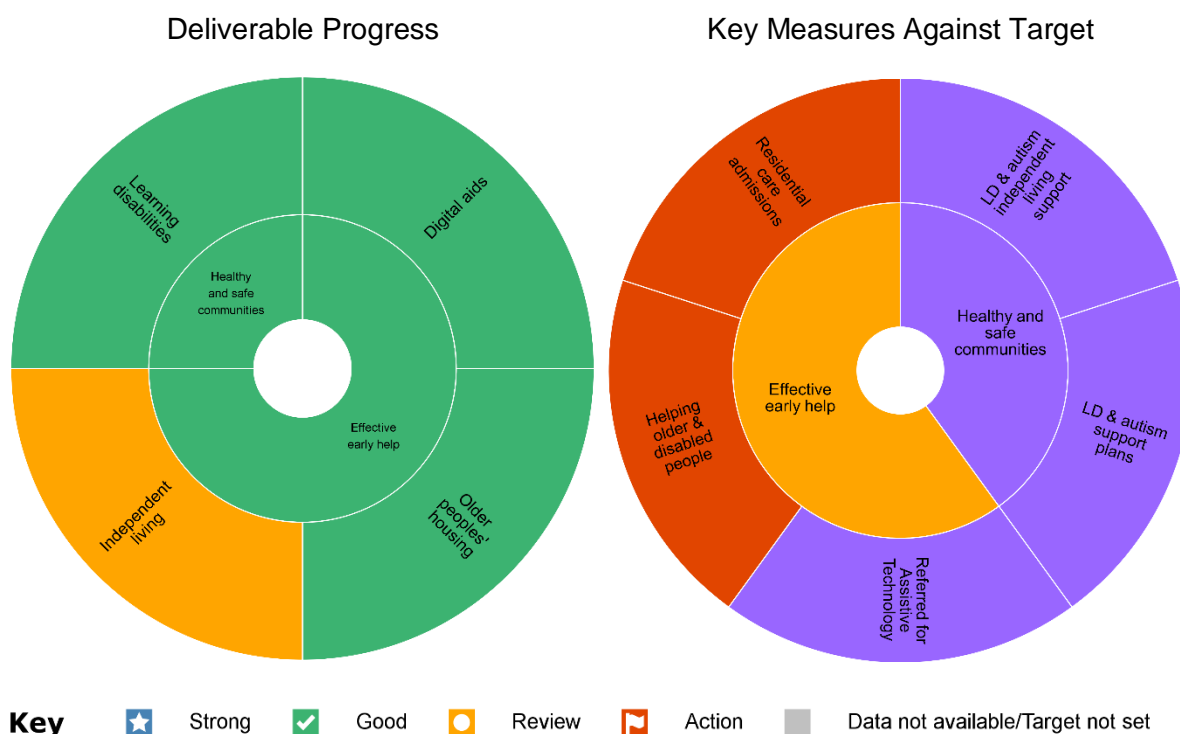
Measures	Reporting
Measures indicating the effectiveness of the Council's new Equality, Diversity and Inclusion Strategy	Measures to indicate the impact and progress of the strategy are currently being identified and will be included in future reporting.

Occasionally key measures data reported in a previous quarterly report may be updated. Data may be updated for a variety of reasons, for instance updates to provisional data, where additional data is submitted after the report has been produced, or identification and resolution of data issues. Significant changes to data will be highlighted in the commentary.

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



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

Key areas of success are:

- ✓ **Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home (rated Good)**

The service has successfully supported 300 people to access assistive technology to live safely in their home. This is substantially above the original target of 150 people.

Key areas for consideration are:

- ◯ **Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities (requires Review)**

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** Formal consultation for the redesign of the Homecare Short Term Service has now concluded and the Council is in the process of finalising the outcome report.

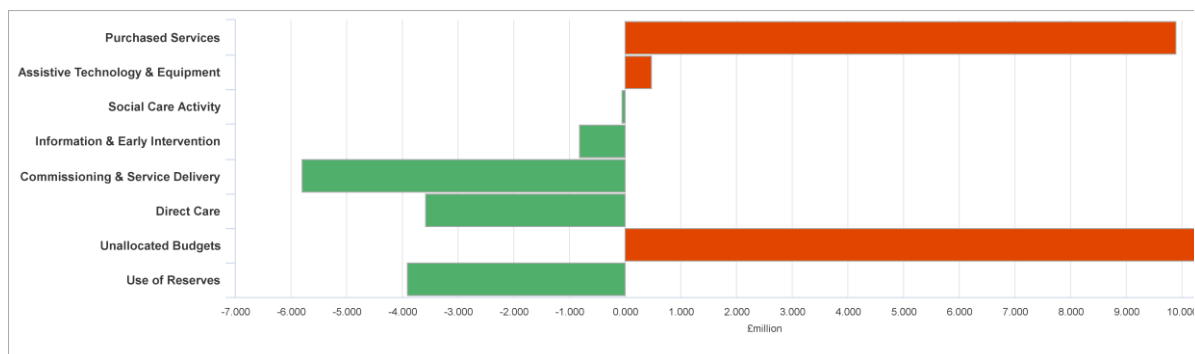
There is a forecast overspend of £7.226m on the portfolio after the use of £3.901m of departmental reserves and £22.830m from the Corporate Contingency budget for inflationary pressures. The main variances are:

- Purchased Services, £9.882m overspend - There has been an increase in hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased.
- ✓ Social Care Activity, £0.056m underspend - Underspend on staff pay and travel due to vacancies in the social work team.
- ✓ Information and Early Intervention, £0.812m underspend - Reduced activity and costs for alarm monitoring, housing related support and for some voluntary sector contracts.
- ✓ Direct Care, £3.589m underspend – £3.7m underspend on the Direct Care home care service due to recruitment difficulties, £1.1m underspend on Direct Care day centres due to reduced usage and re-provision, £1.9m overspend on care homes for older people and Community Care Centres stemming from the increased care needs of residents and £0.9m underspend across other Direct Care units.
- ✓ Commissioning and Service Delivery, £5.808m underspend - £0.6m underspend in respect of vacancies in the Business Services team and £0.5m underspend in respect of vacancies in the Commissioning, Contracts Team and Transformation Teams. Also, £4.5m of grant income received funding for Market Sustainability, which is offsetting increased fees paid out through Purchased Services.
- Unallocated budgets, £11.037m overspend - Includes £8m of budget savings targets which have not yet been allocated to service lines and £5m of estimated additional demand driven costs expected to arise based on current trends. These are offset by £2m of budget allocated to the portfolio for service pressures which is not anticipated to be required.
- Assistive Technology, £0.473m overspend - Projected overspend on disability equipment and telecare.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £12.139m, with a further £3.009m target brought forward from previous years. £8.420m of the in-year savings target of £12.139 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

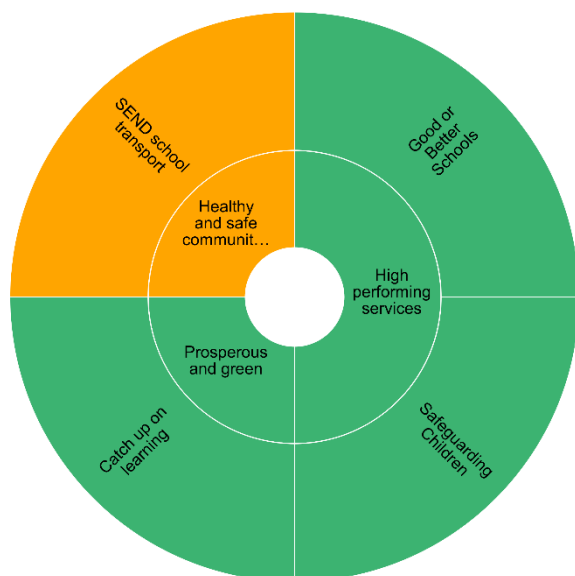
Additional funding has been provided in the 2023-24 budget for the main growth items:

- Demographic Growth - £5.711m ongoing - Reflects expected increases in customer numbers and impact on package spend and social work team time. Also included is base budget to replace the LD and Autism Grant.
- Hospital Discharge pressure - £5.000m ongoing - Additional out of hospital spend, new hospital discharge protocol.
- Former Independent Living Fund (ILF) Grant - £2.534m ongoing - Grant now included in base budget.
- Invest to Save - £1.175m ongoing - Reducing pressure to provide resources to support transformation projects and efficiencies.
- Mosaic hosting costs - £0.125m ongoing - Cost of external hosting of Mosaic system.
- Social Care Reform - £0.300m one-off - Funding to support preparation for external inspection.
- Derbyshire Discretionary Fund - £2.006m one-off – Financial assistance scheme for residents of Derbyshire who meet eligibility criteria. The extension of the Household Support Fund into 2023-24 means this pressure is no longer required and is intended to be returned to the Risk Management budget.

- Inflation on PVI Contract Fees - £22.830m ongoing - held in the inflation contingency for price rises reflecting the April 2023 National Living Wage uplift and CPI.
- Inflation on transport and catering supplies - £0.673m one-off – held in the inflation contingency for transport and catering contracts in directly provided care settings.

Children's Services and Safeguarding and Education - 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:

- Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire (rated Good)**

A range of evidence from the Council's quality assurance and performance framework shows consistency of approach and strong practice across the children's social care and early help workforce.

- Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally (rated Good)**

Whilst the proportion of Derbyshire pupils attending good or better schools remains lower than national figures, particularly at secondary level, the Council has seen improvement at a faster rate in Derbyshire than seen nationally so far this academic year.

- Work with schools and other education providers to implement new strategies and support, to enable children and young people to**

achieve their educational potential and begin to catch up on learning they have missed due to COVID-19 restrictions (rated Good)

The work of the Education Improvement Service with partners to enable pupils to catch up on learning has been acknowledged in the most recent report by the Education Endowment Foundation. Over 150 schools from key stage 1 to key stage 3 are involved in this partnership working with the Derby Research School as well as other partners such as the English and Maths Hubs.

The percentage of 16 to 17 year olds in education, employment or training maintains Derbyshire within the top quartile nationally.


Key areas for consideration are:

Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources (requires Review)

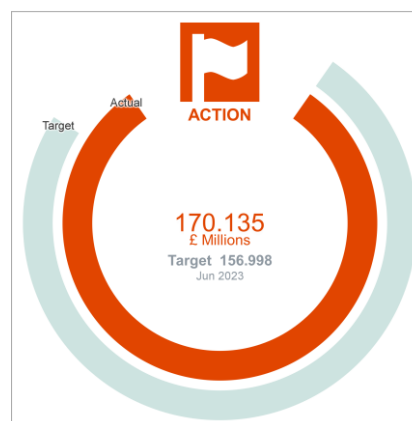
Issue: This is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess our statutory responsibilities and to support decisions to be able to deliver these in an efficient manner. **Response:** A 12 month plan is in place. A number of actions have already been completed and future actions have been agreed.







There is a forecast overspend of £13.137m on the portfolio after the allocation of £7.803m from the Corporate Contingency budget for inflationary pressures.

The main variances are:

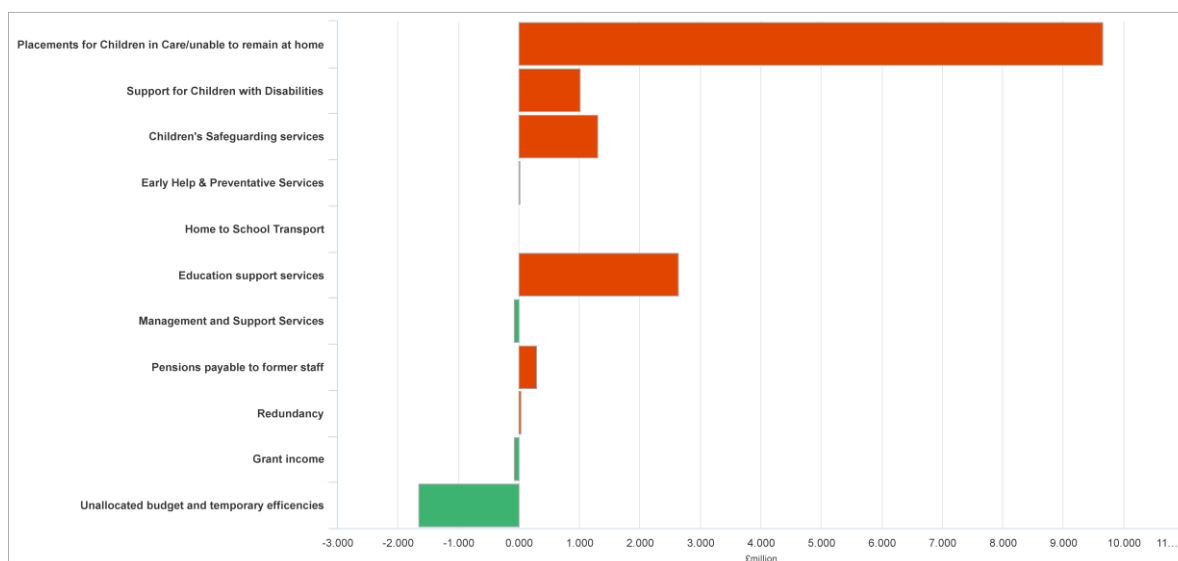
-  Placements for Children in Care/unable to remain at home, £9.658m overspend - Expenditure on placements for children in care or alternatives to care is continuing to rise due to an increase in the number and cost of placements. The number of children requiring support is growing because the rate at which children enter care is greater than the rate at which children exit care and because alternatives to care often require long-term financial support leading to a growing number of arrangements to fund. Average cost increases are due to inflation and the need to make more higher cost placements with independent providers, exacerbated by a shortage of foster care places. A draw down of £5.542m from the inflation contingency is assumed.

Forecast Outturn against Target Budget



-  Support for Children with Disabilities, £1.012m overspend - Primarily due to the need to provide high cost packages to support children with complex needs to remain with their families or maintain their current placement. A draw down of £0.200m from the inflation contingency is assumed.
-  Children's Safeguarding services, £1.305m overspend - Increasing expenditure on children in care support and the Quality Assurance and Child Protection teams due to demand pressures from greater numbers of children in care and children in need. A draw down of £0.250m from the inflation contingency is assumed.
-  Home to School Transport, £0.000m breakeven - Projected spend exceeds current allocated budget due to an increase in the number of children eligible for Council funded transport and an increase in average costs. The increase in cost is due to both economic factors affecting contractors and an increased need for more specialised vehicles to transport individual children. Further cost increases are anticipated once the new academic year commences in September. A draw down of £1.811m from the inflation contingency is assumed to meet the existing overspend and expected cost increase.
-  Education support services, £2.631m overspend - The estimated impact of pay awards and inflation on traded and grant funded services and the costs of meeting the increased demand for Education, Health and Care plans (EHCPs).
-  Pensions payable to former staff, £0.287m overspend - Enhanced pension obligations payable to teachers and other staff previously employed by the Council. The majority of the costs relates to staff who left under efficiency programmes during the early 1990s.
-  Unallocated budget, £1.655m underspend - Amounts which have not yet been allocated to services. This includes in-year grant funding of which the largest item is the allocation of £0.771m from the Dedicated Schools Grant contribution towards funding Early Help & Safeguarding, this reduces by 20% each year in line with school funding regulations. These may not be available on an ongoing basis so are used to mitigate against current levels of spend.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.500m, which is expected to be achieved.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Home to School Transport - £1.084m one-off - The allocation recognises the greater numbers of children and young people with SEN and increased cost of journeys.
- Elective Home Education - £0.360m one-off - Over the last year nationally and locally there has been a large increase in the number of Electively Home Educated (EHE) children. Funding to extend the EHE team to meet statutory functions to manage applications, determine whether there are any safeguarding risks and assess whether their education is suitable.
- Social Workers - £0.400m one-off - To fully fund the frontline social work structure and the market supplement, without the need to hold a level of vacancies which would be counter-productive in meeting the statutory demands to help, protect and care for children in Derbyshire. The market supplement payment for social workers in frontline children's social work teams was introduced in July 2019 to support the Council's recruitment strategy.
- Inflation on Home to School Transport - £1.811m ongoing - held in the inflation contingency for further increases in transport costs. It is anticipated this will be needed to be drawn down in full.
- Inflation on Children's Social Care - £2.092m ongoing - held in the inflation contingency for uplifts on carers' allowances, placement fees

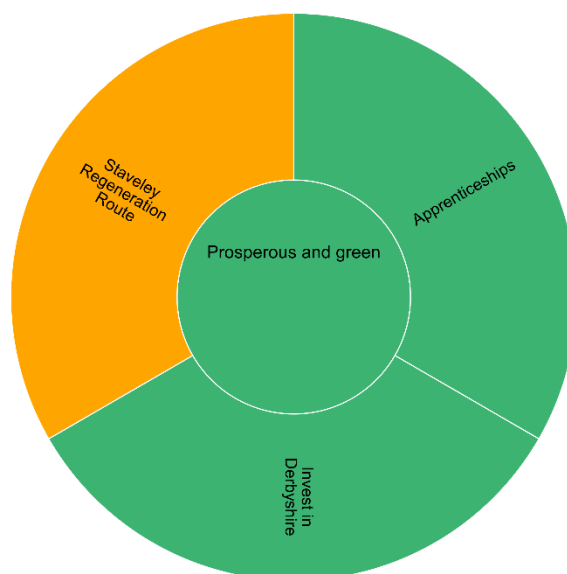
and other support services. It is anticipated this will be needed to be drawn down in full as well as additional in-year one-off support.

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

- Dedicated Schools Grant (DSG) contribution to costs - £0.711m one-off – support for Early Help services.
- Holiday Activities and Food Programme and Household Support - £2.900m one-off – grant to support families and vulnerable households.

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



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:

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

Performance in the quarter is on track in terms of number of apprenticeships and business supported. The apprenticeships supported this quarter have been in the retail, hospitality, engineering and childcare sectors. To date this year £0.110m of the apprenticeship levy has been transferred to businesses. The cost of each apprenticeship differs in terms of type of course and the age of the apprentice and so no target has been provided for this under-pinning performance measure.

- Refresh and implement our approach to increasing levels of inward investment into the county.**

As part of strengthening the Council's approach to increasing levels of inward investment, the team continues promoting Derbyshire's rich offer and investment opportunities through the Invest in Derbyshire website, social media platforms, marketing collateral, exhibiting and presence at the investment summits.

"Invest in D2N2" a European Regional Development Fund funded project for Derby, Derbyshire, Nottingham and Nottinghamshire which ended in May 2023, has seen a successful achievement of output targets. All Derby and Derbyshire partners have scored 'green' in the RAG rating scale, exceeding 85% performance level.

A number of significant projects are currently being supported in order to secure new investment and jobs for Derbyshire. The enquiries received in Quarter 1 showed demand for a range of locations and sizes within the manufacturing, engineering, green technology as well as in the residential and development sectors.

Key areas for consideration are:

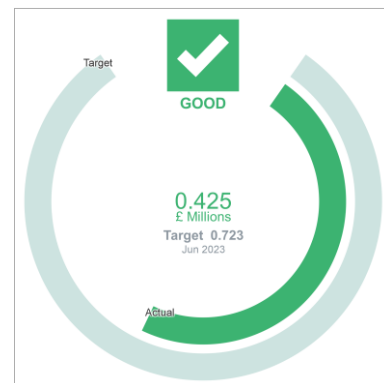
Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Review)

Issue: Proposed public engagement is currently paused pending Government approval of the Outline Business Case. **Response:** Active engagement with Government over the Outline Business Case is ongoing, with a full response to clarification questions submitted on 14 July 2023. Response to the submission on 14 July 2023 is awaited.

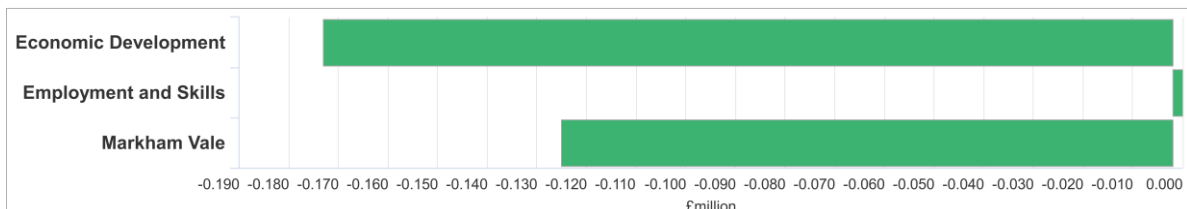
There is a forecast underspend of £0.298m on the portfolio. The main variances are:

- ✓ Economic Development, £0.173m underspend - Due to staff vacancies, held to meet a restructure planned for 2023-24.
- ✓ Markham Vale, £0.125m underspend - Due to vacancies to assist with the achievement of savings targets.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line

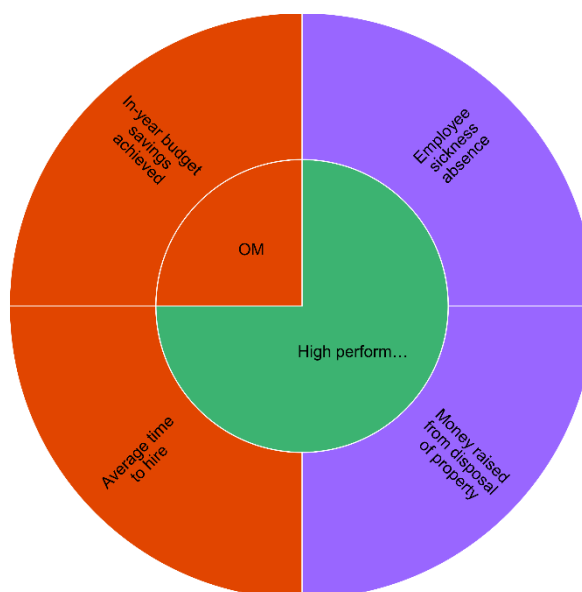


Corporate Services and Budget - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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:

✓ **Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities (rated Good)**

Departmental deliverable plans are in place for each of the five people priorities within the strategy. New workforce policies have been developed and introduced with existing policies reviewed and updated. Quarter 1 figures for sickness absence are showing improvements against the previous year.

✓ **Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain (rated Good)**

Good progress has been made in support of the strategy with the Estates Strategy, Disposals Protocol, Facilities Management Strategy, Repairs and Maintenance Strategy ready for presenting to cabinet for approval, a total of 394 asset plans have now been completed and £1.915m of capital receipts were achieved in Quarter 1 against the target for the year of £4m.

✓ **Centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management**

and a single point of accountability for budgets and costs (rated Good)

The preparations to ensure successful implementation of centralised assets and the automated flow of data has progressed including key actions of defining roles and responsibilities, identifying the resources required and establishing appropriate levels of service to meet customer requirements.

Key areas for consideration are:




Average days between a job vacancy shortlisting and contract offer (Council, not including schools) (requires Action)

Issue: The year to date average Time to Hire figure of 62 days is above the target for the year end of 50 days. **Action:** Adjustments to the Recruit system will be taking effect over the next 2 months which should reduce some onboarding processes. Additionally, work on the variation to contract process improvement project will be implemented from November 2023.

Projected achievement of in-year budget savings (requires Action)

Issue: Of the in-year savings target of £16.190m, £10.317m is forecast to be achieved. **Action:** The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered.

There is a forecast overspend of £4.237m on the portfolio. The main variances are:

-  Corporate, £0.347m overspend – A brought forward savings target for Channel Shift held centrally.
-  Finance & ICT, £0.444m overspend – Due to a £0.779m overspend relating to the SAP system arising from an unachievable savings target of £0.670m that was originally proposed the new SAP Hana system would achieve through process savings throughout the authority. Partially offset by an underspend in the ICT section of £0.348m due to the number of vacancies. This underspend allows for the current costs of consultants and agency staff working in the section.
-  Legal services, £0.228m underspend - Mainly due to vacancies in Members and Management Services and the Business Centre and the reallocation of resources at different grades. Also, due to increased

Forecast Outturn against Target Budget



recharge income arising from a sustained increase in usage volumes, especially use of postal services. The new Multi-Functional Device contract went live in July and charges for printing usage will be monitored closely in order to recover all relevant costs.

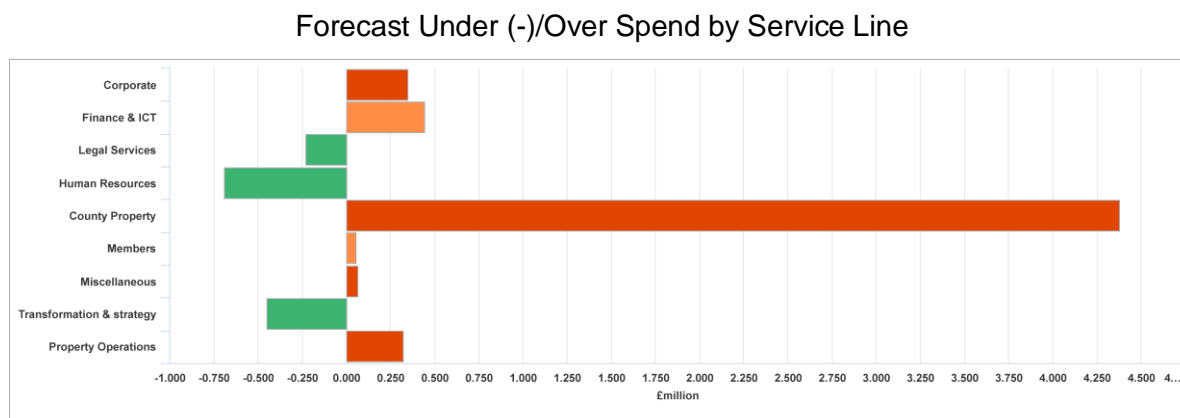
- ✔ Human Resources, £0.690m underspend - Vacancies of £0.300m and increased income generated by HR Operations for schools of £0.219m.
- ✔ Transformation & Strategy, £0.449m underspend - Underspends in Project and Programme Management of £0.358m due to vacancies and Strategy and Policy of £0.526 primarily due to vacancies which are proving difficult to recruit to. These are offset by overspends on Modern Ways of Working and County Hall budgets of £0.147m due to insufficient funding and Channel Shift of £0.263m due to funding being withdrawn but commitments continuing to March 2024.
- ✘ Corporate Property, £4.376m overspend - Delays in achieving historic savings targets in the Corporate Property Division (£1.252m overspend). The inflationary impact is forecast to be £0.323m.

An overspend on Facilities Management of £0.692m relating to Cleaning and Caretaking due to relinquishing budget in 2022-23 for savings anticipated from site rationalisation and a 9% price increase in the contract with Vertas due to rises in the National Living Wage and Consumer Price Index (CPI). The Inflationary impact is forecast to be £0.281m.

The cost of carrying properties awaiting disposal or repurpose and high inflation affecting utilities, security, rates and maintenance costs is exacerbating this pressure. The inflationary impact forecast to be £1.481m.

Additional impacts of delays in meeting in-year budget savings and pressures from inflation total £1.682m.

- ✘ Property Operations, £0.321m overspend - A deficit on the DSO due to externalisation of work to Vertas without a corresponding decrease in fixed costs which has led to a sustained overhead under-recovery. Contract income from Staffordshire Moorlands and High Peak with a value of around £0.800m has ceased. Also, more vacancies are being held due to the Construction and Maintenance review resulting in fewer productive hours and therefore lower overhead recovery. The earmarked reserve available to the DSO has now been fully depleted and consequently there is no funding for training, depot repairs and maintenance, early retirement costs or equipment replacement.



The budget savings target for 2023-24 is £0.625m, with a further £2.078m target brought forward from previous years. £0.125m of the in-year savings target of £0.625 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

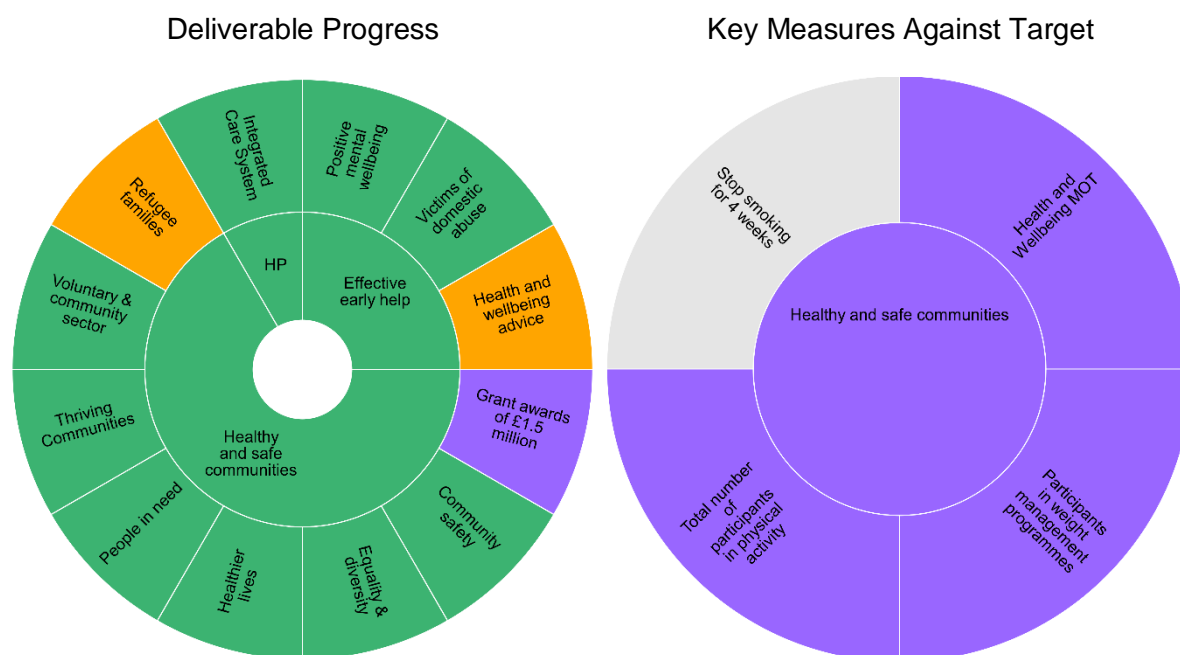
Additional funding has been provided in the 2023-24 budget for the main growth items:

- Leadership Development Programme - £0.300m one-off - To enable the second year of the Council's leadership development programme.
- Corporate Property - Disposal Professional Fees - £0.446m one-off - To instruct property agents and solicitors required to deliver capital receipts for the forecasted five-year Disposals Programme.
- Corporate Property - Demolition Budget - £0.550m one-off - To replenish the Corporate Revenue Demolition Budget which is already fully committed for this financial year.
- Corporate Property - Asset Valuations and Fees - £0.324m one-off - Additional fees required to meet the statutory requirement to value the Council's Property Asset base including the newly introduced IFRS 16 valuations.
- Corporate Property - Commercial Appraisal Officers - £0.229m one-off - Development Appraisal Team required to accelerate asset appraisals.
- Corporate Property - Carbon reduction for Corporate Buildings - £0.400m one-off - To support the carbon reduction programme for corporate buildings.
- Corporate Property - CCTV Installations / Rationalisation - £0.179m one-off - To implement outcomes of CCTV Governance investigations in

order to bring the Council into a position of compliance with the Information Governors Code of Practice.

- Corporate property-Decommissioning, Dilapidations and Staff Relocations - £0.501m one-off - To decommission buildings that are closing and being disposed of.
- Corporate Property - Project Co-ordination Pool - £0.143m one-off - To add additional resource for internal projects to achieve the asset rationalisation programme.
- Corporate Property Running Costs-Inflation/Contingency - £5.663m one-off - To cover increased property running costs including utility costs.
- Legal Services-Staffing budget deficit - £0.952m ongoing - To ensure the Legal Services salaries budget meets the costs of the current structure.
- Legal Services-Child Protection - £0.850m ongoing - Jointly endorsed pressure by Legal Services and Children's Services to secure funding to cover the budget deficit for children in care proceedings.

Health and Communities - Portfolio Summary



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

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

Key areas of success are:

- ★ **Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity (rated Strong)**

The Council has successfully delivered the Council's new, outcomes-based funding programme for the sector and this will continue through the Funding Framework and Prospectus over the 2023-24 period. This includes investing in local people and communities to create opportunities for them to adapt, develop and grow.

- ✓ **Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-25 (rated Good)**

Work is nearing completion on end of year performance reports to support the publication of information on progress against the Council's equality objectives as required under the public sector equality duty.

- ✓ **Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that**

promote financial inclusion and tackle cost of living pressures (rated Good)

The Council continues to respond to very high demand for Emergency Cash Payments. These include applications for the Household Support Fund.

Contact with clients to maximise their benefit income via the Welfare Rights Service continues to remain at high volumes. The Advice line, Adult Care referrals, and Macmillan referrals all continue the high demand trend from last year.

✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight (rated Good)

In Quarter 1 all Live Life Better Derbyshire (LLBD) services are above target and there is a high demand for LLBD services. The procurement process is underway to procure vapes as part of the smoking cessation standard treatment programme. The Move 4 Wellbeing pathway has increased access to the LLBD physical activity programme through providing access for people with low to moderate emotional wellbeing.

✔ Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment (rated Good)

In Quarter 1, an interim Joint Strategic Needs Assessment (JSNA) has been published to fulfil our statutory function whilst the transformation of our JSNA approach is underway. Phase 2 for 2023-24 of the JSNA transformation is on track for delivery. Work has begun on the Integrated Care Strategy, County Place Partnership Board and the Health and Wellbeing strategy for Derbyshire.

✔ Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention (rated Good)

Mental Health Awareness week took place between 15 - 21 May 2023. The mental health and suicide prevention team supported the Think Fest which was held on 20 May 2023 as Derbyshire's first ever festival to get people thinking and talking about mental health. The event was held in Chesterfield and saw thousands of people attend.

Key areas for consideration are:

Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal (requires Review)

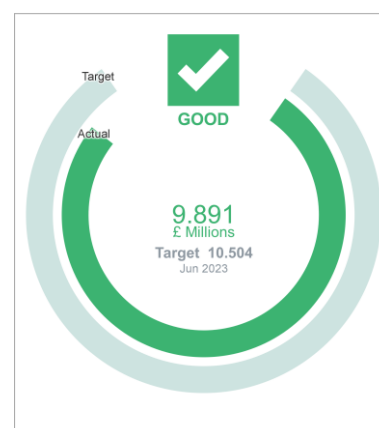
Issue: The provision of accommodation and support for those seeking asylum is becoming a significant issue, the funding available for central government support is being passported to Districts and Borough Councils. **Response:** A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. As there is currently no national funding available to upper tier authorities, the Council currently has no resource to develop a countywide response and therefore this action has been delayed.

Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services (requires Review)

Issue: Due to recent changes in data collection the total number of shared agreements being supported cannot currently be reported on. **Response:** Working with the Departmental Management Information Team to create a new data capture report.

There is a forecast underspend of £0.613m on the portfolio.

Forecast Outturn against Target Budget



The main variances are:

- ✓ Registrars, £0.074m underspend - Increased income from weddings following the easing of the Covid restrictions is still being received and a price increase of 10% for 2023-24 has been applied.

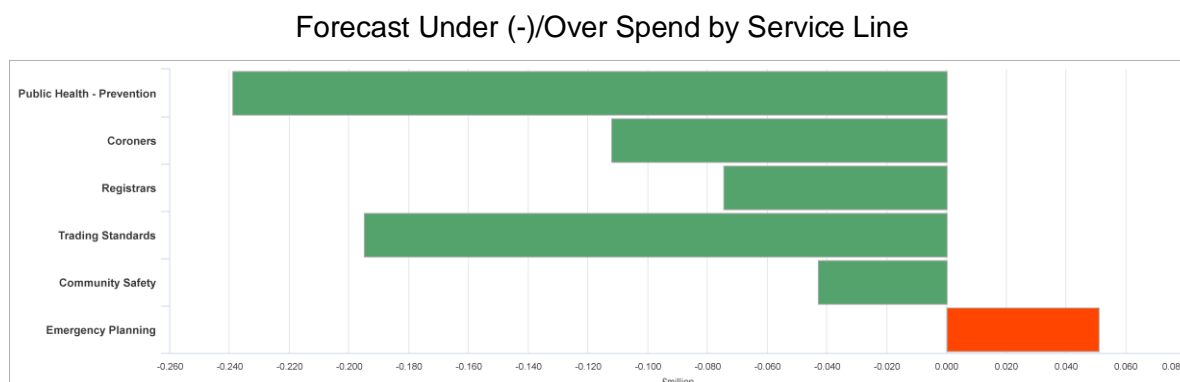
One ceremony room, that was previously closed due to health and safety, has been decorated and reopened for business so could generate additional income. Staffing levels have been adjusted to meet the manning needed for the new opening hours. The Bakewell registry office is due to have some free publicity which may increase bookings and therefore overall income levels.

- ✓ Trading Standards, £0.195m underspend - Vacancies.
- ✓ Public Health - Prevention, £0.239m underspend - Contributions from the Public Health Contain Outbreak Management Fund grant and some expenditure has been recharged to the Household Support Fund.

- ✓ Coroners, £0.112m underspend - Vacancies which are being recruited to. The Senior Coroner has retired, with the Area Coroner acting up until an appointment is made; this results in less overall salary costs.

Further on-going costs relating to a complex prosecution case have been forecast, although these are anticipated to be less than the previous year.

- ✓ Community Safety, £0.043m underspend - Mainly staffing vacancies and a small underspend on the one-off projects budget.



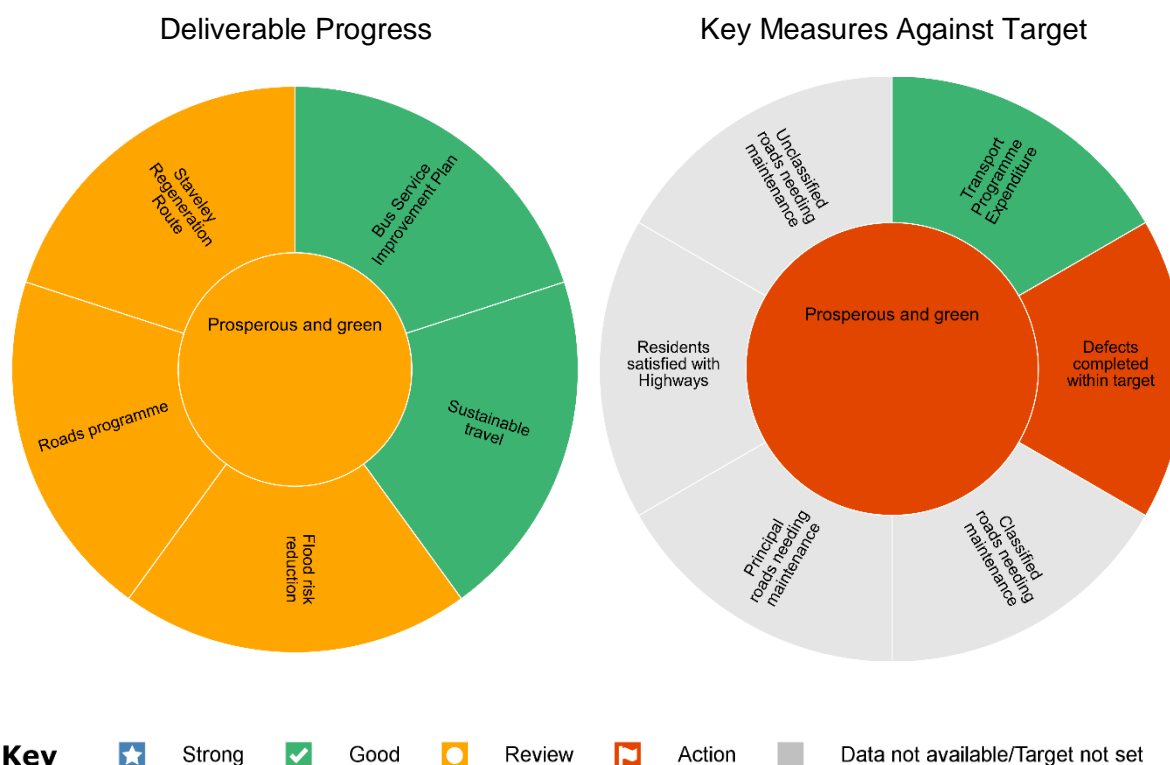
Additional funding has been provided in the 2023-24 budget for the main growth items:

- Trading Standards - £0.046m one-off - New APP/Flare Database due to current system coming to the end of its contract.

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

- Public Health - £11.137m one-off – Public Health Contain Outbreak Management Fund (COMF) Grant income with an end date of 30th September 2024.
- Prevention Household Support Fund - £2.006m one-off - Household Support Fund now extended to 31st March 2024.

Highways Assets and Transport - Portfolio Summary



Progress is "good" for 2 out of the 5 Council Plan deliverables led by the portfolio.

Key areas of success are:

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

Walking, Wheeling and Cycling

The Council has now begun to develop a series of local active travel (walking and cycling) plans for market towns which will be the primary focus of the next 12 months, this will look at opportunities required to ensure increases in walking, wheeling and cycling of Derbyshire's residents and visitors.

Continued development of the Key Cycle Network

The Public/Stakeholder Engagement Report for the joint Derby, Derbyshire, Nottingham and Nottinghamshire draft Local Cycling and Walking Infrastructure Plan (LCWIP) is currently being finalised.

Low Emission Vehicles Infrastructure (LEVI) Programme

The implementation of the LEVI Strategy is gaining pace with three key workstreams identified: On Street Residential, Destination Charging and Private Charging.

A pilot project is underway for increasing the use of the Council owned electric fleet by providing suitable infrastructure (charge points) to facilitate pool EV vehicles.

Rural Mobility Fund - Moving Together

The project is underway with Cenex, appointed to deliver on behalf of the Council. A significant milestone has been achieved with the successful launch of the online platform, known as Moving Together, in July 2023. The next steps involve evaluating the impact of community engagement on both traffic to the Moving Together platform and the uptake of operator offers. This assessment will provide insights into the effectiveness and utilisation of the platform, contributing to the project's overall objectives.

Rail Travel

Despite the ongoing round of industrial action, which has seriously impacted services during 2022-23, work has continued to improve facilities at stations across Derbyshire. This includes new electronic travel planning and real time information signage at a number of stations along the Derwent Valley and Hope Valley lines. Following significant lobbying by the Council and other stakeholders, East Midlands Railway has reintroduced hourly direct rail services along the Derwent Valley line from Matlock to Nottingham.

✔ Deliver a £47 million Bus Service Improvement Plan in Partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability.

During Quarter 1 enhancements have been made to 17 bus services including extended days/hours of operation and/or increased frequency. Unlimited travel on all bus services within Derbyshire has been facilitated through the introduction of a new bus only Wayfarer smart card tickets for 1 day and 7 day travel for an adult or child and 1 day Group travel for 2 adults and up to three children. Additional electronic Real Time Information displays at bus stops have been installed which now take the number in Derbyshire up to 230 with more planned.

Key areas for consideration are:

🔴 Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns (requires Review)

Issue: While the overall LTP is on track, it is acknowledged that the repair of road defects has declined recently, with 52.9% of defects being repaired within target timescales against a target of 90%. This has been accelerated by the current adverse and unpredictable weather conditions which has impacted on the rate of repair as the treatment required exceeds the budget available.

Response: In order to address this, a proactive resurfacing program is being sought to plan responsive action to be able to maintain the roads effectively.

Reduce the level of Flood Risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to support and develop flood resilience measures (requires Review)

Issue: Planning consultations are an ongoing challenge in respect of responding to them within the required period despite support from two agency engineers, this has a further impact with respect to flood mitigation scheme delivery, which also remains challenging with the current number of full time employees. **Response:** One vacancy has been potentially recruited to, there is another vacancy that will be advertised. Two agency engineers continue to support the team.

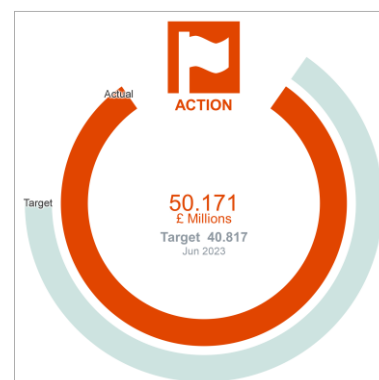
Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Review)

Issue: Proposed public engagement is currently paused pending Government approval of the Outline Business Case. **Response:** Active engagement with Government over the Outline Business Case is ongoing, with a full response to clarification questions submitted on 14 July 2023. Response to the submission on 14 July 2023 is awaited.









There is a forecast overspend of £9.354m on the portfolio after the use of £2.091m of departmental earmarked reserves, including the Winter Maintenance reserve and £2.725m from the Corporate Contingency budget for inflationary pressures. The main variances are:

- ✓ Public and Community Transport, £0.597m underspend - Due to additional Local Transport Funding (LTF) being received in year and some staffing costs being funded from the Bus Service Improvement Programme (BSIP) Funding.
- ✘ Highways Administration/Hub, £0.289m overspend - Increased staff costs to cover backlogs in Traffic Regulation Orders (TROs).
- ✘ Highways Design and Land Reclamation, £0.992m overspend - Under recovery on capital salary and an increase in agency costs.
- ✘ Construction Services, £1.512m overspend - Staff costs anticipated to be chargeable to capital budgets are lower than budgeted and more general

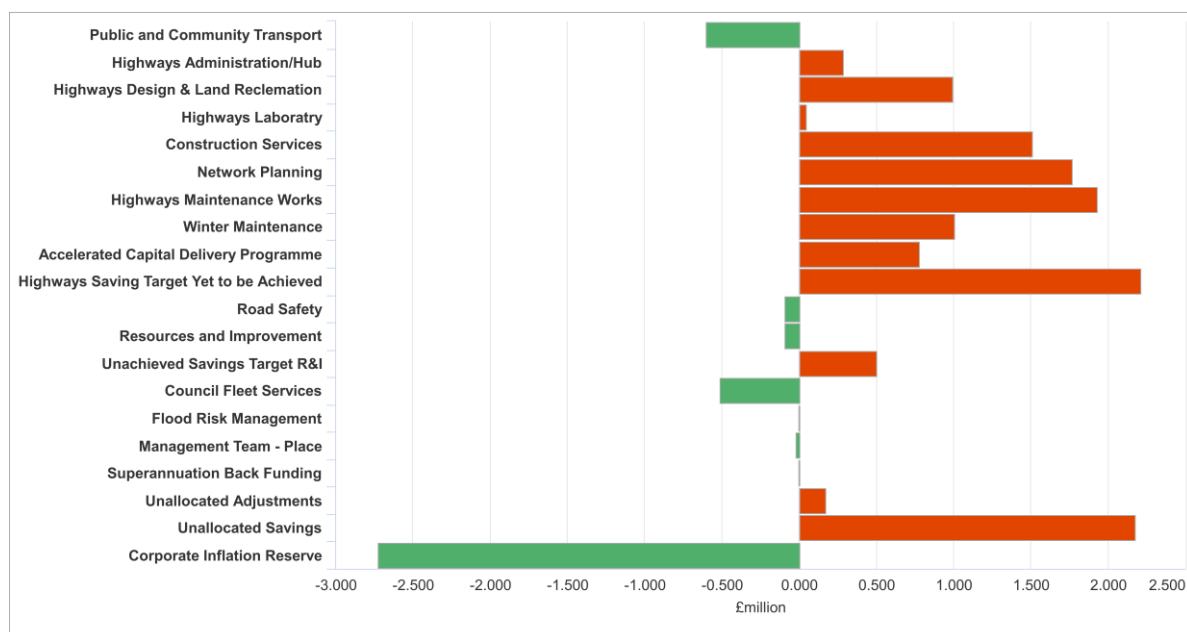
Forecast Outturn against Target Budget



under-recovery from highways works. £0.230m of utility related inflation costs are included in this forecast.

-  Network Planning, £1.771m overspend – Unfunded implementation of the new Alloy and Kaarbontech systems that are being introduced this year.
-  Highways Maintenance Works, £1.933m overspend - Increased reactive maintenance works being carried out.
-  Winter Maintenance, £1.005m overspend - The budget for is only sufficient to cover a mild winter season, the current prediction is based on the average costs for the last five years. The balance of £0.280m available in the Winter Maintenance Reserve will be fully drawn to offset some of this overspend.
-  Accelerated Capital Delivery, £0.776m overspend - Unfunded staffing costs associated with the delivery of the Manifesto Pledge of a £120m capital delivery programme.
-  Highways Savings Yet to be Achieved, £2.212m overspend – Savings targets relating to initiatives previously identified but not yet achieved.
-  Unachieved Resources and Improvement Saving, £0.503m overspend - A historic staff savings target which due to recent restructuring cannot now be fully achieved due to a reduction in the size of the departmental establishment.
-  Council Fleet Services, £0.513m underspend - Income received in relation to the Police Contract is higher than budgeted.
-  Unallocated Savings, £2.175m overspend - Savings allocated to the departmental budget for which there are no identified initiatives to enable them to be achieved.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.500m, with a further £3.671m target brought forward from previous years. None of the in-year savings target is forecast to be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

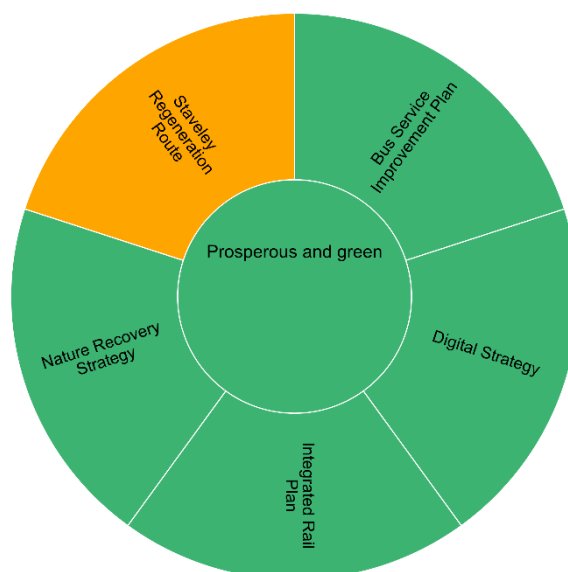
Additional funding has been provided in the 2023-24 budget for the main growth items:

- Highways Reactive Maintenance - £2.500m one-off - As the highways authority the Council has a statutory duty to maintain highways. Reactive maintenance is necessary whereby the Council is required to attend to defects on the highways and in response to emergency situations such as flooding. The Highway Service operates an out-of-hours service and is developing procedures to allow quicker response times. Neglecting this duty can lead to claims against the Council for damages. The current delivery model is being reviewed under the ongoing work in the Derbyshire Highways Programme.
- Highways - £2.000m ongoing - Current budgets within the Highways Service were set on an historic organisational structure with an income target that is not achievable with the current level of staff resource, this will allow the service to set a realistic capital recharge recovery rate.
- Bus Companion Service - £0.150m ongoing - Introducing a Companion Service will allow a discretionary service to provide free travel to a family member or carer when they accompany Gold Card holders.

- Commercial Services - £1.000m ongoing - Most of the local bus services in Derbyshire are run commercially. Providers have withdrawn from certain routes as they are no longer commercially viable. Where there isn't a commercial case to operate specific local bus routes across Derbyshire, then the Council – in its role as Local Transport Authority (LTA) – can consider funding a service to maintain services where there is a social, economic, and environmental need for them to operate key routes in the county.
- Restructure of Intergrated Transport Unit - £0.200m ongoing - A service restructure is required to ensure adequate resources are in place to meet current and future demands and challenges, improve service delivery and efficiency, meet the Council's statutory duties, and administer the Bus Services Improvement Plan (BSIP) grant.
- Management Team Restructure - £0.325m ongoing, £0.325m one-off - The new departmental strategy for Place outlines a new approach and the need for additional investment in senior management. This will fund the restructure that took place in 2022 and help the department in the delivery of Council Plan Objectives.
- Inflation on Reactive Maintenance - £1.025m one-off - held in the inflation contingency for price increases of construction materials needed to maintain the highway.
- Inflation on Tendered Network - £1.700m one-off - held in the inflation contingency for increases to contract prices associated with the supporting the local bus network.

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



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:

- ✓ **Deliver a £47 million Bus Service Improvement Plan in Partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability.**

During Quarter 1 enhancements have been made to 17 bus services including extended days/hours of operation and/or increased frequency. Unlimited travel on all bus services within Derbyshire has been facilitated through the introduction of a new bus only Wayfarer smart card tickets for 1 day and 7 day travel for an adult or child and 1 day Group travel for 2 adults and up to three children. Additional electronic Real Time Information displays at bus stops have been installed which now take the number in Derbyshire up to 230 with more planned.

- ✓ **Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment**

The Council now has its funding settlement from the Department for Environment, Food & Rural Affairs. Initial meetings have been organised with the bodies that will be on the Board and on the 'supporting authorities' group.

The formal inaugural meetings of these groups will take place in September 2023. A launch event for the broadest set of stakeholders possible is to be organised for November 2023.

✔ **Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology**

The new Digital Strategy for Derbyshire is still being finalised following a recent run of stakeholder workshops. The Strategy is expected to be finalised by the end of July 2023 and will be considered by Cabinet Members in the autumn. The Government is yet to confirm its programme of gigabit support; once received the decision will help ensure that the remaining 3% of properties have access to superfast broadband.

✔ **Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme**

A new study into how to improve rail connectivity and capacity, building on the Integrated Rail Plan (IRP) commitment for the HS2 East Regions has been agreed between regional mayors and council leaders from across the North and Midlands. The report identifies how their cities, towns and communities can be better connected by rail, at a reduced cost compared to the original HS2 proposals for the east of the country. The report, identifies a three-phase process to deliver better connections between the North East, Leeds, Sheffield, the East Midlands, Birmingham and London.

During Quarter 1, regular meetings have been held with the Network Rail team delivering Midlands Mainline Electrification and will lead into regular collaboration and engagement on preliminary design considerations for the Midland Mainline in Derbyshire from autumn 2023.

Transport for the East Midlands has launched a prospectus - Full Speed Ahead: Bringing high-speed rail to the East Midlands. It explains the importance of HS2 reaching the East Midlands and Sheffield, as presented in the IRP.

Key areas for consideration are:

🟡 **Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Review)**

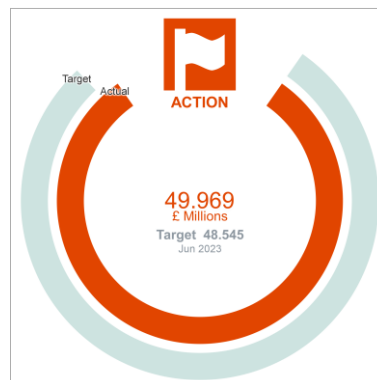
Issue: Proposed public engagement is currently paused pending Government approval of the Outline Business Case. **Response:** Active engagement with Government over the Outline Business Case is ongoing, with a full response

to clarification questions submitted on 14 July 2023. Response to the submission on 14 July 2023 is awaited.

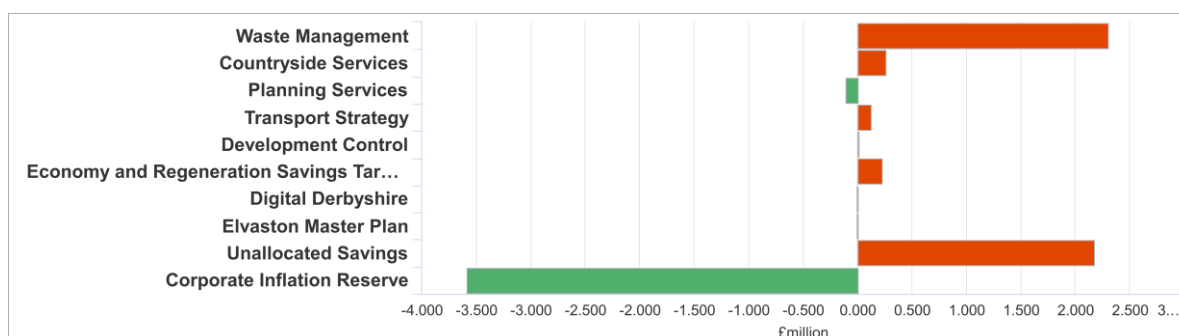
There is a forecast overspend of £1.424m on the portfolio after the use of £3.583m from the Corporate Contingency budget for inflationary pressures. The main variances are:

- Waste Management, £2.303m overspend - Due to inflation, offset by an estimated 6% annual decrease in tonnages. The contracts that are in place for waste disposal and treatment contain binding indexation mechanisms uplift costs by general inflation. £3.583m of Corporate Contingency budget will be used to mitigate the inflationary pressures.
- Countryside Services, £0.264m overspend – Historic savings target allocated for car parking income, but not yet fully achieved. Also, a staffing overspend.
- Economy and Regeneration Savings Target, £0.231m overspend - A staffing restructure is currently out for consultation. If progressed, savings of around £0.232m are expected to be made in 2023-24 with additional savings being achieved in 2024-25 when the full year impact can be realised.
- Unallocated Savings, £2.175m overspend - Savings allocated to the portfolio but not yet allocated to specific areas.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line

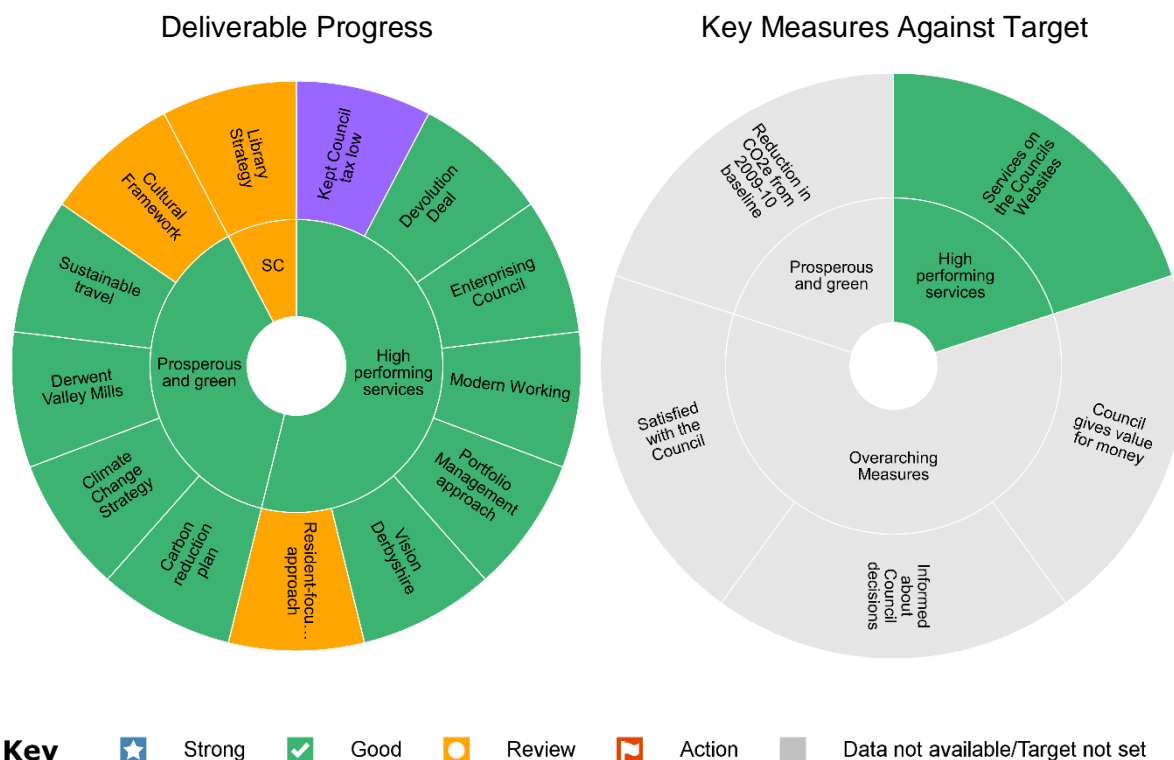


The budget savings target for 2023-24 is £0.700m, with a further £2.767m target brought forward from previous years. £0.100m of the in-year savings target of £0.700 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Elvaston Master Plan - £0.050m ongoing, £0.340m one-off - The Elvaston Masterplan requires targeted activity to develop and test the business case for the Masterplan. This will help ensure sustainable and commercially viable solutions are secured for the estate.
- Grounds Maintenance - £0.365m ongoing - The Countryside Service has developed a business plan which establishes the service's strategy and operational priorities over the medium term. Funding is required to enable a bespoke grounds maintenance schedule of work and appropriate allocation of resources across the Council's 123 countryside sites.
- Ash Die Back - £0.450m one-off - The Council is undertaking a step change in tree-planting across the county driven by its Climate Change Strategy, Nature Recovery Motion, and its anticipated role as responsible authority for the Derbyshire Local Nature Recovery Strategy. The target is to facilitate the planting of up to one million trees by 2030, and to ensure delivery of the Council's Ash Die Back Action Plan.
- Inflation on Waste Management - £3.583m one-off - held in the inflation contingency for increases to contract prices associated with the disposal and treatment of waste.

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:

- ✓ **Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero (rated Good)**

Following on from consultation on devolution deal proposals, all four councils have approved proposals that are now with Government. Preparations and engagement with stakeholders continues ready for the anticipated passage of the Levelling Up and Regeneration Bill through Parliament, which is expected to be delayed until the autumn.

- ★ **Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement (rated Strong)**

The 2023-24 Council Tax increase of 3.75% was amongst the lowest increases compared to other similar authorities.

✔ **Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse gas emissions (rated Good)**

The first annual review of progress showed that the delivery of the Strategy had a strong first year, with the majority of actions being on track to meet or exceed the desired outcomes, and action being taken to address any risks to delivery of any targets and actions currently not on track.

Key areas for consideration are:

🟡 **Refresh and implement our Library Strategy to ensure a modern, efficient and improved service (requires Review)**

Issue: Further to the relaunch of the former library strategy in September 2021 there has been a no further response from community groups. Discussions will be held with Cabinet in Autumn 2023 therefore this action is rated review until the outcome of the discussions is known. **Response:** A new approach is being developed to refresh the Library Strategy. Discussions will include proposals on optimum approach for addressing issues for the mobile library service.

🟡 **Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system (requires Review)**

Issue: Progress is delayed whilst timescales for development are currently being reviewed. **Response:** Priorities are being reviewed with departments in terms of resources available for the agreed roadmap.

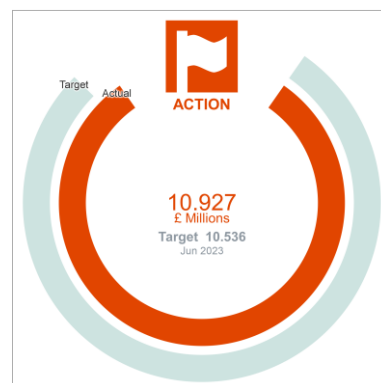
🟡 **Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities (requires Review)**

Issue: Good progress has been made on some aspects of the delivery of the Framework but other aspects have been delayed. **Response:** Proposals for the grants team have been developed and upon completion of the restructure will be implemented at pace. An offer of £0.780m from Arts Council England towards delivery of Derbyshire Makes/Derbyshire Festival of Making has been made and the Council is seeking approval for up to eight direct grant awards to support the delivery of Derbyshire Makes. This will be delivered by the existing Economic development officers whilst the proposals for the new restructure are finalised and agreed.

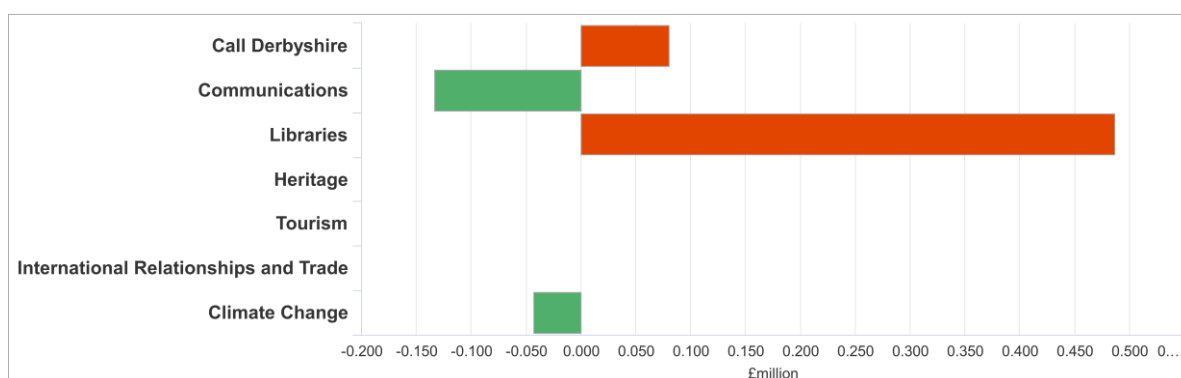
There is a forecast overspend of £0.391m on the portfolio. The main variances are:

- ✓ Communications, £0.132m underspend - A reduction in publicity expenditure.
- Call Derbyshire, £0.079m overspend – The Granicus licence fee is unfunded.
- Libraries, £0.487m overspend - £0.218m related to property inflation. The balance is due to unachieved savings targets.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



There is no budget savings target for 2023-24. A £0.521m target has been brought forward from previous years.









Additional funding has been provided in the 2023-24 budget for the main growth items:

- Business Change - £0.180m one-off - Aligned to the creation of the new Transformation and Strategy Division, this funding will enable the training for employees in Prince2, MSP and MoP to equip them with the right skills to ensure the Council delivers projects efficiently and successfully.

Vision Derbyshire - £0.087m ongoing - The funding is to support the ongoing implementation of the Vision Derbyshire approach in particular the funding of the programme team.

Traded Services**Fully Traded**










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

Portfolio	Service Area	Trading Area	Projected Gross Controllable Expenditure*	Projected Gross Controllable Income	Forecast Contribution/ Deficit(-) to General Overheads	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
			£m	£m	£m		
CSB	Finance & ICT	IT Support Services	0.656	0.690	0.034		No
CSB	HR	Schools Advisory Service	0.453	0.517	0.064		No
CSB	HR	Work Experience	0.000	0.000	0.000		No
CSB	Corporate Property	Direct Service Organisation Operations (Turnover at period 6)	20.784	20.463	(0.321)		Yes
CSB	Finance & ICT	Finance School Support Team	0.380	0.388	0.008		No
CSSGE	School Catering	School Catering + FSM checking	26.496	27.017	0.521		No
CSSGE	SORE	Swimming	1.292	1.445	0.153		No
Total			50.061	50.520	0.459		

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

















Partially Traded

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

Portfolio	Service Area	Trading Area	Budgeted Income Target	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	Legal and Democratic	Legal Services	0.549	0.548	(0.001)	
CSB	Legal and Democratic	Registrars	1.524	1.997	0.473	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.087	0.087	0.000	
CSB	Corporate Property	Estates	0.070	0.116	0.046	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.062	0.062	0.000	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.016	0.010	(0.006)	
CSB	Corporate Property	Energy Management: Fire & Rescue Svc Database Mgt	0.006	0.006	0.000	
CSB	Corporate Property	Asbestos Surveys	0.049	0.049	0.000	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.000	0.000	0.000	
















Appendix 12

Public

Portfolio	Service Area	Trading Area	Budgeted Income Target	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	Corporate Property	Fire Risk Assessment Surveys	0.005	0.005	0.000	
CSB	Corporate Property	County Buildings	0.503	0.449	(0.054)	
CSB	Corporate Property	Industrial Development	1.528	1.795	0.267	
CSB	HR	Occupational Health Services	0.072	0.100	0.028	
CSB	HR	Learning & Development	0.133	0.129	(0.004)	
CSB	HR	H&S	0.106	0.080	(0.026)	
CSB	HR	Payroll Services	1.274	1.219	(0.055)	
CSB	Organisational Development & Policy	Crisis Communications	0.043	0.046	0.003	
CSB	Finance & ICT	Exchequer	0.329	0.237	(0.092)	
CSSGE	Education & Improvement	Various	0.816	0.431	(0.385)	
CSSGE	SORE	Outdoor Education & Sport	2.129	2.051	(0.078)	
CSSGE	SEMH Services	Behavioural Support	0.360	0.139	(0.221)	
CSSGE	Adult Education	Adult Education	0.267	0.267	0.000	
CSSGE	Education Psychology	Education Psychology	0.597	0.750	0.153	
CSSGE	Music	Music	0.036	0.036	0.000	
CSSGE	Children Missing Education	Out of School Tuition	0.174	0.174	0.000	

Appendix 12

Public

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSSGE	SEMH Services	Positive Play	0.041	0.041	0.000	
CSSGE	Early Years	Early Years SEN	0.015	0.015	0.000	
CSSGE	Information & ICT	Various	1.250	1.080	(0.170)	
HC	Public Health	Mental Health course delivery	0.000	0.000	0.000	
HC	Public Health	School Crossing Patrol SLA sites	0.012	0.012	0.000	
HC	CST	Registrars	1.524	1.997	0.473	
HAT	Highways Laboratory	Highways Laboratory	0.100	0.016	(0.084)	
HAT	Fleet Services	Fleet Services	1.300	1.836	0.536	
IE	Countryside	Shops	0.269	0.341	0.072	
IE	Countryside	Cycle Hire	0.019	0.019	0.000	
IE	Countryside	Car Parking	0.501	0.363	(0.138)	
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.046	0.003	
SLCTCC	Place	Derbyshire Environmental Studies Service	0.113	0.005	(0.108)	
CSB	Legal and Democratic	Legal Services	0.549	0.548	(0.001)	
			16.471	17.102	0.631	

Earmarked Reserves**Earmarked Reserves as at 30 June 2023**

		Approved Adj in 2022-23 Outturn Report	Adjusted Balance
	£m	£m	£m
Adult Care			
Older People's Housing Strategy	12.766		12.766
Prior Year Underspends	3.476	0.507	3.983
Other reserves	0.028		0.028
Total Adult Care	16.270	0.507	16.777
Clean Growth and Regeneration			
Regeneration Kick-Start Feasibility Fund	2.535		2.535
Skills Training	0.855		0.855
Markham Environment Centre	0.114		0.114
Other reserves	0.308		0.308
Total Clean Growth and Regeneration	3.812	0.000	3.812
Corporate Services and Budget			
Revenue Contributions to Capital	51.433		51.433
Loan Modification Gains	23.114		23.114
Insurance and Risk Management	15.543		15.543

Appendix 13

Public

Business Rates Risks	6.568		6.568
Budget Management	(11.423)	15.939	4.516
Cyber Security	4.000		4.000
Prior Year Underspends	2.781	0.566	3.347
Planned Building Maintenance	3.261		3.261
Business Development and Economic Recovery Fund	6.785	(3.750)	3.035
Investment Losses Contingency	2.500		2.500
Property Insurance Maintenance Pool	2.465		2.465
PFI Reserves	2.063		2.063
Computer Purchasing	1.819		1.819
Demolition of Buildings	1.643		1.643
Exchequer Traded Services Risks	1.059		1.059
Business Rates Strategic Investment Fund	0.932		0.932
Change Management	0.240		0.240
Feasibility Assessment	0.166		0.166
Covid Emergency and SFC Losses Grants	6.422	(6.422)	0.000
Inflation Risks	1.227	(1.227)	0.000
Business Rates Pool	1.000	(1.000)	0.000
Other reserves	2.120		2.120
Total Corporate Services and Budget	125.718	4.106	129.824

Childrens Services and Safeguarding and Education

Tackling Troubled Families	4.743		4.743
Prior Year Underspends	1.112	0.025	1.137
Education Levelling Up	0.897		0.897
Primary Teacher Pooled Premiums	0.316		0.316
Childrens Services IT Systems	0.190		0.190

Appendix 13

Public

High Needs Strategic Funding	0.000		0.000
Other reserves	0.565		0.565
Total Childrens Services and Safeguarding and Education	7.823	0.025	7.848

Health and Communities

Homes for Ukraine Grant	10.415		10.415
Domestic Abuse	1.376		1.376
Community Safety	1.261		1.261
Grant Funding Prospectus	1.009		1.009
Other reserves	0.750		0.750
Total Health and Communities	14.811	0.000	14.811

Highways and Transport

Bus Services Improvement Plan Grant	6.357		6.357
Prior Year Underspends	4.059	0.042	4.101
Highway Development Control Interface	1.500		1.500
Derby and Derbyshire Road Safety Partnership Reserve	0.611		0.611
Winter Maintenance	0.280		0.280
Other reserves	1.045		1.045
Total Highways and Transport	13.852	0.042	13.894

Infrastructure and Environment

Digital Growth	2.440		2.440
Waste Recycling Initiatives	0.573		0.573
Elvaston Maintenance	0.158		0.158
Bidding and Funding Team	0.100		0.100

Appendix 13

Public

Other reserves	0.367		0.367
Total Infrastructure and Environment	3.638	0.000	3.638

Strategic Leadership, Culture, Tourism and Climate Change

Climate Change	4.171		4.171
Green Entrepreneurs	1.602		1.602
Community Managed Libraries	0.912		0.912
Vision Derbyshire Economic Development Pilot	0.511		0.511
Library Restructure	0.429		0.429
Policy and Research	0.331		0.331
Other reserves	0.825		0.825
Total Strategic Leadership, Culture, Tourism and Climate Change	8.781	0.000	8.781

Total Portfolio Earmarked Reserves	194.705	4.680	199.385
---	----------------	--------------	----------------

Schools

Schools Balances	33.300	0.000	33.300
Dedicated Schools Grant (DSG)	0.275	0.000	0.275

Total balances held for and on behalf of schools	33.575	0.000	33.575
---	---------------	--------------	---------------





















Public Health Grant	7.751	0.000	7.751
----------------------------	--------------	--------------	--------------

Budget Savings Monitoring 2023-24**In-Year Savings Monitoring:**

	Target 2023-24 £m	Deliverable in 2023-24		Total Deliverable in 2022-23 £m	Deferred to future years for delivery £m	Alternative Savings to be delivered £m
		Ongoing £m	One-Off £m			
Adult Care	12.139	8.420	0.000	8.420	0.000	3.719
Childrens Services	0.500	0.500	0.000	0.500	0.000	0.000
Clean Growth and Regeneration	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Services and Budget	0.625	0.125	0.000	0.125	0.000	0.500
Health and Communities	0.000	0.000	0.000	0.000	0.000	0.000
Highways Assets and Transport	0.500	0.000	0.000	0.000	0.000	0.500
Infrastructure and Environment	0.700	0.100	0.000	0.100	0.000	0.600
Strategic Leadership, Culture, Tourism and Climate Change	0.000	0.000	0.000	0.000	0.000	0.000
Other	1.726	1.172	0.000	1.172	0.000	0.554
Total	16.190	10.317	0.000	10.317	0.000	5.873

Aggregated In-Year and Previous-Years Savings Monitoring:

Budget Savings Monitoring 2023-24

Portfolio	Budget Savings Targets			Ongoing Savings Initiatives			Actual Savings Forecast	
	Not yet achieved Brought Forward Prior Year £m	Current Year £m	Total Target £m	Total Identified £m	(Shortfall)/ Additional Identified Savings £m	Forecast to be achieved by Financial Year End £m	Actual (Shortfall)/ Additional Achievement of Savings Target £m	
AC	3.009	12.139	15.148	14.833	(0.315) 	11.114	(4.034) 	
CSSGE	0.000	0.500	0.500	0.500	0.000 	0.500	0.000 	
CGR	0.000	0.000	0.000	0.000	0.000 	0.000	0.000 	
CSB	2.078	0.625	2.703	1.043	(1.660) 	0.543	(2.160) 	
HC	(0.008)	0.000	(0.008)	0.000	0.008 	0.000	0.008 	
HAT	3.671	0.500	4.171	0.500	(3.671) 	0.000	(4.171) 	
IE	2.767	0.700	3.467	0.800	(2.667) 	0.200	(3.267) 	
SLCTCC	0.521	0.000	0.521	0.601	0.080 	0.601	0.080 	
Other	0.000	1.726	1.726	1.172	(0.554) 	1.172	(0.554) 	
Total	12.038	16.190	28.228	19.449	(8.779) 	14.130	(14.098) 	

AC = Adult Care ; CSSGE = Childrens Services and Safeguarding and Education; CGR = Clean Growth and Regeneration ;

CSB = Corporate Services and Budget ; HC = Health and Communities ; HAT = Highways Assets and Transport ;

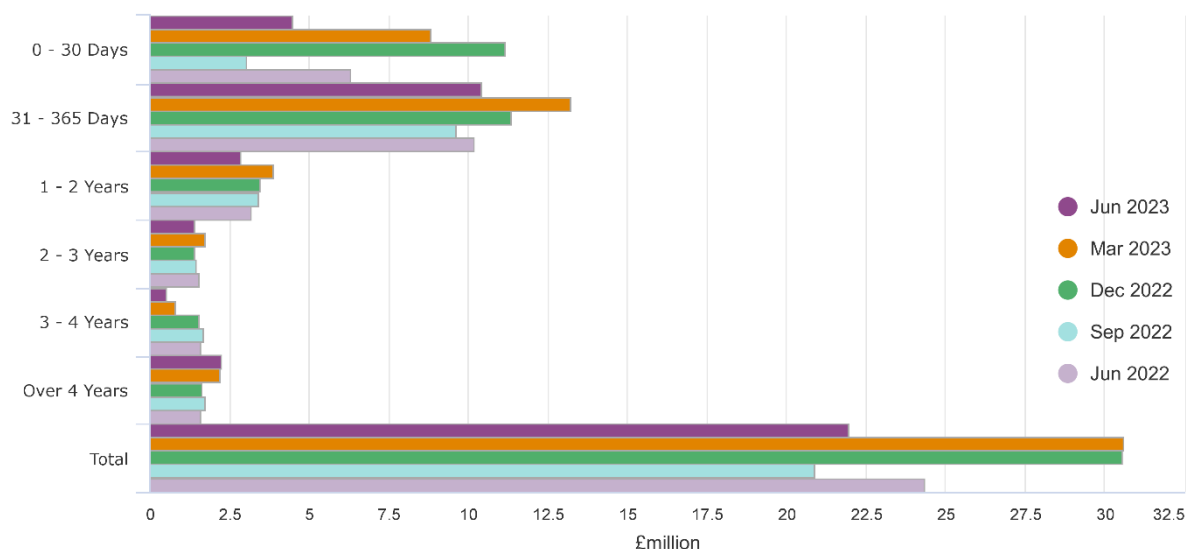
IE = Infrastructure and Environment ; SLCTCC = Strategic Leadership, Culture, Tourism and Climate Change ; Other = Other Cross Portfolio

Aged Debt

Age profile of debt, relating to income receivable, at 30 June 2023

	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	0.598	6.563	2.302	1.244	0.433	1.257	12.397
	4.8%	52.9%	18.6%	10.0%	3.5%	10.1%	100.0%
Children's Services	1.315	1.475	0.139	0.009	0.007	0.008	2.953
	44.5%	49.9%	4.7%	0.3%	0.2%	0.3%	100.0%
Place	1.074	1.496	0.210	0.102	0.058	0.904	3.844
	27.9%	38.9%	5.5%	2.7%	1.5%	23.5%	100.0%
Corporate Services and Transformation	1.511	0.877	0.199	0.043	0.037	0.093	2.760
	54.7%	31.8%	7.2%	1.6%	1.3%	3.4%	100.0%
All Departments	4.498	10.411	2.850	1.398	0.535	2.262	21.954
	20.5%	47.4%	13.0%	6.4%	2.4%	10.3%	100.0%

Aged Debt over Time



The value of debt written off in the 12 months up to 30 June 2023

Department	£m	
Adult Social Care and Health	0.306	↑
Children's Services	0.013	↓
Place	0.093	↓
Corporate Services and Transformation	0.004	↓
All Departments	0.416	↑



Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

23 November 2023

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

**Performance Monitoring and Budget Monitoring/Forecast Outturn
2023-24 as at Quarter 2 (30 September 2023)**

(Strategic Leadership, Culture, Tourism and Climate Change
and Corporate Services and Budget)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a Key Decision because it is likely to result in the Council incurring expenditure which is, or savings which are, significant, having regard to the budget for the service or function concerned (this is currently defined as £0.500m).

3. Purpose

3.1 To provide Cabinet with an update of Council Plan performance and the Revenue Budget/forecast outturn for 2023-24, as at 30 September 2023 (Quarter 2).

4. Information and Analysis

Integrated Reporting

- 4.1 This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.
- 4.2 The Performance Summary sets out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities.
- 4.3 The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 September 2023.
- 4.4 Appendices to this report summarise progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio for 2023-24 as at 30 September 2023. Further reports will be considered at Audit Committee and Council in accordance with the Budget Monitoring Policy and Financial Regulations.

Performance Summary

- 4.5 The Council Plan refresh for 2023-25, which outlines the Council's priorities, key deliverables and performance measures, was approved by Council in March 2023.
- 4.6 The 2023-24 Performance Report for Quarter 2, attached at Appendix 3, sets out the position in full up to the end of September 2023 for each deliverable and associated key measures set out in the Council Plan. The Council is addressing significant in year budget pressures however good progress has continued to be made during Quarter 2 in delivering the Council Plan, with 78% of the 45 deliverables in the Plan showing "Good" or "Strong" progress. 20% have been rated as "Requiring Review" and 2% have been rated as "Requiring Action". Three of the deliverables rated "Requiring Review" are due to uncertainties around funding in the current context or the impact of the Council's cost control measures. It is likely that in future quarters greater impact will be seen on the delivery of the Council Plan as the Council further prioritises its resources.
- 4.7 Progress in delivering the Plan is shown in the graphic below.

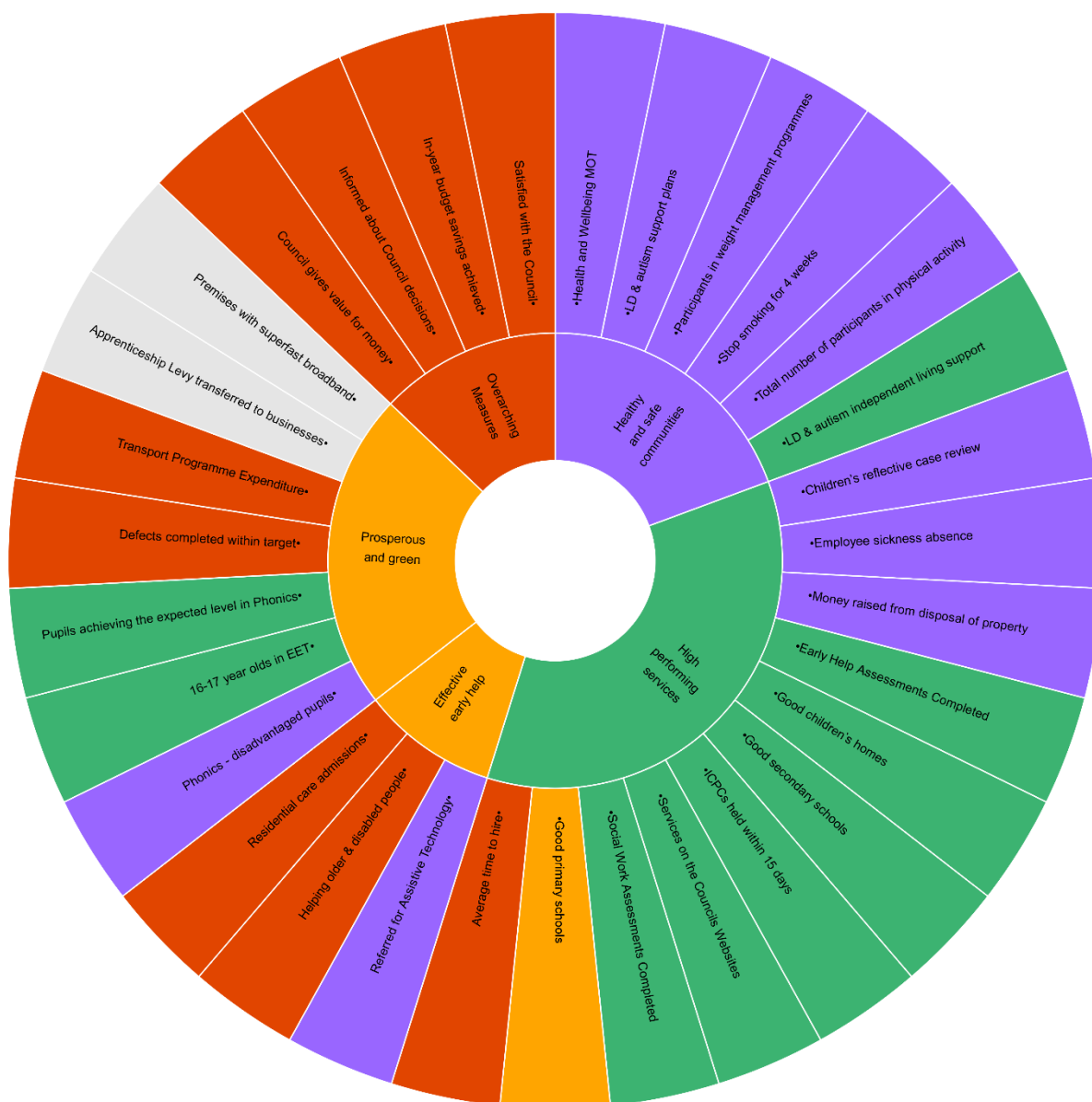
Deliverable Progress



Key ☆ Strong ✓ Good ⬜ Review 📌 Action 📊 Data not available/Target not set

4.8 The graphic below shows performance against target for each key measure identified in the Council Plan by priority. For the 29 key measures where data for 2023-24 against target is available, 10 are rated as “Strong”, with a further 9 rated as “Good”. There is 1 measure rated as “Requiring Review” and 9 are rated as “Requiring Action”. The 2 grey measures do not currently have targets set for 2023-24. Measures where data is not yet available for 2023-24 are not displayed in the wheel.

Key Measures Against Target



Performance by Priority

4.9 The resilient, healthy and safe communities priority shows overall “Good” performance for deliverables.

4.10 Key areas of success are as follows:

- A total of 250 grants to the value of £1.391m have now been approved as part of the programme implemented in February 2022.
- The Council has continued to support people and communities in need including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high.
- The latest figures for all Live Life Better Derbyshire (LLBD) services are above target and there is a high demand for LLBD services. The Walk Derbyshire innovation programme is progressing well and work has started to deliver the four neighbourhood pilots.

4.11 Areas for consideration are as follows:

- There has been a limited response from community groups to take forward community managed libraries. Therefore the work on refreshing the Library Strategy will consider options to sustain the service through co-location, re locations, digitisation and self service. Discussions will also include proposals on the optimum approach for the mobile library service.
- The Council’s delivery of home to school transport for children with special educational needs is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess the Council’s statutory responsibilities and to support decisions to be able to deliver these in an efficient manner. A twelve month plan is in place to address the challenges with some actions already completed.
- The Council has continued to work with partners under a number of government schemes to enable refugee families to make Derbyshire their home. The provision of accommodation and support for those seeking asylum is becoming a significant issue however, as the small amount of funding available for central government support is being passported to Districts and Borough Councils. A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. Moving forwards consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal.

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

4.13 Key areas of success are as follows:

- Work to support the development of the East Midlands Combined County Authority Assurance Framework is underway, led by the Governance Group and recruitment into key regional roles has been completed.
- A range of evidence from the Council's quality assurance and performance framework shows consistency of approach and strong practice across the children's social care and early help workforce.
- Policy development in support of the People Strategy has been completed. Sickness absence figures for the year up to the end of Quarter 2 show an improvement against the previous year.
- All the supporting Corporate Property strategies and policies required to implement the Asset Management Strategy are now in place. A total of £2.91m has been raised so far this year from the sale of 17 property assets.

4.14 Areas for consideration are as follows:

- In support of a resident focused approach, 153 services have been made available online. Progress on the Council's new Customer Service Portal is delayed however, whilst priorities for ICT resources are reviewed. Priorities are also being reviewed with each service area in terms of resource available to continue with the agreed road maps.
- The Time to Hire measure reflects days between a vacancy being shortlisted and the contract being prepared. Quarter 2 has seen a slight increase in the year to date figure from the Quarter 1 position of 62.5 days to 64.1 days. However, during September there has been a reduction from previous months as a result of Disclosure and Barring Service (DBS) check delays easing. Changes to onboarding processes and an anticipated reduction in DBS delays should see the average time to hire figure reduce during Quarters 3 and 4. Towards the end of Quarter 2 a temporary recruitment freeze on all but essential posts was introduced and it is expected that this will also have a positive impact on time to hire figures during the remaining quarters of the year.

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

4.16 Key areas of success are as follows:

- The Mental Health and Suicide Prevention team attended a number of events throughout Quarter 2 to promote awareness and conversation about mental health and suicide prevention, including Y Not Festival, Pride events, football matches and a Baton of Hope event in Glossop.

- A total of 228 people are being actively supported with health and wellbeing advice and coaching to reduce the need for adult social care services
- Since 2021 a total of 762 people with a learning disability and/or who are autistic have been supported to develop an outcome focused support plan.

4.17 Areas for consideration are as follows:

- Progress to finalise the new ways of working with older people and people with a disability to increase their independence is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. The redesign of the Homecare Short Term Service to improve capacity and efficiency has now concluded and the outcome report is being finalised.

4.18 The priority for a prosperous and green Derbyshire shows overall 'Requiring Review' performance for deliverables.

4.19 Key areas of success are as follows:

- The provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics suggest an improvement in our national rank position and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally.
- The Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO₂e to 12,338 tonnes CO₂e). However, the speed of reduction is at risk of slowing down, highlighting that further effort is required to reduce the Council's emissions.
- Following receipt of year 2 funding, the partnership work to deliver the £47 million Bus Improvement Plan continued at pace during Quarter 2. This included enhancements to 17 bus services delivering greater frequency and extension into the evenings and weekends.

4.20 Areas for consideration are as follows:

- The Council is in the final year of delivery of the £120 million 3 year Local Transport Programme. Captured costs in the Council's financial management system so far for the year to the end of Quarter 2 amounted to £16.4m, against a target of £22m, however delivered work on the ground was in excess of £19m. A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24

target of £43m to deliver the programme within target timescales. Any shortfall in this amount will be carried forward to the start of the 2024-25 financial year.

- A decision from Government on the Outline Business case for the Chesterfield to Staveley Regeneration route is awaited and therefore all work has been paused to minimise financial risk. The need for certainty over funding has been raised by all parties with Government.
- Delivery of the Derbyshire Cultural Framework may be impacted as the £1m cultural recovery framework reserve which supports delivery has been identified as potential to support the Council's current budget position.
- There is a high level of support amongst partners for the production of a Development Framework for The Derwent Valley Mills World Heritage Site Development Framework, however it is likely that this work will be impacted by the Council's current financial controls.

4.21 With regard to the key measure to achieve all in year budget savings, £3.929m is forecast to be achieved against a target of £16.190m. The Council is reviewing all its savings initiatives and further developing its programme of savings proposals. This is referred to in paragraph 4.59.















4.22 The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures. Actions taken to mitigate the overspend are set out in paragraph 4.31.

4.23 Performance monitoring shows that the Council is continuing to make good progress in delivering the Council Plan, however due to the in-year financial pressures the Council will need to prioritise effort and resource moving forwards. Further detail regarding each of the deliverables in the Council Plan and the key measures is set out in Appendix 3.

Revenue Outturn Summary

4.24 The Council's forecast outturn for 2023-24 as at Quarter 2 (30 September 2023), compared to controllable budget, is summarised below. The forecast outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £397.167m and Public Health grant of £45.232m, other ring-fenced grants and income from other third parties and their associated spend.

Table 1: Portfolio Forecast Outturn











	Budget	Forecast Actuals	Projected Outturn Over/(Under) Spend	Budget Performance  Overspend  Underspend
	£m	£m	£m	
Adult Care	295.569	301.290	5.721	
Children's Services and Safeguarding and Education	156.525	174.426	17.901	
Clean Growth and Regeneration	0.787	0.513	(0.274)	
Corporate Services and Budget	67.136	68.078	0.942	
Health and Communities (exc. Public Health)	10.534	10.246	(0.288)	
Highways Assets and Transport	52.826	60.153	7.327	
Infrastructure and Environment	48.745	48.539	(0.206)	
Strategic Leadership, Culture, Tourism and Climate Change	11.193	11.425	0.232	
Total Portfolio Outturn	643.315	674.670	31.355	
Risk Management	21.255	19.636	(1.619)	
Debt Charges	38.019	47.947	9.928	
Interest and Dividend Income	(5.140)	(13.382)	(8.242)	
Levies and Precepts	0.373	0.373	0.000	
Corporate Adjustments	3.839	5.364	1.525	
Total	701.661	734.608	32.947	







4.25 The overall Council forecast overspend at 31 March 2024 is £32.947m. This is an improvement of £13.429m on the forecast reported at Quarter 1 (£46.376m), the reasons for which are set out in paragraphs 4.26 to 4.28 below.

Changes since Quarter 1

4.26 The reduction in the forecast overspend since Q1 is shown in Table 2. The reduction is due to a combination of additional resources and reductions to expenditure. Cost control measures, including a vacancy freeze, were implemented from September but demand and cost pressures remain high in Adult and Children's Social Care. Further detailed explanations follow in paragraphs 4.26 to 4.28 below.

Table 2: Projected Outturn change Q1 to Q2

	Q1 Projected Outturn £m	Q2 Projected Outturn £m	Q1 to Q2 Movement (Favourable)/ Adverse £m	Budget Performance  Improvement  Deterioration
Adult Care	7.226	5.721	(1.505)	
Children's Services and Safeguarding and Education	13.137	17.901	4.764	
Clean Growth and Regeneration	(0.298)	(0.274)	0.024	
Corporate Services and Budget	4.237	0.942	(3.295)	
Health and Communities (exc. Public Health)	(0.613)	(0.288)	0.325	
Highways Assets and Transport	9.354	7.327	(2.027)	
Infrastructure and Environment	1.424	(0.206)	(1.630)	
Strategic Leadership, Culture, Tourism and Climate Change	0.391	0.232	(0.159)	

Total Portfolio Outturn	34.858	31.355	(3.503)	
Risk Management	7.845	(1.619)	(9.464)	
Debt Charges	9.323	9.928	0.605	
Interest and Dividend Income	(5.733)	(8.242)	(2.509)	
Corporate Adjustments	0.083	1.525	1.442	
Total	46.376	32.947	(13.429)	

4.27 The main movements between Q1 and Q2 (summarised in Table 2 above) are summarised as follows:

- **Adult Care:** Continued growth in demand and cost for homecare and reablement services is resulting in an increased overspend on purchased services. This is being offset by the use of earmarked reserves of £7.1m (an additional £3.2m compared to Q1) and additional grant funding of £1.5m to support hospital discharge packages, resulting in a net improvement of £1.5m in the forecast outturn position.
- **Children's Services and Safeguarding and Education:** Continued demand for services combined with rising costs is resulting in a significant forecast overspend, which has deteriorated by £4.8m since Q1. Expenditure on placements for children in care or alternatives to care has continued to rise between Q1 and Q2, due to an increase in the average weekly cost of placements, a shortage of foster care places, and an increase in the number of children requiring support. This increase in the number of children requiring support is also resulting in additional costs for Children's Safeguarding Services when compared to Q1. There has also been a significant increase in forecast expenditure on Home to School Transport due to both increasing transport costs and an increase in the number of children eligible for Council funded transport from September 2023.

- Corporate Services and Budget: The reduction of £3.3m in the forecast overspend position is due to a combination of SAP upgrade project (the Council's primary business software) expenditure now being funded through the capital programme and the allocation of corporate funding for property inflation.
- Highways, Assets and Transport: The improvement in the forecast outturn position of just over £2m is due primarily to an increase in the level of underspend forecast on public and community transport because of additional grant funding, combined with the allocation of corporate funding for inflation in Highways and use of an additional £0.6m from earmarked reserves.
- Infrastructure and Environment: After the allocation of corporate funding for inflation, there is an improvement in the forecast outturn of £1.6m due to a combination of reductions in waste tonnages and additional savings on staffing in Planning and Development Control.
- Risk Management: There has been a significant improvement of £9.4m in the forecast against this budget line due to a combination of additional grant income (£4.9m) and a refinement in the forecast estimated use of contingency budgets (£4.5m).
- Interest and Dividend Income: Additional income from investments renewed at higher rates of interest (£2.5m). Note that there is not a comparable increase in debt interest payable as the majority of the required borrowing for long-term and working capital was already within the Q1 forecast and little additional or renewed borrowing at higher prevailing interest rates is forecast for the remainder of the financial year.
- Corporate Adjustments: Additional costs of £1.4m are now forecast at Q2 as a result of anticipated reserve movements attributable to the ring-fenced Dedicated Schools Grant (£0.5m) and an increase in the expected credit loss (£0.9m) in respect of interest receivable on a loan advanced to an organisation which is now in doubt due to economic conditions.

Use of Reserves

4.28 The overall forecast Council overspend of £32.947m is after substantial one-off support from the use of £33.523m of the Council's Earmarked reserves. The 2023-24 Budget approved by Council in February 2023 included the planned use of £23.707m from the Budget Management reserve for planned service pressures. An additional £9.816m of earmarked reserves is now expected to be drawn down from departmental reserves (£5.992m at Q1) to support the Adult Care (£7.091m) and Highways Assets and Transport (£2.725m) portfolio outturn positions.

- 4.29 The forecast overspend in 2023-24 follows the outturn position for 2022-23, which resulted in the Council utilising £55m of its reserves in order to manage its budget to meet inflationary, demand and pay award cost pressures. The Council continues to face significant inflationary cost pressures across all services, combined with continued growth in demand for Adults Services, Children's Social Care and Education, and increasing reactive and planned maintenance requirements on the Highways Infrastructure.
- 4.30 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to result in cost pressures in excess of budget across all service areas, and the anticipated pay offer for 2023-24 is higher than estimated.
- 4.31 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council continues to take a number of actions to mitigate the overspend. This includes:
- Finding alternative in year savings proposals.
 - Looking at high-cost placements to find more suitable and cost effective options.
 - Stopping or delaying projects until the next financial year to reduce planned expenditure in year.
 - Implementing a vacancy freeze to reduce in year expenditure.
 - Limiting expenditure on agency staffing to cover essential roles only.
 - Introducing expenditure controls across non staffing budgets.
- 4.32 The forecast overspend has reduced considerably since Q1. It is anticipated that further reductions can be achieved as the cost control measures, which were introduced in September 2023 and are identified above, continue to take effect. The achievement of mitigating actions to reduce the overspend is being closely monitored by Chief Officers across the Council. The following are some examples of where costs are already being reduced, or are forecast to be reduced, in 2023-24:
- Reduction in grounds maintenance £0.220m.
 - Reduction in spend on tree strategy £0.050m.
 - Reduction in spend on conservation and heritage £0.070m .
 - Reduction in spend on Cultural Recovery Framework £0.560m.
 - Reduction in spend on Digital Derbyshire £0.500m.
 - Reduction in spend on Elvaston Masterplan £0.165m.
 - Change in Trading Standards laboratory testing £0.003m.

- Highways efficiency savings (tighter cost control, use of fleet, better procurement) £0.200m.
- Reduction in spend on performance, governance and improvement £0.076m.
- Pause on and reduction of project work relating to carbon reduction, including feasibility work.
- Pause on any maintenance work to buildings, which is not directly related to a health and safety risk. Holding of vacancies in the maintenance team.
- Change to the way in which the Council delivers the valuations of the estate for its accounts £0.050m (Ongoing) and £0.240m (One-off).
- Pause in recruitment to vacancies in the facilities management team, and specifically the decision not to use overtime to fill the gaps in the commissionaires rota, resulting in reduced cover, slower response to building issues, reduced support for meetings, the building having to close at different times.
- Pause on recruiting to vacancies in the tree work/grounds maintenance team, with an increased risk of not being able to clear highways and properties due to tree damage and fallen branches.
- Reduction in utility costs £0.212m and reduction in debt charges £0.142m to date, due to disposal of surplus assets. Savings in business rates.
- Rent reviews on industrial units leading to increased income.
- Exploration of opportunities to find in-year savings (one-off) over and above the savings that have been previously identified for 2023-24 and seek alternative savings for historical savings that have been brought forward into the current financial year - compensatory efficiencies of £2m identified in Adult Social Care.
- Review of all high cost care packages in Adult Social Care.
- Suspension of the use of overtime for non-business critical roles.
- Suspension of increasing the hours of part-time staff for non-business critical roles.
- Consideration of all areas of departmental budgets where spending can be temporarily reduced or ceased e.g. spend on travel, purchase of equipment including ICT equipment, training and conferences.

4.33 The Council continues to work with partners, such as the Local Government Association and the Society of County Treasurers, to lobby Government for additional funding to support vital services and to highlight the continued financial pressures facing the Council. Planning is in progress to develop budget proposals for 2024-25 but cost pressures and demand for services are expected to remain high.

Forecast Budget Variances

4.34 Of the overall forecast £32.947m overspend, the significant variances (summarised in Table 1 earlier in this report) are set out below. Further detail for all Portfolios is included in Appendices 4 to 11.

Adult Care

4.35 The forecast £5.721m overspend on the Adult Care portfolio relates mainly to Purchased Services costs (£10.9m overspend) and allocated savings targets which are not expected to be achieved this financial year (£9.7m shortfall reduced to £2.6m after using earmarked reserves of £7.1m). There has been an increase in demand in relation to hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased further in excess of budget.

4.36 Pressures on residential care and reablement services budgets are being partially mitigated by underspends in other areas, including Direct Care (home care) staffing vacancies and reduced usage of Day Centres. The forecast underspend on Direct Care is £7.2m.

4.37 There are shortfalls in the delivery of the Best Life Derbyshire efficiencies for Working Age and Older People, which is being mitigated in part through the use of reserves. The forecast outturn for this portfolio includes the anticipated draw down of £7.091m of departmental earmarked reserves.

Children's Services and Safeguarding (£13.363m overspend) and Education (£4.538m overspend)

4.38 The forecast £17.901m overspend on the Children's Services and Safeguarding and Education portfolios is mainly due to continued high demand for placements for children who are in care or unable to remain at home (£10.797m overspend). There are also significant pressures on Education budgets relating to Home to School Transport (£2.669m overspend) and Education Support Services (£1.624m overspend).

4.39 Expenditure on placements for children in care or alternatives to care is continuing to rise, primarily due to an increase in the cost of placements. Inflationary pressures have led to higher average costs whilst a shortage of foster care places has exacerbated the position by requiring the need to make more higher cost placements with independent providers. The

number of children requiring support is also growing and there are a greater number of children in arrangements which are alternatives to care, such as Special Guardianship Orders, many of which require long-term financial support. With the best interests of the child at the heart of decision-making, on-going work is being undertaken to maximise the capacity of places and care packages available. This choice should ensure children are given the most appropriate placement and mitigate some of the rising cost pressures.

- 4.40 Other factors contributing to the overspend include the costs of meeting the needs of Children with Disabilities (£1.290m overspend), where the cost of packages to support children with complex needs continues to rise. Increasing numbers of children in care and children in need have also resulted in increased staffing costs for Child Protection teams (£2.420m overspend) to ensure caseloads are managed appropriately.
- 4.41 There has been a significant increase in the projected overspend on Home to School Transport due to an increase in the number of children eligible for Council funded transport. This is combined with an inflationary increase in costs with recent tenders showing an average increase of around 18% for three year contracts. Increased eligibility relates primarily to SEND transport and is consistent with increases in the number of children with Education Health Care Plans (EHCPs), which has increased by 16% over the last 12 months. Additional expenditure related to increased demand for EHCPs is also driving the forecast overspend on Education Support Services.

Highways, Assets and Transport

- 4.42 The forecast £7.327m overspend on the Highways Assets and Transport portfolio reflects a number of areas of pressure, including:
- increased activity and costs on reactive highways maintenance work on the County's roads and footpaths due to increased deterioration of the network causing more potholes (£2m overspend);
 - the implementation costs of the new Highways Network Planning software systems have exceeded available revenue budget and having to use the system for longer than planned has also contributed to the overspend (£0.5m overspend);
 - staff costs anticipated to be chargeable to capital budgets being lower than expected, resulting in additional revenue costs (£2m overspend);
 - winter maintenance costs are expected to exceed the allocated budget based on an average severity of winter. This pressure will

reduce if there is a particularly mild winter, but may increase in event of cold weather being more prevalent than the last five years average (£0.8m overspend); and

- prior year savings targets are not achievable (£2.2m overspend).

4.43 The forecast outturn for this portfolio includes the anticipated draw down £2.725m of departmental earmarked reserves, including the Winter Maintenance reserve.

Corporate Services and Budget

4.44 The forecast £0.942m overspend on the Corporate Services and Budget portfolio is a net position, reflecting both under and overspends across different service areas.

4.45 There is a forecast overspend of £2.5m on Property and Property Operations due to the costs of operating and maintaining the Council's property portfolio being in excess of budget as a result of inflationary pressures and urgent maintenance requirements. There are also delays and shortfalls on delivery of savings targets, and reductions in property operations income without a corresponding reduction in fixed costs.

4.46 The overspend on Property of £2.5m, along with a Corporate overspend of £0.4m relating to an unachievable Channel Shift savings target, has been partially offset by the following:

- Capitalisation of Azure Cloud costs as part of the SAP HANA project £1.5m, with an overall underspend impact on Finance & ICT of £0.672m.
- Underspend on salaries as a result of vacancies in Organisational Resilience People and Communications (ORPC) of £0.251m.
- Underspend on salaries as a result of vacancies in Transformation & Strategy of £0.915m

Corporate Budgets

4.47 There is a net forecast overspend of £1.592m on corporate budgets in 2023-24, the corporate budgets being:

- Risk Management
- Debt Charges
- Interest and Dividend Income
- Levies and Precepts
- Corporate Adjustments

Risk Management

4.48 There is now a forecast underspend on the Risk Management budget due to a combination of additional grant income (£4.9m) and a refinement in the forecast estimated use of contingency budgets (£4.5m). Further detail on the allocation of the risk management budget is set out in the table below.

<u>Table 3: Risk Management budget</u>	Budget £m	Forecast Expenditure £m	Over / (Under) Spend £m
Pay Award 2023-24	10.746	16.386	5.640
Departmental Specific Service Pressures	2.436	3.250	0.814
General Contingency	3.557	0.000	(3.557)
Savings Targets not achievable/duplicated	(0.773)	0.000	0.773
Total Contingency Funding	15.966	19.636	3.670
Extended rights to home to school transport	0.171	0.000	(0.171)
Services Grant 2023-24	0.181	0.000	(0.181)
Business Rates Relief Grant Adjustment	4.937	0.000	(4.937)
Additional Non-ringfenced Grants	5.289	0.000	(5.289)
Total Risk Management Budget	21.255	19.636	(1.619)

4.49 The Risk Management Budget has reduced since Q1 due to inflation contingency budgets being allocated to Departmental budget lines. The remaining £21.255m of risk management budget includes:

- £15.966m of remaining contingency funding set aside in the 2023-24 Revenue Budget. This includes a remaining pay award element of £10.746m, departmental specific service pressures of £2.436m (not yet allocated to Departments) and general contingency of £3.557m.
- £5.289m of additional non-ring fenced grants that had not been announced when the 2023-24 Revenue Budget was approved by Council on 15 February 2023. This comprises:
 - £0.171m Extended Rights to Home to School Transport Grant adjustment;
 - £0.181m Services Grant 2023-24 adjustment; and
 - £4.937m additional business rates relief grant.

4.50 The forecast expenditure of £19.636mm on the Risk Management Budget relates to:

- £16.386m anticipated allocation of budget to fund pay increases, as set out in paragraph 4.51 below.
- £3.250m remaining allocation of budget to support Departments with the rising cost of goods and services relating to transport and catering, and property running costs.

4.51 The 2023-24 pay award for Local Government Service Employees (effective from 1 April 2023) was agreed on 1 November 2023. The National Employers' final one-year offer proposed to the unions representing the main local government workforce was as follows, with effect from 1 April 2023:

- An increase of £1,925 on all pay points covered by the Council's Pay Grades up to and including Grade 13, which is equivalent to a 10.4% increase for employees on pay point 1 and 4.0% for employees on pay point 35.
- An increase of 3.88% on all pay points covered by the Council's Pay Grades on Grades 14 to 16.
- An increase of 3.50% on all pay points covered by the Council's Pay Grades on Grades 17 to 21.
- An increase of 3.88% on all allowances, except for travel rates.

The final 2023-24 pay offer equates to a total estimated ongoing cost to the Council of £15.933m. For 2023-24 budget purposes a sum of £10.381m was set aside, based on a 4% flat pay award increase. The agreed pay increase for 2023-24 leaves the Council with a shortfall of £5.552m in 2023-24 and an ongoing pressure of that amount in each subsequent year.

Debt Charges (Cost of Borrowing)

4.52 The Debt Charges budget is forecast to be overspent by £9.928m in 2023-24 of which £6.1m relates to interest payable on short-term loans and £3.8m to the Minimum Revenue Provision (MRP) for the repayment of debt principal as a result of additional borrowing.

4.53 Forecast interest payable on short-term loans has increased due to rising interest rates and the increased need to borrow to maintain working capital after the payment of the Derby and Derbyshire Waste Treatment Centre legal settlement (£2.3m of interest costs relating to the increased need to borrow because of the legal settlement). MRP has increased as

the Council's Capital Financing Requirement (CFR) has risen following the trend of switching capital financing from Revenue Contributions to borrowing in recent years as part of its risk management strategy.

Interest and Dividend Income

- 4.54 A favourable variance of £8.242m is forecast on the Interest and Dividends budget. The Council utilises a range of investments to maximise its income on cash balances. As interest rates have risen, forecast income from short-term lending has increased, but this is offset by an increase in the interest the Council is expected to pay to meet its temporary borrowing needs.

Corporate Adjustments

- 4.55 There is a forecast overspend of £1.525m on Corporate Adjustments in 2023-24. This is due to an expected credit loss in respect of interest receivable on a loan advanced to an organisation which is now in doubt due to economic conditions (£0.9m), anticipated reserve movements attributable to the ring-fenced Dedicated Schools Grant (£0.8m), amortisation of premiums and interest on restructured loans (£0.3m), less £0.5m in respect of interest receivable on schools' balances.

General Reserve

- 4.56 The General Reserve stands at £27.734m at 30 September 2023 (Q1 report, £28.025m). This is considered to be the minimum level of general reserve for an organisation the size of the Council. The current forecast £32.947m overspend for 2023-24 would more than deplete the available General Reserve balance. Further corrective action as outlined in this report needs to be undertaken to reduce this overspend.

Earmarked Reserves

- 4.57 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 2022 and was reported to Cabinet on 2 February 2023. The next review is scheduled to be reported in January/February 2024.
- 4.58 A summary of outstanding balances on the Council's Earmarked reserves as at 30 September 2023 is set out in Appendix 13.

Budget Savings

4.59 A summary of the achievement of budget savings targets for 2023-24 is provided at Appendix 14. The budget savings target for 2023-24 is £16.190m, with a further £12.038m target brought forward from previous years. Of the in-year savings target, £3.929m is forecast to be delivered in the current financial year, with delays in the delivery of Adult Care savings being mitigated through the use of earmarked reserves. The Council is reviewing all of its savings initiatives and developing a programme of savings proposals to address the estimated funding gap over the medium term. Where savings have not been achieved in previous years and brought forward into the current financial year, mitigations and alternative savings delivery is being considered. Where there is non-achievement of savings brought forward, the resulting base budget overspend is offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received. If a savings initiative is not delivered this will also have ongoing financial implications, including for future financial years.

Debt Age Profile

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

Traded Services

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

4.62 '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 and a contribution made to general overheads. The latest forecast position on fully traded services is for a net deficit position of £0.767m due to income levels not meeting expected expenditure in several areas.

4.63 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. An overall surplus of £0.292m compared to the budgeted income target is forecast for 2023-24 on partially traded areas across the Council as a whole.

4.64 Appendix 12 summarises the financial performance of the separate trading areas.

5. Consultation

5.1 At the Cabinet meeting on the 21 September 2023 a report on the Preparation of Budget 2024-25 was included as part of the agenda. The report covered how during October and November the Council will consult residents and other stakeholders in relation to the Council's 2024-25 budget, including asking for views on the Council's savings proposals. Given the financial challenges the organisation faces, it is now proposed that the Council will consult residents on specific budget options for 2024-25 as they are finalised over the coming months. This is to ensure the detail of each proposal is sufficient to enable full and appropriate Consultation. The budget consultation commenced on 6 November 2023.

6. Alternative Options Considered

6.1 N/A – the Council is required to outline its forecast revenue outturn position to ensure compliance with good financial management principles and to support the development of short and medium-term financial planning. Not producing a budget monitoring report would be contra to the Council's Financial Regulations which requires the reporting of variances of income and expenditure against budget allocation to be reported to Cabinet in line with the Budget Monitoring Policy.

7. Implications

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

8. Background Papers

8.1 None identified.

9. Appendices

9.1 Appendix 1- Implications.

9.2 Appendix 2 – Key to Performance Ratings

9.3 Appendix 3 – Performance Report 2023-24 Council Overview

- 9.4 Appendix 4 – Adult Care - Portfolio Summary
- 9.5 Appendix 5 – Children’s Services and Safeguarding and Education - Portfolios Summary
- 9.6 Appendix 6 – Clean Growth and Regeneration - Portfolio Summary
- 9.7 Appendix 7 – Corporate Services and Budget - Portfolio Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Traded Services
- 9.13 Appendix 13 – Earmarked Reserves
- 9.14 Appendix 14 – Budget Savings Monitoring 2023-24
- 9.15 Appendix 15 – Aged Debt

10. Recommendations

That Cabinet:

- 10.1 Notes and agrees the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2023-24 as at 30 September 2023 (Quarter 2).
- 10.2 Notes the position on General and Earmarked Reserves.
- 10.3 Notes significant actions are required and will be undertaken across the Council to reduce the significant revenue overspend detailed in this report. Cabinet will be kept informed on the implementation and progress of these actions.
- 10.4 Approves the changed approach for consultation on specific budget options.

11. Reasons for Recommendations

- 11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2023-24. The outturn position supports the development of budgets in both the short and medium term.
- 11.2 The balances of both the General and Earmarked Reserves support good financial planning.

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

12.1 No

Report Authors:

Heather Green
Sam Holmes
Eleanor Scriven
Simon Pape
Matthew Walters
Esther Croll

Contact details:

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

Appendix 1

Implications

Financial

- 1.1 An overall Council overspend of £32.947m is forecast. This is an improvement on the forecast reported at Quarter 1 (£46.376m) but is already after substantial one-off support from the use of £33.523m of the Council's Earmarked reserves. The 2023-24 Budget approved by Council in February 2023 included the planned use of £23.707m from the Budget Management reserve for planned service pressures. A further £9.816m of earmarked reserves is now expected to be drawn down from departmental reserves to support the Adult Care (£7.091m) and Highways Assets and Transport (£2.725m) portfolio outturn positions.
- 1.2 The forecast overspend is in addition to the overspend reported for 2022-23 which resulted in the Council utilising £55m of its reserves in order to balance the budget to meet inflationary, demand and pay award cost pressures. This was an additional sum of £23m over and above that originally budgeted for at the time of setting the budget in February 2022.
- 1.3 Paragraphs 4.34 to 4.59 describe the reasons for the overspend. There continues to be inflationary and demand pressures, particularly for adults and children's social care.
- 1.4 At the time of setting the budget in February 2023, substantial investment was made in all service areas to support anticipated inflationary and demand pressures. However, despite this investment, inflation has continued to provide cost pressures to all service areas and the pay offer for 2023-24 is higher than estimated.
- 1.5 If the forecast overspend is not addressed, the Council's General Reserve balance will be depleted. Therefore, the Council is taking a number of actions to mitigate the overspend. This includes:
 - Finding alternative in year savings proposals.
 - Looking at high-cost placements to find more suitable and cost effective options.
 - Stopping or delaying projects until the next financial year to reduce planned expenditure in year.
 - Implementing a vacancy freeze to reduce in year expenditure.
 - Limiting expenditure on agency staffing to cover essential roles only.
 - Introducing expenditure controls across non staffing budgets.

The forecast overspend has reduced considerably since Q1. It is anticipated that further reductions can be achieved as the cost control measures identified above take effect. The achievement of mitigating actions to reduce the overspend is being closely monitored by the Council's Chief Officers.

- 1.6 A number of local authorities are reporting substantial overspends, with some indicating that they may have to issue Section 114 Notices, this meaning that no new expenditure is permitted with the exception of funding to provide statutory services.
- 1.7 The Council works with partners such as the Local Government Association and the Society of County Treasurers to lobby government for additional funding to support vital services and to highlight the continued financial pressures facing the Council.

Legal

- 2.1 By law the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.
- 2.2 By virtue of section 114(3) of the Local Government Finance Act 1988, the Chief Finance Officer is required to issue a report where he considers that the expenditure to be incurred by the Council during a financial year is likely to exceed the available resources. The issue of a section 114(3) report would trigger a short term statutory prohibition on entering into 'any new agreement which may involve the incurring of expenditure' without the permission of the Chief Finance Officer.

Human Resources

- 3.1 None.

Information Technology

- 4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

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





6.2 High inflation and the delay in agreeing the pay award for 2023-24 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 reserves.

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 	Not Updated
Council Plan Deliverables	On track or complete with outcomes exceeding expectations /requirements.	On track or complete with outcomes in line with expectations/ requirements.	Some risk to achieving timetable and/or outcomes.	Unlikely to achieve timetable and/or not delivering required outcome.	
Council Plan Measures	More than 5% better than target.	Less than 5% better than target but not less than 2% worse than target.	Between 2% and 10% worse than target.	More than 10% worse than target.	No data received or no target set for 2023-24.
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.	

Derbyshire County Council

Appendix 3



Council Plan 2023-25

Performance Report
Quarter 2 2023-24

Contents

Introduction	3
Summary	5
Deliverable Overview	5
Key Measure Overview	6
Performance – Trend over Time	7
Key areas of Success	7
Key areas for Consideration	10
Key Measures Updated for Quarter 2 2023-24	14
Progress on Council Plan priorities	17
Resilient, healthy and safe communities	18
High performing, value for money and resident focused services	27
Effective early help for individuals and communities	37
A prosperous and green Derbyshire	41
Overarching Measures	55
Notes	57
Key	57

Introduction

Welcome to the Council's performance report on the Council Plan 2023-25, for Quarter 2 2023-24. The Council Plan sets out the direction of the Council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. The Plan was refreshed in March 2023 to ensure it continues to address the key opportunities and challenges facing the Council. Our key priorities continue to be:





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

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

The report describes performance up to the end of September 2023; any discussions regarding performance should take account of any additional information that may be available following production of this report.

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

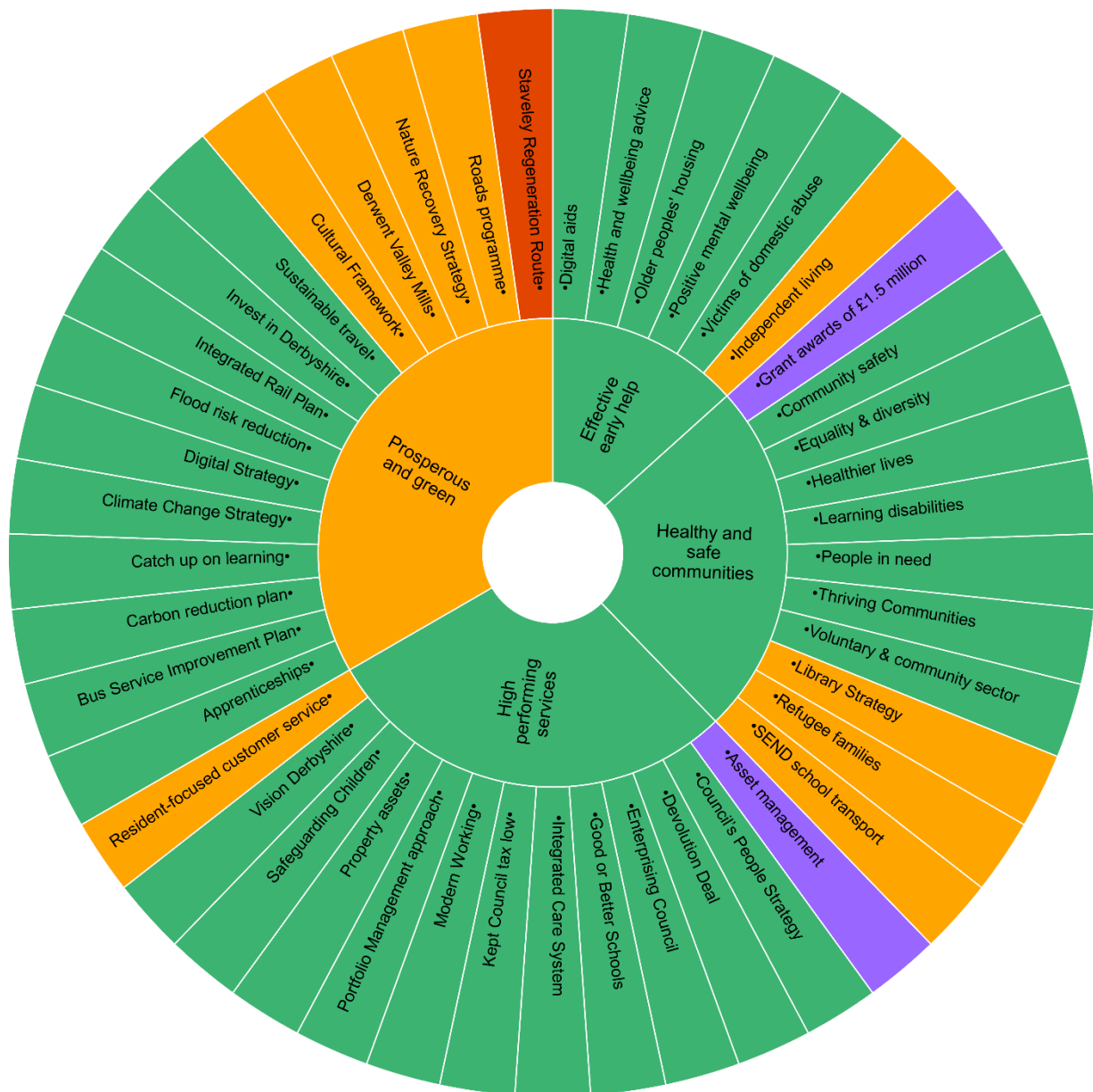
A graphical representation of the Council's performance for Quarter 2 is set out below, against its priorities (inner wheel) and deliverables (outer wheel). The colours in each segment show the progress the Council is making during 2023-24. The performance for each priority and deliverable is detailed within the report.

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

Summary

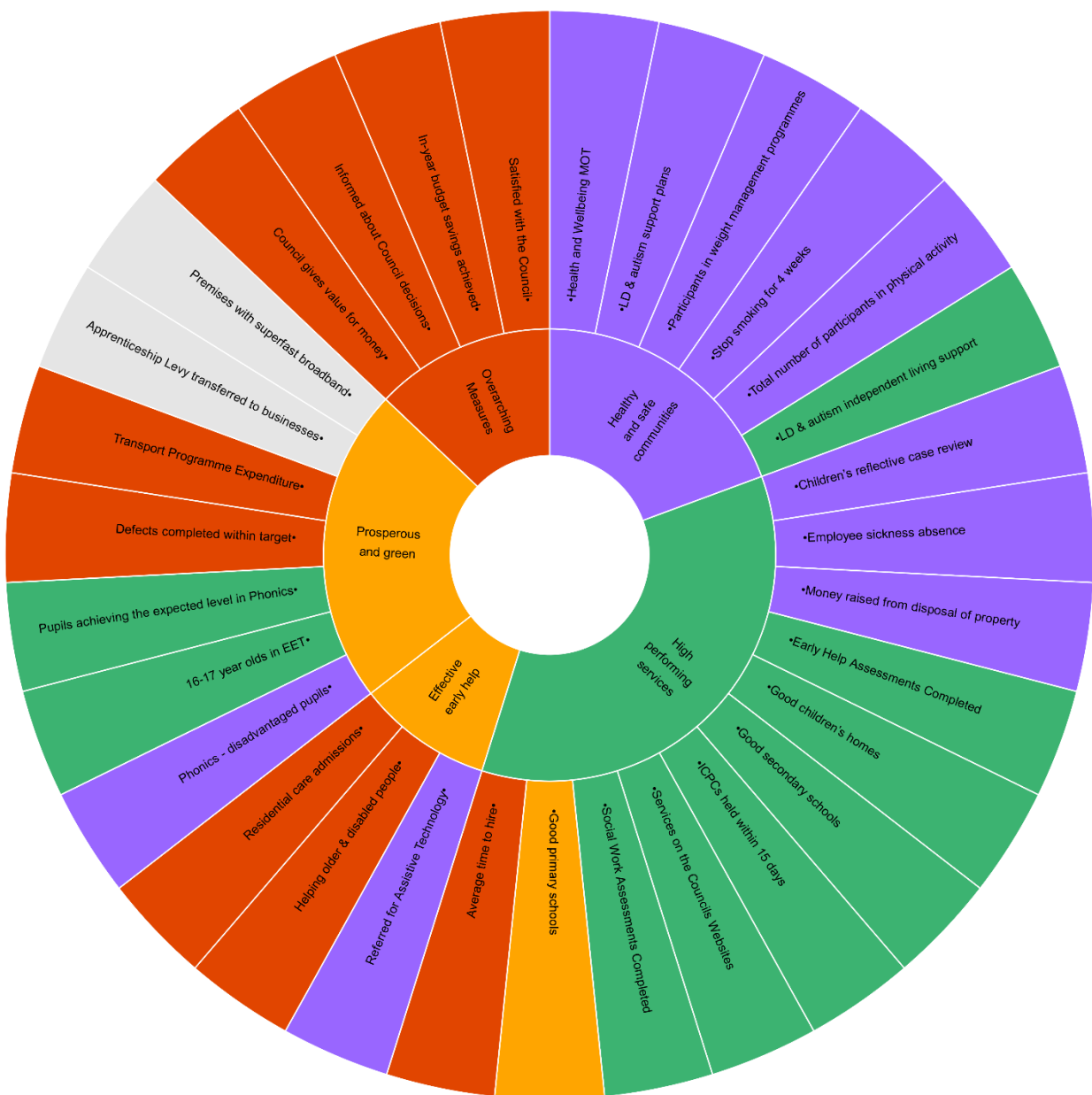
Deliverable Overview

The Council is addressing significant in year budget pressures, however as at Quarter 2, good progress continues to be made in delivering the Council Plan. Of the 45 deliverables in the Plan, 35 have been rated as 'Good' or 'Strong'; 9 have been rated as "Requiring Review" and 1 as "Requiring Action". Three of the 9 deliverables rated "Requiring Review" are due to uncertainties around funding in the current context or the impact of the Council's cost control measures. It is likely that in future quarters greater impact will be seen on the delivery of the Council Plan as the Council further prioritises its resources.



Key Measure Overview

A set of key measures have also been developed to enable the Council to further monitor the progress it is making by reporting performance against targets. The colours in each segment of the wheel below show the Council's success in achieving its performance targets. Of the 29 key measures with data and targets at this point in the year, 10 have been rated as 'Strong', with a further 9 rated as 'Good'. There is 1 measure which has been rated as 'Requiring Review' and 9 as 'Requiring Action'. Measures which are grey currently have no targets set for 2023-24. Measures where data is not yet available for 2023-24 are not displayed in the wheel. The key measures are detailed in the following tables.



Performance – Trend over Time

Deliverables

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
★ Strong	2	2		
✔ Good	33	33		
● Review	10	9		
🚩 Action	0	1		

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
Improving	2	3		
No Change	28	39		
Declining	7	4		
Completed	0	1		

Measures

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
★ Strong	12	10		
✔ Good	6	9		
● Review	0	1		
🚩 Action	5	9		

	Jun 2023	Sep 2023	Dec 2023	Mar 2024
Improving	4	0		
No Change	13	19		
Declining	1	5		

Key areas of Success

Key areas of success during Quarter 2 are:

- ✔ **Provide consistent, high quality early help and safeguarding services for children and families across Derbyshire (rated Good)**

A range of evidence from our quality assurance and performance framework continues to show consistency of approach and strong practice across the children's social care and early help workforce. This is in the context of increasing demand and activity throughout the social care system. ([View Details](#))

- ★ **Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity (rated Strong)**

Since the implementation of the programme in February 2022, 250 grants to the value of £1,391,305 have been approved. ([View Details](#))

★ Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain (rated Strong)

The supporting strategies required for implementation are now completed and have been approved by Cabinet. A total of £2.921m has been raised up to the end of September from the sale of 17 property assets; this also brings reduced maintenance, insurance and energy costs for the Council. ([View Details](#))

✔ Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals (rated Good)

In this quarter, we have worked with 53 people with a learning disability and/or who are autistic, to have outcome focussed support plans. This exceeds the quarterly target. Cumulatively, since April 2021, 762 people have been supported to develop an outcome focused support plan. ([View Details](#))

✔ Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures (rated Good)

Throughout Quarter 2 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments also continues to be very high.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings. ([View Details](#))

✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight (rated Good)

In Quarter 2, demand for Live Life Better Derbyshire services to stop smoking, achieve a healthy weight and become more physically active remains strong and on track to achieve its annual targets.

Physical activity transformation work is continuing to develop a partnership approach to physical activity services. The physical activity agreement and specification is written and being reviewed.

Walk Derbyshire innovation programme is progressing well and work has started delivering the four neighbourhood pilots. ([View Details](#))

✓ **Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities (rated Good)**

The figure of 4.7% for available hours lost to sickness for the year up to the end of September is below the 2023-24 target of 5.1% and for comparison the 2022-23 Quarter 2 year to date figure was 5.4%. The measure shows total sickness hours as a percentage of total working hours available. ([View Details](#))

✓ **Work with schools so that the percentage of children and young people attending good or better schools improves at a faster rate than nationally (rated Good)**

Derbyshire has seen a faster rate of improvement so far this financial year than that seen nationally for secondary pupils. For primary pupils, the rate of improvement is just below the rate of improvement nationally. Although the gap with national has narrowed, proportions remain lower than comparators, particularly at secondary level, and the deliverable remains a priority for the 2023-24 academic year. ([View Details](#))

✓ **Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money (rated Good)**

The Portfolio Management Implementation Programme is preparing to move as scheduled into the Closure Stage. The Portfolio Management and Transformation Function sitting within Corporate Services and Transformation has achieved full operating capacity through the successful transition of the programme and project management resource which transferred to the corporate function in July 2023. ([View Details](#))

✓ **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention (rated Good)**

The Director of Public Health annual report was published and focused on mental health and wellbeing.

The Mental Health and Suicide Prevention team attended a number of events throughout Quarter 2 to promote awareness and have conversation about mental health and suicide prevention, including Y Not Festival, pride events, football matches and a Baton of Hope event in Glossop. ([View Details](#))

✓ **Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services (rated Good)**

The team are actively supporting a total of 228 people and have received 97 new introductions in Quarter 2.

The new website, online initial contact form and outcomes capture form introduced on 1 April 2023 are now fully operational. ([View Details](#))

✓ **Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO2e by 2024 and net zero by 2032 (rated Good)**

The Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO2e to 12,338 tonnes CO2e). However, the speed of reduction is at risk of slowing down, highlighting that further effort is required to reduce the Council's emissions. ([View Details](#))

✓ **Work with schools and other education providers to implement new strategies and support, to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to COVID-19 restrictions (rated Good)**

Provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics suggest an improvement in our national rank position and a narrowing of the gap between disadvantaged and non-disadvantaged pupils. Latest figures on the percentage of Derbyshire 16 to 17 year olds in education, employment or training continue to track within the top quartile nationally. ([View Details](#))

✓ **Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability (rated Good)**

Following receipt of year 2 funding, the partnership work to deliver the £47 million Bus Improvement Plan continued at pace during Quarter 2. This included enhancements to 17 bus services delivering greater frequency and extension into the evenings and weekends. ([View Details](#))

Key areas for Consideration

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

🟡 **Refresh and implement our Library Strategy to ensure a modern, efficient and improved service (requires Review)**

Issue: Further to the relaunch of the former Library Strategy in September 2021 there has been a no further response from community groups regarding Community Managed Libraries (CML). **Response:** The implementation focus of the Library Strategy is shifting from CML (although proposals will still be considered as and when they come forward) to sustaining the service through co-location/relocation. [View details.](#)

🔴 **Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources (requires Review)**

Issue: This is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess our statutory responsibilities and to support decisions to be able to deliver these in an efficient manner.

Response: Work is now in place to start to implement and deliver the 12 month improvement plan. An independent lead for the implementation of the plan is in place and the improvement plan has been linked to both the Special Educational Need and Disabilities Executive Board and the Education Partnership. A decision-making team is now established and work is starting to move forward. [View details.](#)

🔴 **Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal (requires Review)**

Issue: The provision of accommodation and support for those seeking asylum is becoming a significant issue, the funding available for central government support is being passported to Districts and Borough Councils. **Response:** Whilst there is no funding available to upper tier authorities, the Council is providing support to partners and engaging in multi-agency meetings. Moving forward, consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal. [View details.](#)

🔴 **Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system (requires Review)**

Issue: In support of a resident focused approach, 153 services have been made available online, working towards an end of year target of 160 services. Progress on the Council's new Customer Service Portal, however, is delayed whilst priorities for ICT resources are reviewed. **Response:** Priorities are also being reviewed with each service area in terms of resource available to continue with the agreed roadmaps. [View details.](#)

🔴 **Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities (requires Review)**

Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** We are currently finalising the redesign of the Short-Term Service with implementation commencing January 2024. This will increase the capacity available to older people requiring reablement intervention and help manage demand for Adult Social Care and Health services. [View details.](#)

Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns (requires Review)

Issue: Captured costs in the Council's financial management system so far for the year to the end of Quarter 2 amounted to £16.4m, against a target of £22m, however delivered work on the ground was in excess of £19m. The repair of road defects on time has continued to decline and issues, accelerated by unseasonal adverse weather conditions, have impacted on the rate of repair. **Response:** A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24 target of £43m to deliver the programme within timescales. Any shortfall in this amount will be carried over to the start of the 2024-25 financial year. [View details.](#)

Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment (requires Review)

Issue: The Council is the 'Responsible Authority' for the production of Derbyshire's Local Nature Recovery Strategy (LNRS) and has been awarded a grant of circa £400k from the the Department for Environment, Food and Rural Affairs. The timescale for delivery is tight as the deadline is March 2025 and ongoing budgetary pressures could have implications for delivery. **Response:** Progress will be kept under review. [View details.](#)

Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Action)

Issue: The Council is awaiting a decision from Government about the Outline Business Case. It was reconsidered in August, however no decision has been communicated to date. **Action:** Officers, members, local MPs and partners have all contacted the Government to stress the importance of the project, and the need for certainty over its funding. [View details.](#)

Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities (requires Review)

Issue: There is currently £1m in the cultural recovery framework reserve to support delivery of the cultural framework. This funding has been identified as potential to be used to support the Council's current budget situation. **Response:** This activity is obviously important to the council but it is not a statutory service. [View details.](#)

Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential (requires Review)

Issue: There is a high level of support for the production of a Development Framework, especially with the advent of the Levelling-up Bill, which specifically mentions WHSs, and the formation of the East Midlands Combined Authority. Unfortunately the Council's financial position is likely to impact on the Development Framework's production. **Response:** Progress will be kept under review. [View details.](#)

Residents' survey measures (requires Action)

Issue: The results from the Pulse Survey of residents carried out in June 2023 remain similar to those from the main survey carried out in Autumn 2022 and are below target. **Action:** In order to address some of the findings from the surveys a high-level action plan is being implemented. The action plan sets out activity to increase the proportion of residents that positively view the Council and its services and widening and enabling participation across demographic groups. [View details.](#)

Average days between a job vacancy shortlisting and contract offer (Council, not including schools) (requires Action)

Issue: The year to date average Time to Hire figure of 64.1 days is above the target for the year end of 50 days. This measure reflects days between a vacancy being shortlisted and the contract being prepared. **Action:** It is anticipated that changes to the related onboarding processes and an anticipated reduction in Disclosure and Barring Service check delays should see the average time to hire figure reduce during Quarters 3 and 4. Towards the end of Quarter 2 a temporary recruitment freeze on all but essential posts was introduced and it is expected that this will also have a positive impact on time to hire figures during the remaining quarters of the year. [View details.](#)

Projected achievement of in-year budget savings (requires Action)

Issue: The combined departmental budget savings target for 2023-24 is £16.190m with a further £12.038m of unachieved savings brought forward from previous years. Of the in-year savings target, £3.929m is forecast to be achieved. The forecast at Quarter 1 was reported as £10.317m, however this has been revised at Quarter 2. This is mainly due to the lack of availability of short term home care for older people which has meant there has been no expenditure reductions in long term home care packages and in residential care home placements. Departmental reserves and other one-off compensatory efficiencies have been employed to mitigate the in-year impacts. **Action:** The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures. [View details.](#)

Key Measures Updated for Quarter 2 2023-24





The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2023	762	550	★ Strong
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Sep-2023	28	27	✔ Good (Strong in Q1)
Total number of participants in weight management programmes	Sep-2023	1,506	850	★ Strong
Total number of participants in physical activity	Sep-2023	1,176	650	★ Strong
Health and Wellbeing MOT	Sep-2023	5,413	3,750	★ Strong
Employee sickness absence (Council, not including schools)	Sep-2023	4.7%	5.1%	★ Strong
Average days between a job vacancy shortlisting and contract offer (Council, not including schools)	Sep-2023	64.1	50.0	🚧 Action
Proportion of practice areas with reflective case reviews judged to be good or better	Sep-2023	76.1%	70.0%	★ Strong
Early help assessments completed within 45 days	Aug-2023	93.8%	90.0%	✔ Good (Strong in Q1)
Social work assessments completed within 45 days	Aug-2023	88.4%	85.0%	✔ Good (Strong in Q1)
Initial child protection conferences within 15 days	Aug-2023	86.6%	83.0%	✔ Good (Strong in Q1)
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2023	91.0%	91.0%	✔ Good
Number of services accessed via e-forms on the Council websites	Sep-2023	153	153	✔ Good
Amount of money raised from the disposal of land and buildings	Sep-2023	£2,921,500	£2,450,000	★ Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Aug-2023	0.6	1.0	🔄 Review
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Aug-2023	2.4	0.0	✔ Good
Number of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2023	1,588	1,794	🚧 Action
Number of permanent admissions to residential and nursing homes	Sep-2023	566	466	🚧 Action

Key Measure	Date	Actual	Target	Performance
Number of people with social care needs referred for Assistive Technology	Sep-2023	543	300	 Strong
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2023	£16.420m	£22.000m	 Action (Good in Q1)
Percentage of defects completed within target timescales	Sep-2023	54.4%	90.0%	 Action
Percentage of pupils achieving the expected level in Phonics	Aug-2023 (Annual Measure)	79.0%	79.0%	 Good
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2023 (Annual Measure)	16.7	18.7	 Strong
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2023	95.0%	94.4%	 Good
Percentage of premises across the county that have access to Superfast broadband (>30Mbps)	Sep-2023	97.5%	Not set	 No Target
Amount of Apprenticeship Levy transferred to businesses	Sep-2023	£172,117	Not set	 No Target
Projected achievement of in-year budget savings	Sep-2023	£3.929m	£16.190m	 Action

Key Measures with new data for Quarter 1

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Number of participants in Council delivered stop smoking programmes who stop smoking	Jun-2023	447	300	 Strong
Percentage of residents who are satisfied with Derbyshire County Council	Jun-2023	43.2%	58.0%	 Action
Percentage of residents agreeing that they feel informed about Council decisions	Jun-2023	37.2%	52.0%	 Action
Percentage of residents agreeing that the Council provides value for money	Jun-2023	30.2%	43.0%	 Action

Key Measures with new data for Earlier Quarters

The following measure has been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage reduction in CO2e from 2009-10 baseline	Mar-2023 (Annual Measure)	71.3%	68.5%	No data for 2023-24

Key Measures with no new data

The following measures have not been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage of Principal roads where maintenance should be considered		Data due in Q3	13.0%	No data for 2023-24
Percentage of Non-principal classified roads where maintenance should be considered		Data due in Q3	23.0%	No data for 2023-24
Percentage of Unclassified road network where maintenance should be considered		Data due in Q3	31.0%	No data for 2023-24
Percentage of residents satisfied overall with Highways and Transportation services		Data due in Q3	60.0%	No data for 2023-24
Percentage of pupils achieving a standard pass or higher (grades 4-9) in English and Maths at GCSE		Data due in Q3	Not set	No data for 2023-24
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass or higher (grades 4 to 9) in English and Maths at GCSE		Data due in Q3	Not set	No data for 2023-24

Progress on Council Plan priorities

Resilient, healthy and safe communities

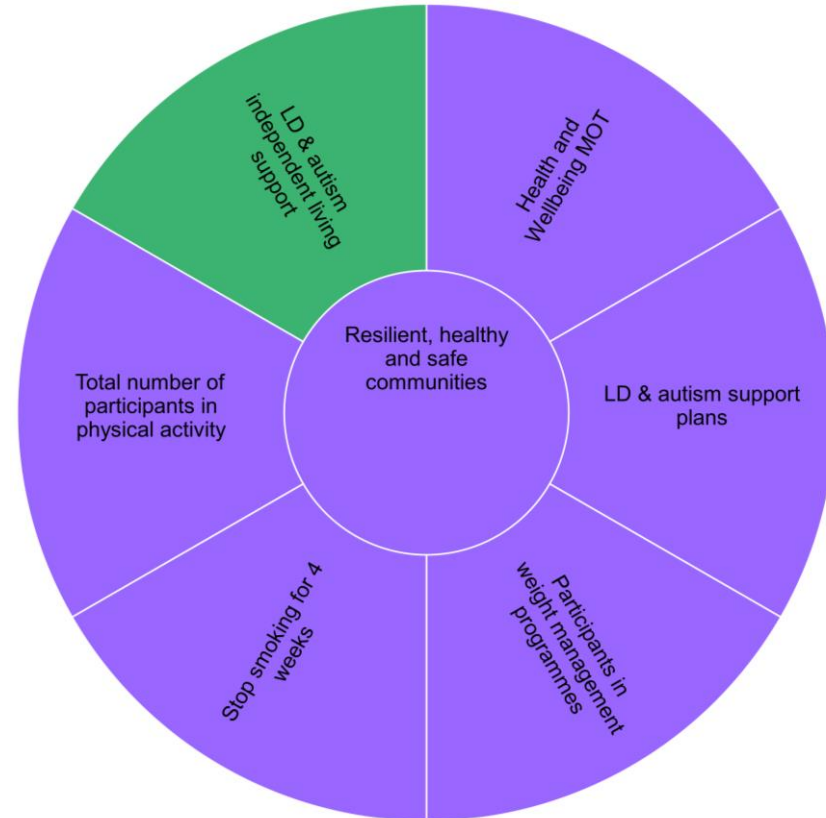
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 7 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 “Strong” based on 6 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.







Deliverable Progress



Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2023	762	550	 Strong
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Sep-2023	28	27	 Good (Strong in Q1)
Number of participants in Council delivered stop smoking programmes who stop smoking	Jun-2023	447	300	 Strong
Total number of participants in weight management programmes	Sep-2023	1,506	850	 Strong
Total number of participants in physical activity	Sep-2023	1,176	650	 Strong
Health and Wellbeing MOT	Sep-2023	5,413	3,750	 Strong

Progress on our deliverables and key measures

Implement key actions to reduce discrimination and tackle inequalities as set out in the Council's Equality, Diversity and Inclusion Strategy 2022-25

Rating: Good

Expected completion date: 31 Mar 2024

The Equality, diversity and inclusion (EDI) Strategy refresh has commenced:

- a workshop with the EDI board took place on 20th September 2023 to feedback workstream progress and to gain an understand of the board's vision for EDI;
- the end of year report and strategy refresh proposal was presented at Improvement and Scrutiny committee on 28th September 2023.

As a result of the motion to become a Diverse Council a cross party working group will be created and a plan to launch and support the working group has been developed.

The following EDI events took place during Quarter 2:

- Derbyshire Pride Events;
- Antisemitism Webinar;
- Men's Mental Health Webinar;
- South Asian Heritage Webinar;
- Unlocking New Possibilities Recruitment Event.

Refresh and implement our Library Strategy to ensure a modern, efficient and improved service

Rating: Review

Expected completion date: 31 Mar 2026

This action has been rated as review as no further interest in Community Managed Libraries (CML) has been received to date and in response to this a new approach is being developed moving forwards as part of the refresh of the Library Strategy.

Work on implementing the refreshed Library Strategy is progressing well - particularly in relation to opportunities for co-location and relocation which will help ensure the library estate remains fit for purpose.

The library continues to work with Tideswell community group to secure a Library transfer; this would make two CMLs in total (alongside Woodville). Further to the relaunch of the original Library Strategy in 2021, and the subsequent limited response from community groups, it's likely no further transfers will occur in the near future. Therefore, the implementation focus of the Library Strategy is shifting from CML (although proposals will still continue to be considered as and when they come forward) to sustaining the service through co-location/ relocation (via programmes such as town deals), digitisation/ self service, and a root and branch review of the mobile and home library service. A discussion with Cabinet members on progress to date is planned for Quarter 3 2023. Discussions will include proposals on optimum approach for addressing issues for the mobile library service. [Return to summary.](#)

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

Rating: Review

Expected completion date: 31 Mar 2025

Following the identification of a number of issues within the home to school transport process for children with special educational needs (SEND), a 12-month improvement plan was developed. Work is now embedded to start to implement and deliver this plan. An independent lead for the implementation of the plan is in place and we have linked this improvement plan to both the SEND Executive Board and the Education Partnership.

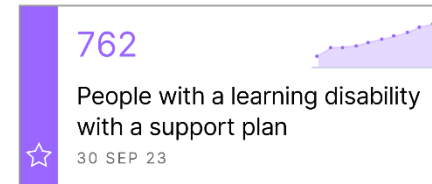
Activity carried out this quarter includes the establishment and embedding of a new decision-making transport team within SEND and Childrens Services. This team will have a focus on children with EHCP's (SEND Education Health and Care Plans), and children receiving alternative provision and/or who have been permanently excluded from school. An on-line transport form has been developed and is in the process of going live. Decision making via general school admissions and social care will be reviewed from December to February 2024. A review of commissioning and brokerage will also commence in January 2024. A number of risks remain in this area of work. These relate to the tracking and capture of finance data, finalisation and agreement of workflows for all teams and clarity on budget and savings proposal which is not likely until June 2024. [Return to summary.](#)

✔ Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

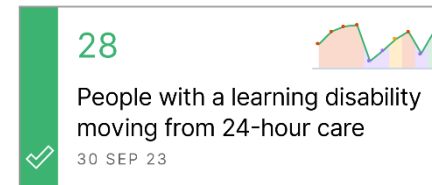
Rating: Good

Expected completion date: 31 Mar 2025

We have continued to work alongside people with a learning disability and/or who are autistic. The implementation of our redesigned day opportunities offer is underway and on track. Progress has continued to be made to support people with a learning disability and/or who are autistic in 2023-24. In Quarter 2 outcome focused support plans were put in place for 53 people against a quarterly target of 30. In total 762 people have been provided with an outcome focused support plan since April 2021 against the overall target of 550. During Quarter 2 we have successfully supported an additional 17 people with a learning disability and/or who are autistic to find suitable accommodation against a target of 18. This year we have supported a total of 28 people with a learning disability and/or who are autistic to find suitable accommodation. [Return to summary.](#)



2021-2022	373
2022-2023	611
2023-2024	762
Target	550
Performance	★ Strong



2021-2022	33
2022-2023	28
2023-2024	28
Target	27
Performance	✔ Good (Strong in Q1)

2023-24 data and targets are for the year to Sep-2023

✔ Ensure the Council’s strategic approach to community safety responds effectively to existing and emerging challenges such as Serious Violence and Violence Against Women and Girls

Rating: Good

Expected completion date: 31 Mar 2024

The Council has worked with partners to ensure there is a comprehensive approach in place to respond to the existing and emerging challenges. Governance is in place through the Derbyshire Safer Communities Board, and senior officers from across the partnership are chairing Thematic Boards to drive this work forward; three of these are chaired by the Council. Examples of activity over the last quarter include the agreement of a Neighbourhood Crime and Anti-Social Behaviour Strategy, a co-ordinated approach to anti-social behaviour awareness week, national recognition for the Councils work on on-line harm and support for the Derbyshire Violence Against Women and Girls Conference.

🟡 Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal

Rating: Review

Expected completion date: 31 Mar 2024

There has been a continuation of resettlement support under a number of schemes, including the UK Resettlement, Afghan Resettlement and the Homes for Ukraine. Through these schemes we have welcomed over 1,500 refugees to Derbyshire. Whilst these each have different delivery models, a range of support is being provided to enable people to make Derbyshire their home. This includes support in relation to English language, employment, education and housing.

The provision of accommodation and support for those seeking asylum is becoming a significant issue. There is a small amount of national funding being made available to Local Authorities for asylum dispersal, but this is not ringfenced and is going directly to District and Borough Councils. A new burdens assessment was expected to be completed by early 2023-24, but this has been delayed. Whilst there is no funding available to upper tier authorities, the Council is providing support to partners and engaging in multi-agency meetings. Moving forward consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal. [Return to summary.](#)

Develop the Council's Thriving Communities Strategy to support the embedding of the refreshed approach across the Council

Rating: Good

Expected completion date: 31 Mar 2024

Work has continued during this period to draft a new Thriving Communities Strategy and refreshed approach, with a focus on the effective delivery of draft shared strategic objectives. Development work has taken place to align activity with other strategic programmes, ensuring the new strategy reflects both what the Council already does to support people, families and communities as well as its ambitions for greater collaboration and improvement.

During this period, activity in local communities has continued to flourish, with action-learning from local areas informing the content of the emerging strategy and approach. Work has begun to develop a series of actions to deliver the proposed strategic objectives below. These will help the Council to:

- better understand our diverse communities to shape long-term planning and ensure we respond to the changing needs of our people and places;
- develop the Council's approach to place-based working, including our role in supporting volunteering and community-led activity;
- strengthen the Council's strategic relationship with the voluntary and community sector;
- work alongside people and communities to embed consistent co-design and co-production across the Council;
- develop a Council-wide approach to early intervention and prevention;
- continue to work innovatively within our communities to address specific complex challenges.

Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures

Rating: Good

Expected completion date: 31 Mar 2024

Throughout Quarter 2 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments continues to be very high with 6,403 Emergency Cash Payment awards in Quarter 2 totalling £545,860. Processing times for Exceptional Pressure Grant applications are back within target times with a total of £165,705 being awarded. 18 awards were made for flooding hardship in Quarter 2.

The Welfare Rights Service has seen a drop in the number of people supported to maximise benefit income from the previous quarter's extremes. During Quarter 2 the Welfare Rights Service has supported 6,288 people regarding benefit maximisation and supported 2,734 benefit claims and appeals. Quarter 2 is reflective of capacity trying to meet the demand, and while that number has decreased, this is still a high volume for the Service's capacity. The number of claims made is only slightly lower, although not in correlation with the drop in people supported. The number of appeals made has increased, whereas the number of appeals represented has decreased. This is reflected in HM Courts & Tribunals Service national data, which

shows that backlogs have increased due to an increase in appeals made and limited listings over the period. There have been 4 Upper Tribunal appeals registered in this quarter, which is particularly high.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings. High number of clients are in negative budget each month and are unable to meet the basic costs of living (fuel, council tax and rent). It is proving challenging for staff to find solutions or options to the complex multilayer problems that individuals are presenting with. High numbers of clients are seeking foodbank, fuel and data vouchers. [Return to summary.](#)

★ **Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity**

Rating: Strong

Expected completion date: 31 Mar 2024

Application packs have continued to be sent to groups on a regular basis and as at 29 September 2023, 620 applications had been received across all of the priority funding areas.

Assessments and determinations for the July 2023 application round have been made and 10 projects have been awarded funding totalling £117,919.

Since the implementation of the programme in February 2022, 250 grants to the value of £1,391,305 have been approved. Of these:

- 85 grants met criteria relating to feeling safe and included in their local community, to the value of £748,804;
- 65 grants met criteria relating to promoting positive behaviours amongst young people, to the value of £511,381;
- 26 grants met criteria relating to being green and sustainable, to the value of £361,779;
- 70 grants met criteria relating to increasing civic participation and delivering community identified priorities, to the value of £442,106;
- 81 grants met the criteria relating to being physically active and making positive lifestyle choices, to the value of £540,445;
- 76 grants met criteria relating to more than one outcome and are included twice in the above numbers.

The total benefit of grants made across all outcomes was £2,604,515 clearly demonstrating the added value of a outcomes based, corporate approach [Return to summary.](#)

✔ **Further develop the Council's approach to supporting the voluntary and community sector to ensure it can grow and thrive**

Rating: Good

Expected completion date: 31 Mar 2024

Work will take place in the coming months to explore how the Council can further develop its approach to the support of the voluntary and community sector (VCS) and how this priority will be taken forward. Many areas of the Council are working with, and through, the VCS and consideration is needed on the scope of this Council objective in the context of the wider strategic VCS agenda, alongside the development of a business strategy for Thriving Communities in which the VCS is a key stakeholder.

Through the Council's new funding framework, the Council has approved 250 grants totalling over £1.3m to the sector since January 2022. Annual payments to VCS organisations have also been agreed over the 2023-24 period totalling over £480,000.

The Council has continued to work closely with the VCS infrastructure support organisations and the Integrated Care Board (ICB) and has maintained its grant funding commitment to all providers until March 2024. The current combined investment between the Council and ICB is significant and currently totals just over £1m across 14 organisations. The Council alongside the ICB has drafted a series of options to support the future allocation of infrastructure provision towards previously agreed objectives. This can inform how the Council and partners should work with providers moving forward and support the continuous development of the allocation model. The Council and ICB have also worked together to produce a combined infrastructure monitoring form to be implemented from April 2023.

✔ Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight

Rating: Good

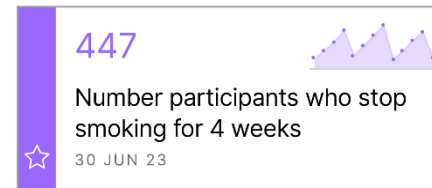
Expected completion date: 31 Mar 2024

In Quarter 2, demand for Live Life Better Derbyshire (LLBD) services to stop smoking, achieve a healthy weight and become more physically active remains strong and on track to achieve its annual targets. Over 2,700 people completed a Health and Wellbeing MOT to identify how they can improve their health. During Quarter 2, the Stop Smoking programme had 949 participants, which is above target. Because the service provides a 12-week programme, the number of people achieving a 4 week quit is reported a quarter behind, with 447 people achieving a 4 week quit in Quarter 1. The programme is doing well and is on course to meet its annual target of 1,200 quits. The physical activity sessions had 519 participants in Quarter 2 against a target of 325. The weight management programme had 638 participants in Quarter 2 against a target of 425.

The physical activity partnership approach has progressed with Active Derbyshire and wider partners. A partnership agreement and specification between the Council and Active Derbyshire has been written and is with the Council's legal department for review. Regular meetings have taken place with all partners to develop the wider approach. A new funding formula has been developed and agreed. Partners have been informed of the new proposed allocations which will commence on 1 April 2024. All relevant monitoring and evaluation frameworks are being developed and finalised to be in place by the start of the partnership. To facilitate this transformational approach, Active Derbyshire are providing current providers the opportunity to participate on the Transformational Leadership Programme aimed at upskilling staff to lead on change across organisational and sector boundaries.

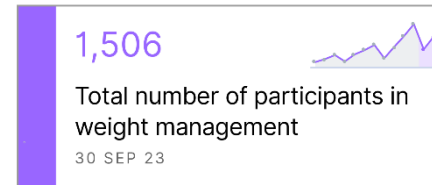
Walk Derbyshire work is progressing well and the four neighbourhood pilots have been agreed and work has started to implement them. There are also Walk Derbyshire consortiums in the other four districts and these are working to support and develop the promotion of everyday walking in those localities. There continues to be walk leader training courses being delivered and there has been joint working with Jog Derbyshire to train jog leaders in the county in walk leader skills. The Walk Derbyshire website continues to promote everyday walking across the county including a range of walking festivals and led groups. The county wide Walk Derbyshire coordinators group is continued to be supported through this work.

[Return to summary.](#)

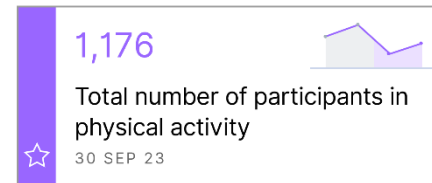


2020-2021	1,554
2021-2022	1,757
2022-2023	1,483
2023-2024	447
Target	300
Performance	★ Strong
Number of Participants	1,874

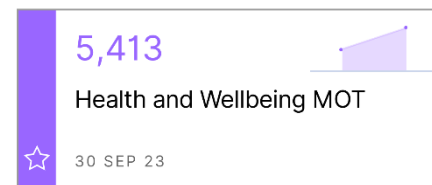
2023-24 data and target are for the year to Jun-2023



2020-2021	577
2021-2022	1,089
2022-2023	2,144
2023-2024	1,506
Target	850
Performance	★ Strong

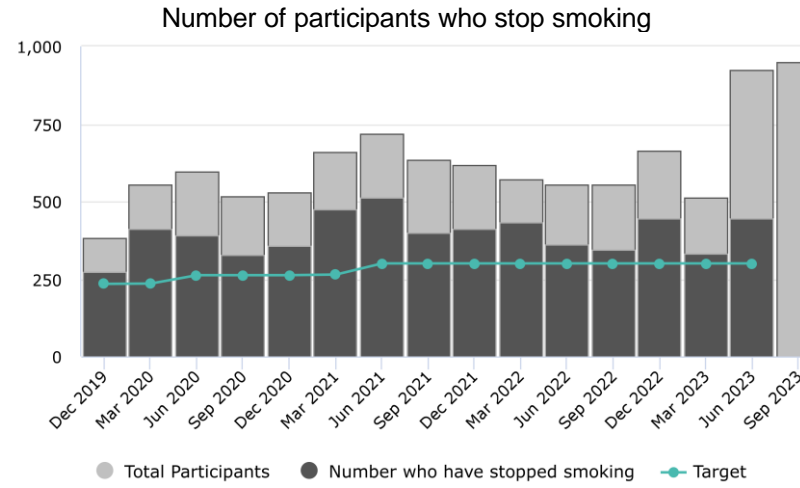


2022-2023	2,081
2023-2024	1,176
Target	650
Performance	★ Strong



2023-2024	5,413
Target	3,750
Performance	★ Strong

2023-24 data and targets are for the year to Sep-2023



High performing, value for money and resident focused services

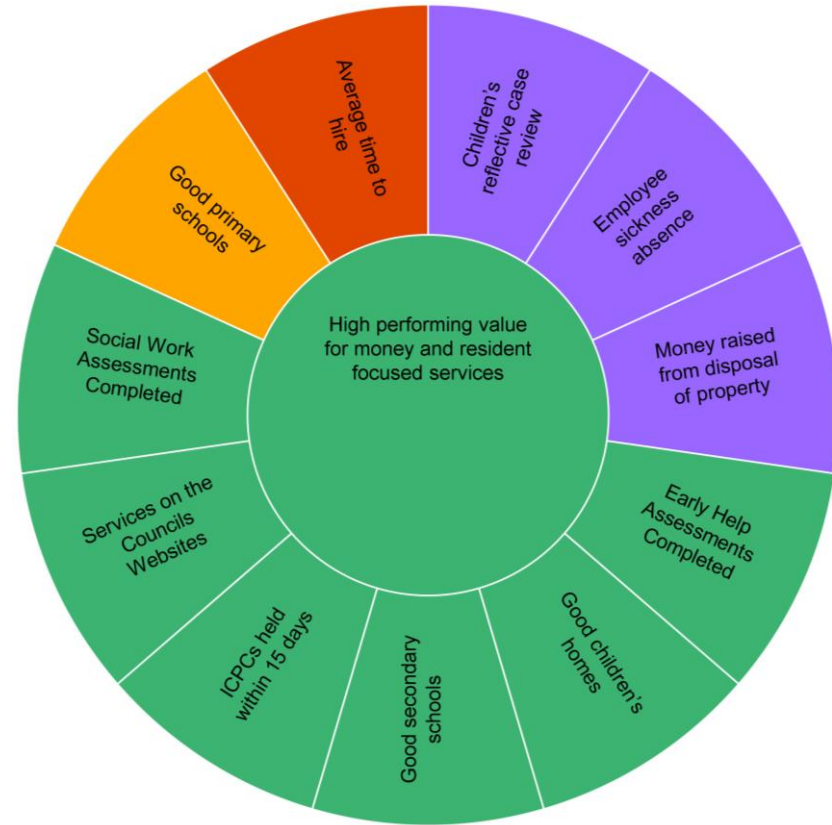
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 1 deliverable rated as “Strong”, 11 deliverables rated as “Good” and 1 deliverable rated as “Requiring Review”. These are shown graphically in the left-hand wheel below. Overall, the measures for this priority are rated as “Good” based on 11 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
Employee sickness absence (Council, not including schools)	Sep-2023	4.7%	5.1%	 Strong
Average days between a job vacancy shortlisting and contract offer (Council, not including schools)	Sep-2023	64.1	50.0	 Action
Proportion of practice areas with reflective case reviews judged to be good or better	Sep-2023	76.1%	70.0%	 Strong
Early help assessments completed within 45 days	Aug-2023	93.8%	90.0%	 Good (Strong in Q1)
Social work assessments completed within 45 days	Aug-2023	88.4%	85.0%	 Good (Strong in Q1)
Initial child protection conferences within 15 days	Aug-2023	86.6%	83.0%	 Good (Strong in Q1)
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2023	91.0%	91.0%	 Good
Number of services accessed via e-forms on the Council websites	Sep-2023	153	153	 Good
Amount of money raised from the disposal of land and buildings	Sep-2023	£2,921,500	£2,450,000	 Strong
Rate of improvement in the proportion of pupils in 'Good' or better primary schools	Aug-2023	0.6	1.0	 Review
Rate of improvement in the proportion of pupils in 'Good' or better secondary schools	Aug-2023	2.4	0.0	 Good

Progress on our deliverables and key measures

✔ Embed the Council’s approved People Strategy to deliver the Council’s people ambition and the people priorities

Rating: Good

Expected completion date: 31 Mar 2024

Policy development has now concluded with a review of the Induction, Holiday Pay Framework / payment days for 38 week workers and Pay Principles Framework for non-Single Status roles progressing to the Council's Appointments and Conditions of Service Committee in October. A forward look for policy development is in place for the next 3 to 6 months (Quarter 3 and Quarter 4) with a focus on Performance Capability and Bullying and Harassment policies.

The Menopause Policy was agreed at Cabinet on 27 July 2023 and work will commence in Quarter 3 on obtaining Menopause Friendly Employer Accreditation.

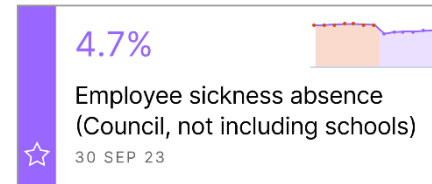
There have been 2,252 separate bookings from employees on the Wellbeing Activities programme to date and an additional 424 employees have attended 27 specific bespoke team or network wellbeing sessions in the year to date.

All departmental people plans have been reviewed aligned to service planning for 2023-24 and the HR deliverable plan for 2023-24 is progressing around 7 core priorities.

Focus continues on the core workforce metrics of reducing time to hire, agency spend, employee engagement, sickness absence and incident and accident rates.

The sickness absence measure shows total sickness hours as a percentage of total working hours available. The figure of 4.7% for total working hours available lost to sickness for the year up to the end of September is below the 2023-24 target of 5.1% and for comparison the 2022-23 Quarter 2 year to date figure was 5.4%.

The Time to Hire measure reflects days between a vacancy being shortlisted and the contract being prepared. Quarter 2 has seen a slight increase in the year to date figure to 64.1 from the Quarter 1 figure of 62.5 days. The target is 50 days. However during September there has been a reduction from previous months as a result of Disclosure and Barring Service (DBS) check delays easing. Changes to onboarding processes and an anticipated reduction in DBS check delays should see an improvement during Quarters 3 and 4. Towards the end of Quarter 2 a temporary recruitment freeze on all but essential posts was introduced and it is expected that this will also have a positive impact on time to hire figures during the remaining quarters of the year. [Return to summary.](#)



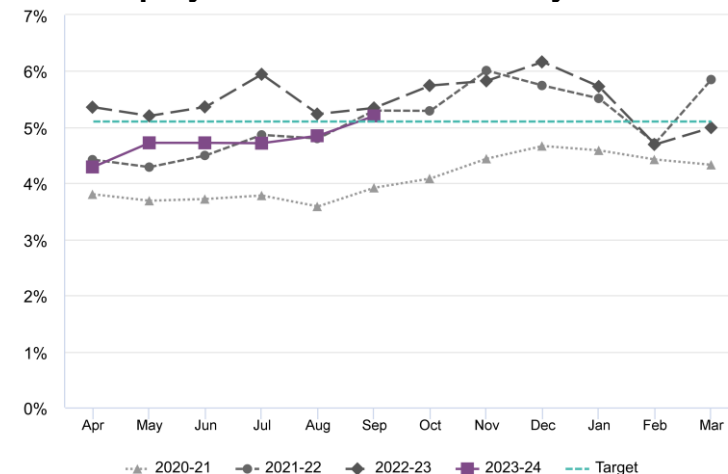
2021-2022	5.1%
2022-2023	5.5%
2023-2024	4.7%
Target	5.1%
Performance	★ Strong



2022-2023	58.9
2023-2024	64.1
Target	50.0
Performance	🚩 Action

2023-24 data and targets are for the year to Sep-2023

Employee sickness absence by month



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

Rating: Good

Expected completion date: 31 Mar 2024

A stable, motivated and high performing workforce is essential to providing consistently good services for our children and young people. As highlighted by the Government's Independent Review of Children's Social Care, the recruitment of experienced qualified social workers is a national challenge. In this context we have continued to strengthen our recruitment and retention activity, including increased engagement with the social work training programme Frontline, Apprentice Social Work training and providing student social work placements. We also extended the Market Supplement payment for frontline social workers for a further 2 year period as well as introducing a Welcome Payment which is paid to new recruits to our children's social work teams for a 6 month trial period from June 2023. During Quarter 2, we have seen an improvement in our social worker vacancy rate and an increasing number of social workers which has had a positive impact on reducing high worker caseloads. We continue to progress work to consider how alternatively qualified workers can support frontline social work teams which could also further support a reduction in overall caseloads.

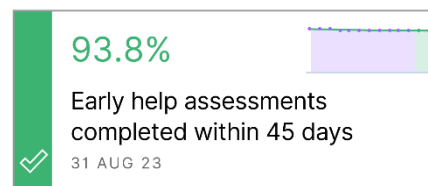
The Ofsted focused visit in late 2022 stated: 'Children in need or subject to a protection plan in Derbyshire now benefit from a stronger and more consistent service response. Children and their families are well supported by committed social workers and managers who know them well, have a sound understanding of their needs and what should happen to improve their lives. They work tirelessly with families alongside partner agencies to ensure that the right support and services are made available for children in their families and network. As a result, many families have been empowered to make positive changes and adjustments, enabling their children to make good progress'.

Since the focused visit our quality assurance framework continues to provide a robust understanding about the strength of practice. We are consistently seeing practice outcomes across a range of areas reviewed with grading judged as good or better (76.1% for the rolling 6 months to the end of September 2023). This evidences consistency of approach and practice standards across the social care and early help workforce. Similarly Practice Learning Days undertaken during this quarter have provided evidence of good practice. All but one of Derbyshire's 11 currently registered children's homes are judged good or better at the end of September 2023. One of our homes is currently unregistered for renovation. Performance focused on the timeliness of key processes that keep children safe continues to be solid with 88.4% of social work assessments completed in timescale (August 2023), 93.8% of early help assessments completed within timescale

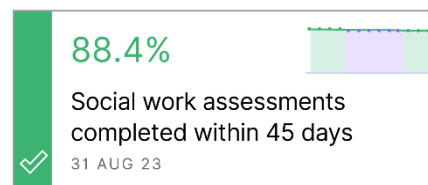


2023-24 data and target are a six month average to Sep-2023

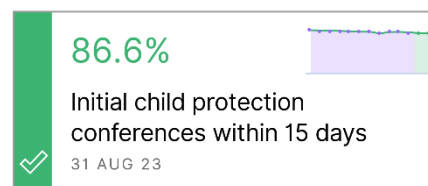
2021-2022	77.4%
2022-2023	79.7%
2023-2024	76.1%
Target	70.0%
Performance	★ Strong



2021-2022	97.0%
2022-2023	95.1%
2023-2024	93.8%
Target	90.0%
Performance	✔ Good (Strong in Q1)



2021-2022	90.5%
2022-2023	90.0%
2023-2024	88.4%
Target	85.0%
Performance	✔ Good (Strong in Q1)
National Benchmark	84.5%



2023-24 data and targets are for Aug-2023

2021-2022	88.5%
2022-2023	86.0%
2023-2024	86.6%
Target	83.0%
Performance	✔ Good (Strong in Q1)
National Benchmark	79.2%

(August 2023) and 86.6% of initial child protection conferences held within timescale (August 2023). This strong performance is in the context of increasing demand and activity throughout the social care system. [Return to summary.](#)



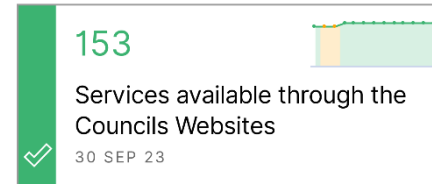
2021-2022	100.0%
2022-2023	90.9%
2023-2024	91.0%
Target	91.0%
Performance	Good

2023-24 data and target are for Sep-2023

Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system

Rating: Review Expected completion date: 31 Mar 2025

We continue to review the overall timescales. In order to move forward we require support from ICT for a key piece of work within the Council's customer service portal. This is subject to the ongoing ICT prioritisation work. This will enable the reporting functions to be engaged and allow us to move forward with data capture and analysis. The team are also reviewing priorities with each service area in terms of resource available to continue with the agreed roadmaps.



2021-2022	140
2022-2023	153
2023-2024	153
Target	153
Performance	Good

2023-24 data and target are for Sep-2023

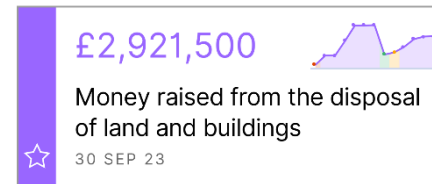
The number of services available on line remains at 153 with timescales being considered to meet the year end target of 160 planned for later in the year. Resident accounts opened have further increased during Quarter 2 with a total of 10,034 now active and in use. [Return to summary.](#)

Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain

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

Progress is strong with the supporting strategies required for implementation now completed and approved by Cabinet.

A review of County Hall is underway and the Facilities Management team are looking at the interim vision for the building. A draft business case will be presented to Cabinet in December.



2021-2022	£2,783,000
2022-2023	£3,936,262
2023-2024	£2,921,500
Target	£2,450,000
Performance	Strong

2023-24 data and target are for the year to Sep-2023

A total of £2.921m has been raised up to the end of September from the sale of 17 property assets above the Quarter 2 target of £2.450m, this is strong progress towards the end of the year target of £4m. The implementation of the Asset Management strategy and the ongoing disposal programme support the achievement of the Council's finance savings with reduced maintenance, insurance and energy costs. The provisional figures for 2022-23 show a 13.7% reduction in energy usage at the Council's property assets from the

previous year which reduces the impact of rising energy costs. [Return to summary.](#)

 **Centralise all land and property assets, to ensure a consistent strategic approach to property decisions and building management and a single point of accountability for budgets and costs**

Rating: Good

Expected completion date: 31 Mar 2025

The centralisation of assets within Property Services is progressing with the annual budgets for the current year due to be transferred for individual buildings during October. Arrangements for the transfer have been communicated to relevant Directors.

The benefits of the centralisation will start to be realised imminently following an interim phase where an understanding of the Service Level Agreements for each building is developed.

 **Work in partnership with the NHS to implement the Integrated Care Strategy to benefit the health and wellbeing of the people of Derbyshire, tackle health inequalities and demonstrate a move towards more preventative interventions and investment**

Rating: Good

Expected completion date: 31 Mar 2024

In Quarter 2, the interim Joint Strategic Needs Assessment (JSNA) has been published and is supporting various system strategies. The transformation of our JSNA approach is underway with a second round of testing and delivery of a new web based tool. Phase 2 for 2023-24 of the JSNA transformation is on track for delivery. The Integrated Care Strategy work is completed and public health are supporting each Key Area of Focus. Public health will support 'sprints' with the Stay Well group and will start with tobacco and smoking in Quarter 3.

The Council is continuing to work alongside partners to develop the County Place Partnership Board which is a key element of the place based approach to integrated care and support. A further development workshop is planned for early October to further clarify the purpose of the Board and identify key priorities for this group to drive forward. In addition, work to develop a new joint local health and wellbeing strategy for Derbyshire is ongoing. This strategy will reflect the Integrated Care Strategy which sits at a system level for Derby and Derbyshire and reflect locally how partners can support local delivery and wider health and wellbeing challenges. A number of workshops and one to one meetings have taken place with elected members and Health and Wellbeing Board members to consider the priorities which were presented at the October Health and Wellbeing Board.

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

Rating: Good

Expected completion date: 31 Mar 2025

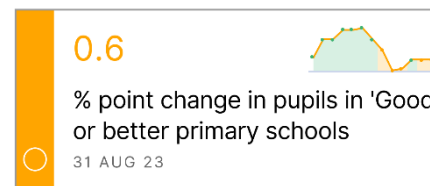
The target set for this deliverable is for Derbyshire to improve the proportion of pupils attending good or better schools at a faster rate than that seen nationally. This target has been achieved for secondary pupils. The improvement for primary pupils in Derbyshire has fallen just short of the national increase over the same period.

The proportion of Derbyshire pupils attending good or better primary schools increased by 0.6 percentage points from 84.7% at the end of March 2023 to 85.3% at the end of August 2023. Nationally there was a 1.0 percentage point increase from 90.1% in March 2023 to 91.1% at the end of August 2023. The percentage of Derbyshire pupils in good or better primary schools was 5.8 percentage points below the national average and 5.6 percentage points below the average of our statistical neighbour benchmarking group (90.9%).

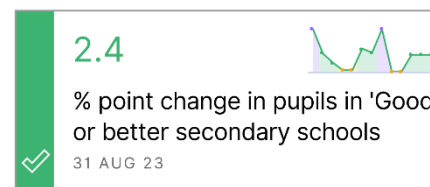
The proportion of Derbyshire pupils attending good or better secondary schools was 65.4% at the end of August 2023, an increase of 2.4 percentage points from 63.0% at the end of March 2023. Nationally, the national average remained at 83.1% over the same period. At the end of August 2023, the overall percentage of Derbyshire pupils in good or better secondary schools was 17.7 percentage points below the national average and 17.3 percentage points below the average of our statistical neighbour benchmarking group. The gaps have narrowed however, from a high in December 2022 when the gap to national was 26 percentage points and the gap to the average of our statistical neighbour benchmarking group was 25.8 percentage points.

Although the rate of improvement was higher than that seen nationally with the gap narrowing for secondary pupils, the overall percentage of pupils attending good or better schools is still too low in both phases and the deliverable remains a priority for 2023-24.

Findings and learning from recent Ofsted inspections continue to be routinely disseminated at briefings with headteachers and governors. All maintained schools have been sent a pre-populated School Improvement Priorities Document. This has pupil performance data from the end of Key Stage assessments and flow-charts which support the leadership team to identify its priorities for improvement. These will be triangulated against all the data by the link advisers and senior advisers for each school to ensure that the correct support can be provided in advance of an Ofsted inspection. [Return to summary.](#)



2021-2022	2.4
2022-2023	1.1
2023-2024	0.6
Performance	Review
National Benchmark	1.0




2021-2022	1.9
2022-2023	6.1
2023-2024	2.4
Performance	Good
National Benchmark	0.0

2023-24 data and target are for the year to Aug-2023

Additional Data as at August 2023

	Number of schools		Percentage of pupils	
	Primary	Secondary	Primary	Secondary
Outstanding	25	3	6.4%	9.9%
Good	271	25	79.4%	55.4%
Requires Improvement	46	12	12.2%	22.8%
Inadequate	8	5	2.0%	11.9%
Good or better - Derbyshire	84.6%	62.2%	85.3%	65.4%
Good or better - National	90.0%	81.4%	91.8%	83.1%

 **Work with partners and central government to deliver an East Midlands Combined County Authority (EMCCA) and devolution deal to create jobs opportunities for training, improve the local economy, transport, and housing, and accelerate our route to reduce emissions to net zero**

Rating: Good

Expected completion date: 30 Jun 2024

Work continues on the new combined county authority's operating model, transition planning and future East Midlands County Combined Authority (EMCCA) investment priorities in anticipation of the Bill receiving Royal Assent. Work to support the development of the EMCCA Assurance Framework is underway, led by the Governance Group and recruitment into key regional roles has been completed with much needed additional capacity in place. Funding secured during negotiations has now been drawn down for identified projects, many of which provide benefits to Derbyshire communities. Engagement with key partners and staff involved in the development of proposals to date has taken place through Senior Stakeholder and staff events.

 **Further develop the Vision Derbyshire governance arrangements and align the programme to the emerging East Midlands Combined County Authority to deliver agreed priorities and take forward opportunities for broader public sector reform**

Rating: Good

Expected completion date: 31 Mar 2024

Vision Derbyshire has continued to drive the Council's approach to working in collaboration with partners. Following the light touch review of the Vision Derbyshire approach completed by East Midlands Councils in 2023, work has taken place to develop a series of both governance and resourcing options which were discussed and subsequently agreed by the Vision Derbyshire Joint Committees in July and October 2023. Work is now underway on the alignment of the Vision Derbyshire Joint Committee, the Derby and Derbyshire Joint Economic Prosperity Committee and Derbyshire Economic Partnership with work taking place to develop revised governance arrangements for the creation of a new Derby and Derbyshire Strategic Leadership Board with new arrangements likely to be in place by January 2024.

 **Establish and implement a new programme to deliver the updated Enterprising Council Business Strategy, continuing our focus on transforming and modernising the Council**

Rating: Good

Expected completion date: 31 Dec 2023

The review of the Enterprising Council has commenced as part of a wider initial review of the Council's three pillar strategic approach (Enterprising Council, Vision Derbyshire & Thriving Communities), primarily to ensure that the approach continues to be fit for purpose in the changing environment. The review will result in the development of new business strategies for the three pillars which will need to align with work on the development of the Council's new strategic planning framework which will also take place during the 2023-24 financial year.

 **Implement actions from the review of Modern Ways of Working with a focus on the workstream exploring the future development of County Hall**

Rating: Good

Completed: 30 Sep 2023

An update report on Phase 2 of Modern Ways of Working was considered and approved by Cabinet on 21 September 2023, the programme is now formally closed, with no further activity scheduled. Options in relation to County Hall are being managed as part of the corporate Property Services rationalisation and centralisation deliverables.

Please note key achievements during the life of the programme are, a significant improvement in collaborative working across the Council, improved working across Departments, joined up thinking and staff morale. Eighteen buildings have gone through a clearance process, with John Hadfield House and Chatsworth Hall now decommissioned. Through this clearance over 600 items of furniture were repurposed across the Council, Schools and Community Groups, with an additional 650 items sold and 72 pedestals distributed to staff for home use. Alongside furniture, ICT equipment has also been collected and repurposed to support the development of 250 work space stations throughout the Council.

 **Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money**

Rating: Good

Expected completion date: 31 Mar 2024

The Portfolio Management Implementation Programme is preparing to move as scheduled into the Closure Stage. The Portfolio Management and Transformation Function sitting within Corporate Services and Transformation has achieved full operating capacity through the successful transition of the programme and project management resource which transferred to the corporate function in July 2023. In addition, the key Programme Management Office (PMO) roles that were recruited to in May 2023 have commenced and the agreed PMO support roles successfully recruited to.

Quarter 2 has seen the adoption of new tools and templates that were launched in Quarter 1. Specifically, the use of the Programme and Project Mandate which is now being used by the Portfolio Direction Group to actively manage the introduction of new projects and programmes onto the Portfolio. The Project Mandate and the Prioritisation Matrix will be used, to refine the existing Portfolio of Projects and Programmes during Quarter 3 in order to align with the new Strategic Integrated Planning Framework and to reflect the current financial challenges.

As part of the programme the completion of the P3M3 maturity assessment, a tool for assessing the maturity levels of an organisation in regards to its portfolio, programme and project management approach has also taken place in Quarter 2. The results of which will form the ongoing focus of improvement activity for the Portfolio Management and Transformation function as it moves into Business As Usual, following the Portfolio Management Implementation Programme closure.

The implementation of the Learning and Development Strategy continues, following the successful roll out of the role of the Sponsor training, Quarter 3 will see the focus moved to the roles of the Programme and Project Managers. [Return to summary.](#)

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

Rating: **Good (Strong in Q1)** Expected completion date: **31 Mar 2024**

The Council set its 2023-24 Band D Council Tax at £1,477.98, this being one of the lowest Band D amounts compared to other similar county authorities. The 2023-24 Council Tax increase of 3.75% was amongst the lowest increases compared to other similar authorities. The Council continues to support the County Council Network (CCN) and the Local Government Association with lobbying government and will respond to the recent CCN survey in respect of the fair funding review.

Effective early help for individuals and communities

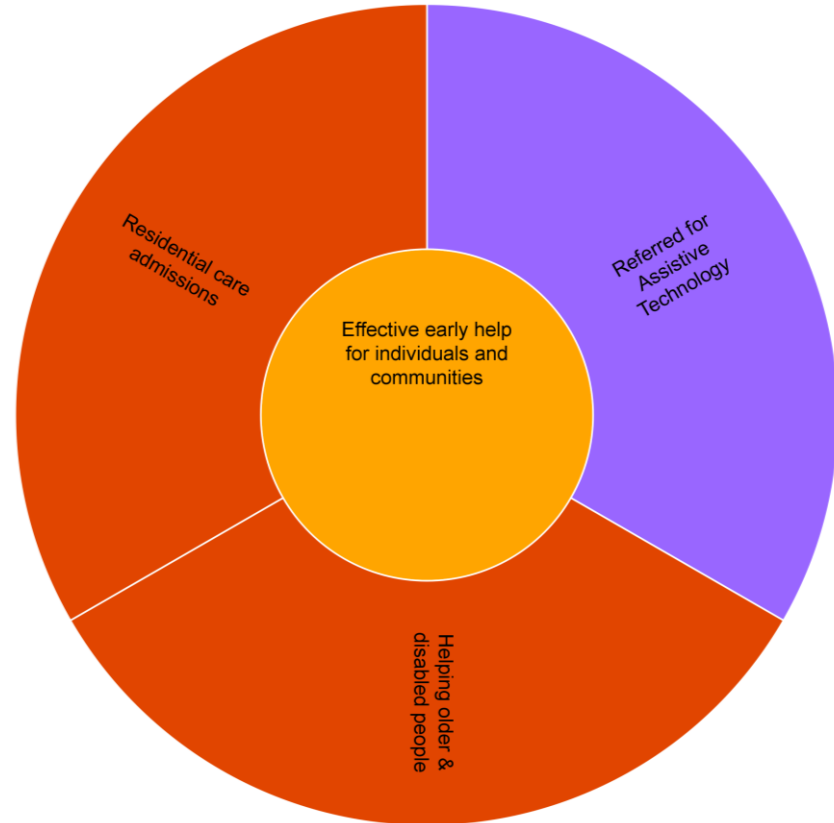
Overview

This priority shows overall “Good” progress for Council Plan deliverables, with 5 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 3 rated measures. These are shown graphically in the right hand wheel below and listed in the following table.




Deliverable Progress




Key Measures



Key Measure Summary

Key Measure	Date	Actual	Target	Performance
Number of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2023	1,588	1,794	 Action
Number of permanent admissions to residential and nursing homes	Sep-2023	566	466	 Action
Number of people with social care needs referred for Assistive Technology	Sep-2023	543	300	 Strong


Progress on our deliverables and key measures

-  **Improve outcomes for victims of domestic abuse and their families by focusing on prevention, early intervention, work with perpetrators and commissioning specialist support**

Rating: Good

Expected completion date: 31 Mar 2024

The Domestic and Sexual Abuse Partnership Board is well established, and work is being delivered against all priorities. The specialist services relating to accommodation, children's services and outreach support are being re-commissioned for mobilisation from April 2024.

-  **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention**

Rating: Good

Expected completion date: 30 Sep 2023

During Quarter 2, the Derbyshire Director of Public Health's annual report was published. The report builds on the Let's Chat campaign, with mental health and wellbeing being a priority for Public Health in Derbyshire and provides a snapshot of how the Public Health team, partners, and communities have worked together to support people with their mental health and wellbeing.

World Suicide Prevention Day was marked on 10 September 2023. To support the day, several football clubs held awareness raising activities at football matches across Derbyshire; this included two new clubs, Glossop North End and Buxton Town. Staff and volunteers engaged with fans by handing out leaflets, raising awareness and having conversations. During the games, 7,000 suicide prevention Z-cards were handed out.

Throughout Quarter 2, the Mental Health and Suicide Prevention team have attended various festivals, including Chesterfield Pride, Langwith Show, Ashover Show and Y Not Festival, to raise awareness of mental health and suicide prevention.

From the events and promotion of world suicide prevention day, 600 people who engaged also completed the national zero suicide alliance e-learning course. Additionally, the social media presence resulted in 50,000 views and impressions on posts related to mental health and suicide prevention.

The Mental Health and Suicide Prevention team also organised a Glossop suicide prevention day alongside colleagues from the localities team and partner organisations. There were around 10-12 stalls where staff handed out information and had conversations about mental health.

Quarter 2 also saw the launch of a new Suicide awareness and managing mental health conversations training sessions. So far, around 3 sessions have been delivered, all with good uptake. [Return to summary.](#)

✔ Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services

Rating: Good (Review in Q1) Expected completion date: 31 Mar 2024

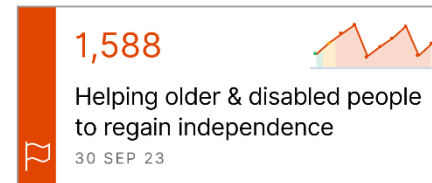
The team are currently actively supporting a total of 228 people and have received 87 new introductions in Quarter 2. With a total of 141 new introductions and 76 shared agreements since April 2023, this equates to 54% of people being supported have a shared agreement.

The new website, online initial contact form and outcomes capture form introduced on 1 April 2023 are now fully operational. Regular output and outcome performance reports are now in place. The thematic surveys and analysis with Nottingham University is continuing, surveys have now been completed and analysis is underway. The team continue to meet on a regular basis to deliver the development plan, challenge topics completed to date include prototyping reflection; operating framework introduction; team wellbeing; definition of complex; outcome measures; ending an introduction effectively, and mini teams. 10 staff members are continuing with the diploma in Health and Wellbeing Coaching and have passed the first two modules. The final module has started, and the course is due to end December 2023. Demand is high and incoming introductions are being carefully managed on a weekly basis with district/borough area teams being paused and un-paused as and when required, i.e. when demand exceeds available staff resources. [Return to summary.](#)

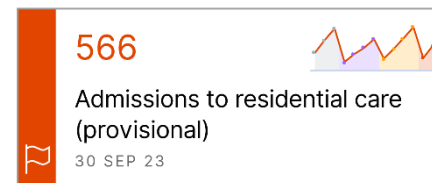
🟡 Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities

Rating: Review Expected completion date: 31 Mar 2025

Whilst there is an improving position, the lack of available home care continues to impact on the Adult Social Care offer for older people. The Short Term Service (Reablement) is undergoing a redesign to improve capacity and efficiency. This will increase the capacity available to older people requiring reablement intervention. Implementation commences in January 2024. So far this year, the service have supported 1,588 people against a target of 1,794. People admitted to long term permanent residential care is 566 against a target of 466. [Return to summary.](#)



2021-2022	2,911
2022-2023	2,820
2023-2024	1,588
Target	1,794
Performance	Action



2021-2022	711
2022-2023	990
2023-2024	566
Target	466
Performance	Action

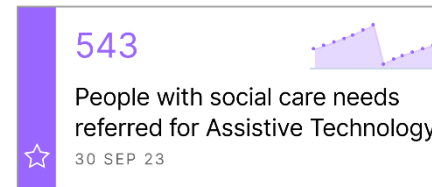
2023-24 data and targets are for the year to Sep-2023

✔ Provide local people with access to a wider choice of digital aids and technologies, to enable them to feel safe and independent in their own home

Rating: Good

Expected completion date: 31 Mar 2025

During Quarter 2, a report was taken to Cabinet detailing consultation results relating to changes to eligibility and funding arrangements for community alarm only clients. On 27 July 2023, the proposals were agreed, meaning that the service will now concentrate solely on those with an identified care and support need and that those that have no wider package of care will now be responsible for the ongoing monitoring charges. A period of assessment will now need to be undertaken to ensure that all current clients can be reviewed against the new criteria and alternative charging arrangements can be implemented. It is expected that these may take 12 to 18 months and should commence in the next few weeks, alongside the implementation of changes for new clients.



2021-2022	900
2022-2023	1,048
2023-2024	543
Target	300
Performance	★ Strong

2023-24 data and target are for the year to Sep-2023

Procurement of a new countywide Assistive Technology service is underway, and it is expected that the successful bidder will be announced in the coming weeks, allowing sufficient time to undertake the complex task of transition. The new service will commence on 1 April 2024. The use of digital technology continues to grow and new referrals for Assistive Technology remain high, supporting people to stay at home for longer and reducing the need for greater formal support. This year to date, we have supported 543 people with Social Care needs referred for Assistive Technology against a target of 300.

✔ Work with District and Borough Council and other partners to identify an average of 3 new sites each year that will increase the amount of age-appropriate accommodation and support for older people

Rating: Good

Expected completion date: 31 Mar 2035

The new All-Age Housing, Accommodation and Support Strategy - 'A Place we Call Home' has now been approved and is publicly available on our website ([Strategies and market shaping - Derbyshire County Council](#)). Partnership meetings have been held with key stakeholders including our District & Borough Housing Partners to start the process of developing and formalising our Delivery Plans. The Strategy will be presented to each Place Alliance in partnership with District & Borough Housing Leads and local Delivery Plans will be co-produced, agreed and formalised.

We continue to identify any opportunities to meet our housing with care and support needs against assets that have been identified for disposal.

The Options Appraisal for the closed Homes for Older People has been completed.

We have been continuing our dialogue with an investor and Chesterfield Borough Council about the potential development of an extra care facility in Chesterfield and the developers are currently preparing for the pre-application stage of the planning process.

We are in positive ongoing dialogue with a developer and North East Derbyshire District Council Housing in relation to a potential extra care facility in Eckington.

We have had early discussions with a land owner in South Derbyshire and a developer/care provider in Buxton in relation to the development of specialist dementia nursing care provision.

A prosperous and green Derbyshire

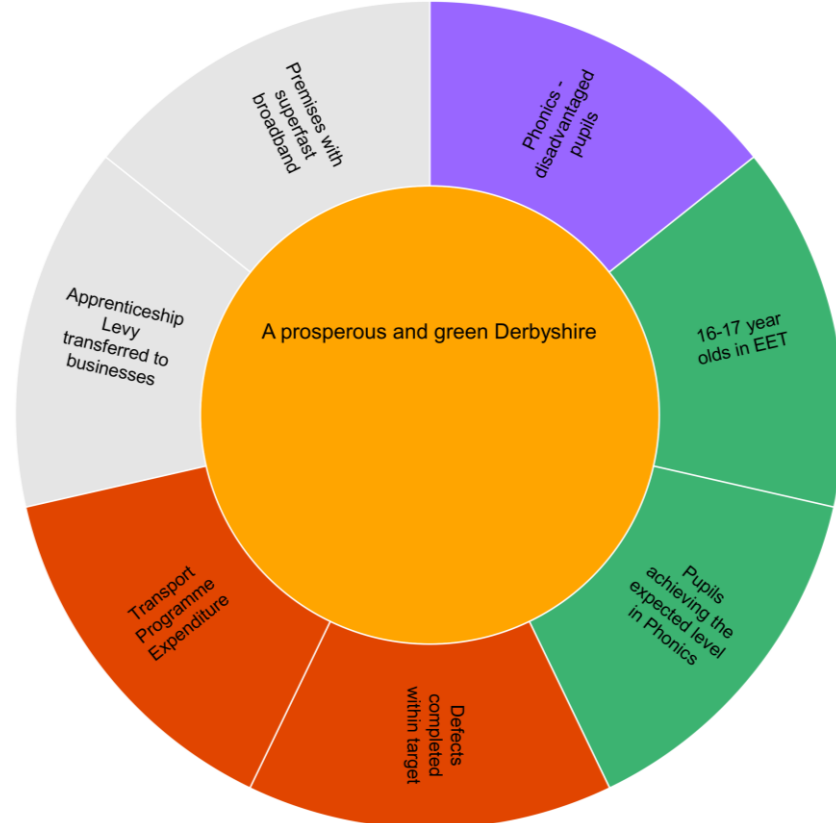
Overview

This priority shows overall “Requiring Review” progress for Council Plan deliverables, with 10 deliverables rated as “Good”, 4 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 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
Percentage reduction in CO2e from 2009-10 baseline	Mar-2023	71.3%	68.5%	No data for 2023-24
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2023	£16.420m	£22.000m	 Action (Good in Q1)
Percentage of defects completed within target timescales	Sep-2023	54.4%	90.0%	 Action
Percentage of Principal roads where maintenance should be considered	Dec-2022	15.4%	23.0%	No data for 2023-24
Percentage of Non-principal classified roads where maintenance should be considered	Dec-2022	22.1%	13.0%	No data for 2023-24
Percentage of Unclassified road network where maintenance should be considered	Dec-2022	30.2%	31.0%	No data for 2023-24
Percentage of residents satisfied overall with Highways and Transportation services	Dec-2022	51.0%	60.0%	No data for 2023-24
Percentage of pupils achieving the expected level in Phonics	Aug-2023	79.0%	79.0%	 Good
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving the expected standard in Phonics	Aug-2023	16.7	18.7	 Strong
Percentage of pupils achieving a standard pass or higher (grades 4-9) in English and Maths at GCSE	Aug-2022	67.8%	Not set	No data for 2023-24
Percentage point gap between disadvantaged pupils in Derbyshire and non-disadvantaged pupils achieving a standard pass or higher (grades 4 to 9) in English and Maths at GCSE	Aug-2022	31.6	Not set	No data for 2023-24
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2023	95.0%	94.4%	 Good
Percentage of premises across the county that have access to Superfast broadband (>30Mbps)	Sep-2023	97.5%	Not set	 No Target
Amount of Apprenticeship Levy transferred to businesses	Sep-2023	£172,117	Not set	 No Target

Progress on our deliverables and key measures

Continue to deliver the Climate Change Strategy and Action Plan which sets out priorities to reduce the county's greenhouse gas emissions

Rating: Good

Expected completion date: 31 Mar 2025

The Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025) was approved by Cabinet on 14 October 2021. The Strategy sets out the Council's role and priority areas of work on reducing the Council's and the county's emissions. The first annual review of progress was presented to Cabinet in January 2023. The review showed that delivery of the Strategy had a strong first year, with the majority of actions being on track to meet or exceed the desired outcomes, and action being taken to address any risks to delivery of any targets and actions currently not on track. At the end of 2022-23 all of the 32 priority actions were deemed likely to achieve their timetable and/or to deliver the required outcome. The next annual review of progress has commenced and will be reported to Cabinet in January 2024.

The Council has a target for county-wide emissions to reach net zero by 2050. Data is provided by the UK Government, which reports annually on emissions arising within each Council's geographic area. This government data groups emissions by source, including industrial and business users, the public sector, homes, transport and agriculture, and around 98% of emissions are outside the Council's direct control.

The latest data relates to 2021 and shows there was a 9% increase in Derbyshire's emissions between 2020 and 2021. Since the baseline year of 2005 Derbyshire's emissions have reduced by 22%. Emissions data for 2022 is expected to be available in Summer 2024.

The Vision Derbyshire Climate Change Strategy (2022-25) and accompanying Action Plan are being delivered through collaboration between the Council and all eight of Derbyshire's district and borough councils. These documents set out a series of collaborative priority projects and initiatives to help reduce the county's emissions. The first annual review of progress against delivery of the Vision Derbyshire Strategy and Action Plan will be finalised in Quarter 3 of 2023-24.

Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO₂e by 2024 and net zero by 2032

Rating: **Good**

Expected completion date: **31 Mar 2032**

The Council has a target to be a net zero organisation by 2032, or sooner. Emissions from four sources are included within the Council's net zero target: Corporate Property; streetlighting; core fleet; and officers using their own vehicles (Grey Fleet).

The provisional data for these four sources for 2022-23 indicates that:

- Emissions from energy used in corporate property reduced by 20% between 2021-22 and 2022-23. There has been a 54% reduction in emissions from corporate property since the 2009-10 baseline year.
- Emissions from energy used in streetlighting reduced by 23% between 2021-22 and 2022-23. There has been an 87% reduction in emissions from streetlighting since the 2009-10 baseline year.
- Emissions from core fleet since 2021-22 are currently being updated to reflect more detailed vehicle data. The provisional figure does indicate a 53% reduction in emissions from core fleet since the 2009-10 baseline year.
- Emissions from grey fleet increased by 5% between 2021-22 and 2022-23, thought to be due to Covid recovery. There has been a 70% reduction in emissions from grey fleet since the 2009-10 baseline year.

To date, the Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO₂e to 12,338 tonnes CO₂e). However, the speed of reduction is at risk of slowing down, highlighting that further effort is required to reduce the Council's emissions. Supplemental work is now underway to explore how the further reductions necessary might be achieved, and to understand the resource implications of doing so.

Council and departmental annual emission reduction targets to 2032 have been developed and agreed and are being embedded within Departmental Service Plans.

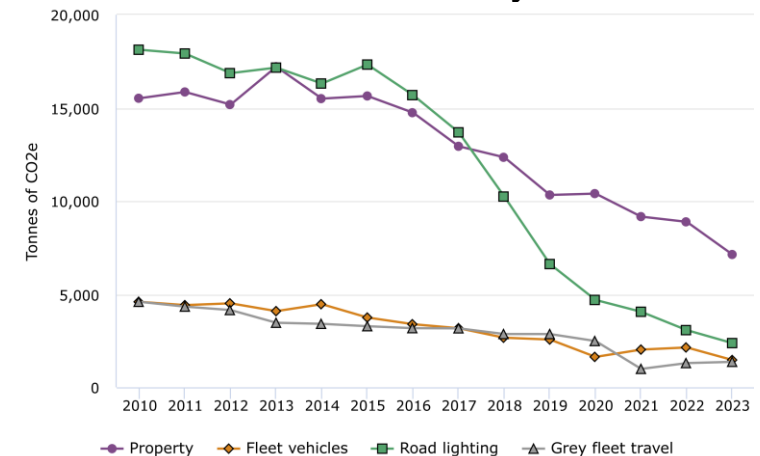
The Council is on track to baseline and set a net zero target for its Scope 3 emissions by the end of 2023, as set out as a target in the Climate Change Strategy. These emissions are indirect emissions outside of the Council's direct control, for example from purchased goods and services. The Sustainable Procurement Policy was approved by Cabinet in July 2022 and implementation begun during 2022-23 through a number of initial pilot contracts. Wider implementation of the Sustainable Procurement Policy, as well as staff communications and training, is being conducted during 2023-24. [Return to summary.](#)



2020-2021	62.2%
2021-2022	64.2%
2022-2023	71.3%
Target 22-23	68.5%
Performance	Good

Data for 2023-24 will be available by September 2024

Breakdown of CO₂e emissions by main sources



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

Rating: Good

Expected completion date: 31 Mar 2024

Walking, Wheeling and Cycling

With recent Active Travel England Capability fund grant awards, the Council has now begun to develop a series of local active travel (walking and cycling) plans for market towns. This exciting workstream will be the primary focus of the next 12 months and will explore the opportunities, barriers and interventions required to ensure increases in walking, wheeling and cycling in daily movements of Derbyshire's residents and visitors.

Continued development of the Key Cycle Network

The Public/Stakeholder Engagement Report for the joint Derby, Derbyshire, Nottingham and Nottinghamshire Draft Local Cycling and Walking Infrastructure Plan (LCWIP) is being finalised for publication to inform the final Plan for Cabinet Member endorsement. The LCWIP provides the strategic direction for the continued development of the Key Cycle Network.

Recent highlights include:

- Little Eaton Branch Line - Forms part of Derby City to Ripley Active Travel Route. A successful funding bid to Active Travel England (Tranche 4) has secured £2.73m for construction of multi-user Greenway along the former railway branch line between Duffield Road, Little Eaton and Rawson Green. Detailed designs and further surveys are underway in advance of a planning application being submitted in the autumn. Negotiations have been initiated about the possibility of acquiring the onward section beyond Rawson Green to Street Lane at Denby Bottles.
- White Peak Loop (WPL) - A successful funding bid to Active Travel England (Tranche 4) has secured £275,000 for further development work, leading to submission of planning applications for preferred route options identified in recently completed studies for WPL from the end of the Monsal Trail at Topley Pike into and through Buxton to Harpur Hill.
- Pennine Bridleway National Trail - Grant offers have been received from Natural England through the Pennine National Trails Partnership for ongoing maintenance of the route, including funding for a Project Officer, as well as continued development of missing sections of the Trail around Glossop.
- Derwent Valley Trail - The Shardlow to Hathersage Feasibility Study is nearing completion, with all draft reports expected by end of July 2023.

Low Emission Vehicles Infrastructure (LEVI) Programme

The implementation of the LEVI Strategy is gaining pace with three key workstreams identified: On Street Residential, Destination Charging and Private Charging. Recent highlights include:

- On Street Residential Charging: the proposal to undertake a small procurement activity has been endorsed by Cabinet and a residential engagement exercise has been launched to help identify the most in demand and suitable sites. Tender specifications are being developed with a view to appointing a commercial partner by autumn 2023.
- Destination Charging: following soft market testing with commercial suppliers and engagement with district officers, a number of sites have been identified as suitable locations for electric vehicle (EV) charging infrastructure. The next phase of work is primarily focused on the development of procurement models that will accelerate the infrastructure deployment and create an environment to facilitate both public and private transition to electric vehicles where appropriate.

A pilot project is underway for increasing the use of the Council owned electric fleet by providing suitable infrastructure (charge points) to facilitate pool EV vehicles. Suitable suppliers have been identified and several pilot sites have been prioritised. Electrical capacity assessments have been undertaken and quotes for enabling works sought. The next step will be to procure and install suitable infrastructure.

Rural Mobility Fund - Moving Together

The project, which enables people to share vehicles and chargepoints, is currently underway with Cenex appointed to deliver on behalf of the Council. A significant milestone has been achieved with the successful launch of the online platform, known as Moving Together, in July 2023. Following a series of community engagement events and activities throughout the summer, the next steps involve evaluating the impact of community engagement on both traffic to the Moving Together platform and the uptake of operator offers. This assessment will provide valuable insights into the effectiveness and utilisation of the platform, contributing to the project's overall objectives.

Rail Travel

Despite the ongoing round of industrial action, which has seriously impacted services during 2022-23, work has continued to improve facilities at stations across Derbyshire. This includes new electronic travel planning and real time information signage at a number of stations along the Derwent Valley and Hope Valley lines. Following significant lobbying by the Council and other stakeholders, East Midlands Railway has reintroduced hourly direct rail services along the Derwent Valley line from Matlock to Nottingham.

Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns

Rating: Review

Expected completion date: 31 Mar 2024

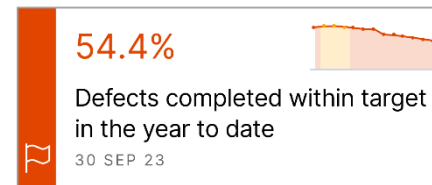
Captured costs in the Council’s financial management system so far for the end of Quarter 2 amounted to £16.4m, however delivered work on the ground was in excess of £19m. A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24 target of £43m. Any shortfall of this amount will be carried forward to the start of the 2024-25 financial year. Spend this quarter reflects our Surface Dressing Programme and Carriageway Surfacing programmes that are currently being delivered. Other major works such as the Harrington Bridge refurbishment are also on site in this period.

It is acknowledged that whilst we are still repairing a significant number of defects the number of incoming defects, as a consequence of the adverse and unpredictable weather conditions, has impacted our ability to repair all the defects within the requisite time frames. Consequently, only 54.4% of defects have been completed within the target timescales, compared to a target of 90%. The treatments required exceed the budget available. To address this, a programme is planned to utilise the £4.2m pothole grant received from the Department for Transport. It is recognised that many of the pothole repairs required are on roads that often receive an annual inspection during the winter months. Due to the more severe weather conditions experienced during this season, lasting repairs to potholes are more difficult to achieve. Therefore, a proactive programme of repairs has been implemented utilising Jetpatchers targeting these mainly rural areas to treat any defects present before they develop into larger or more hazardous issues later in the year. This programme was undertaken throughout the warmer months with the aim being to repair the roads before the weather conditions worsen, giving longevity to the repair. The Jetpatcher vehicles are an innovative approach for tackling a high volume of road defects quickly, delivering permanent repairs without causing further damage to the road, at a fraction of the cost. They are contracted until the end of October to coincide with the changing weather conditions as they cannot operate during the winter period.

The current change over in management systems relating to Highways work has provided an opportunity to review in detail the underlying data for defects to ensure all categories are included in the figures. This work is ongoing and will be reflected in future reporting.



2021-2022	£39.674m
2022-2023	£37.000m
2023-2024	£16.420m
Target	£22.000m
Performance	Action (Good in Q1)



2021-2022	75.0%
2022-2023	76.6%
2023-2024	54.4%
Target	90.0%
Performance	Action

2023-24 data and targets are for the year to Sep-2023

Percentage of defects responded to within target timescales during Quarter 2

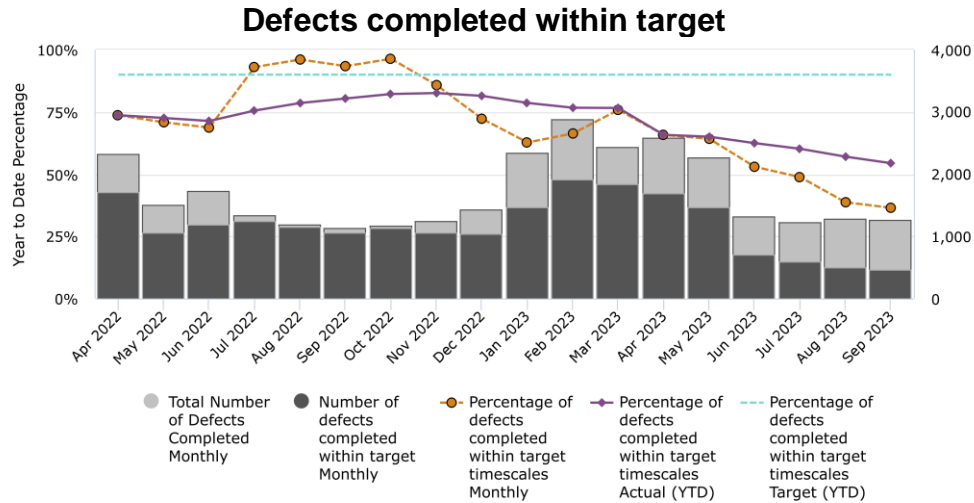
	Quarter 2	Target	Performance
Started within 2 hrs (Urgent)	86.2%	100.0%	Action
Completed within 32 hrs	81.3%	90.0%	Review
Completed within 9 days	35.6%	80.0%	Action
Completed within 28 days	21.7%	80.0%	Action

Appendix 3

PUBLIC

The percentage of Principal, Classified and Unclassified roads where maintenance should be considered details the percentage of roads that fall into the 'Poor' and 'Very Poor' condition banding and is derived from the Annual Engineers Inspection survey. Areas of the network that fall below a condition level are calculated to form the percentage result. The Annual Engineers Inspection is then factored into the Value Management Process to enable development of Forward Programmes. The annual survey is undertaken between April and June and the outcome of the survey will support the preparation of the following year's delivery programme and information regarding this which will be provided in Quarter 3. [Return to summary.](#)

Page 210



15.4%

Principal roads needing maintenance

31 DEC 22

2020-2021	17.0%
2021-2022	15.2%
2022-2023	15.4%
2023-2024	Due in Q3
Target	13.0%

22.1%

Classified roads needing maintenance

31 DEC 22

2020-2021	17.0%
2021-2022	19.6%
2022-2023	22.1%
2023-2024	Due in Q3
Target	23.0%

30.2%

Unclassified roads needing maintenance

31 DEC 22

2020-2021	27.0%
2021-2022	29.9%
2022-2023	30.2%
2023-2024	Due in Q3
Target	31.0%

51.0%

Residents satisfied with Highways and Transport services

31 DEC 22

2020-2021	54.0%
2021-2022	52.0%
2022-2023	51.0%
2023-2024	Due in Q3
Target	60.0%

Targets are for the full year 2023-24

 **Reduce the level of Flood Risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to support and develop flood resilience measures**

Rating: Good (Review in Q1) Expected completion date: 31 Mar 2024

The delivery of the Highway Drainage Capital programme 2023-24 is ongoing.

The Flood Team attended the Parish and Town Councils engagement event at County Hall, providing advice to attendees.

Breadsall Natural Flood Management scheme design is complete and grant funding secured, and it is intended this will be delivered by March 2024.

The last Technician vacancy in the Flood Team has been filled, bringing the team back up to full strength. Agency Engineers continue to support the team, albeit the Council's current financial controls may impact on their continued use.

Responding to planning consultations within the required time continues to be a challenge due to the current backlog, following the difficulties in recruiting to the team that have recently been resolved. This will likely continue for the remainder of the year.

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

Rating: Good

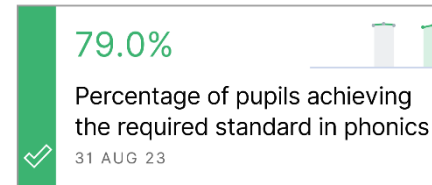
Original completion date: 30 Jun 2023

Expected completion date: 31 Mar 2024

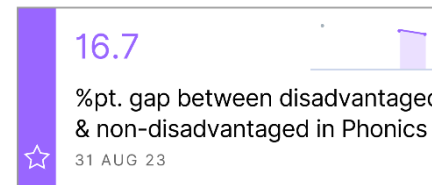
The Education Improvement Service (EIS) has continued to work robustly with schools and other partners throughout Quarter 2 to improve outcomes for children and young people and support catch-up on learning. Derbyshire's successful 'Learn to Read, Read to Learn' partnership, exploring evidence-informed approaches for improving pupils' reading skills at key transition points, is continuing with the recruitment for the next cohort of schools taking place during October 2023. Last year over 150 schools from key stage 1 to key stage 3 were involved in this partnership working with the Derby Research School as well as other partners such as the English and Maths Hubs and increasing school-to-school capacity for improvement within Derbyshire. We will continue to build on this through the 2023-24 academic year.

Key stage attainment outcomes for 2023 will be available at various points throughout the year. Targets predominantly relate to comparator performance and therefore will not be confirmed until comparator outcomes are published.

Provisional 2022-23 data for the percentage of pupils reaching the required standard in Phonics (79%) suggest that Derbyshire's performance is again in line with the national average maintaining performance within the lower middle national quartile. This continues improvement from bottom quartile performance in 2019 and we have improved our national ranking by 10 places compared to last year. Provisional data also suggests that the gap between disadvantaged Derbyshire pupils achieving the expected standard in phonics and non-disadvantaged pupils nationally (16.7%) has narrowed compared to 2021-22 when the gap was 18.7 percentage points.

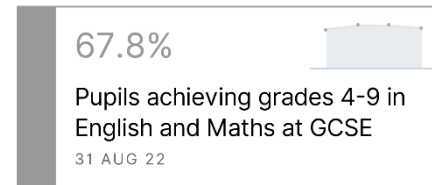


2021-2022	79.0%
2022-2023	79.0%
Target	79.0%
Performance	✔ Good
Number of Participants	79.0%

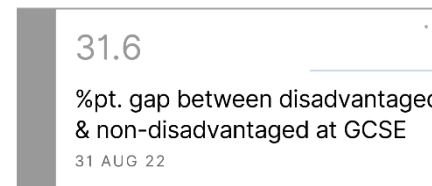


2021-2022	16.7
2022-2023	16.7
Target	18.7
Performance	★ Strong

2022-23 data and targets are for the academic year to Aug-2023



2019-2020	72.2%
2020-2021	67.8%
2021-2022	67.8%
2022-2023	Due in Q3
Target	Not set
National Benchmark	64.4%



2020-2021	31.6
2021-2022	31.6
2022-2023	Due in Q3
Target	Not set

Targets for these measures will be set when the national data is available in Quarter 3.

The percentage of 16 to 17 year olds in education, employment or training for the 3 months of June, July and August 2023 is 95.0%. This is below the same time last year (96.4%) but is higher than both the national figure (91.1%) and the outcome for East Midlands (93.4%). Current performance maintains Derbyshire within the top quartile nationally which is the target for this year.

This deliverable had an expected completion date of 30th June 2023. It is clear now that pupils could be catching up on learning for a considerable period of time. We will continue to report outcomes for this deliverable until the end of this financial year. Activity and outcomes will subsequently be tracked under business as usual education improvement support. [Return to summary.](#)

95.0%

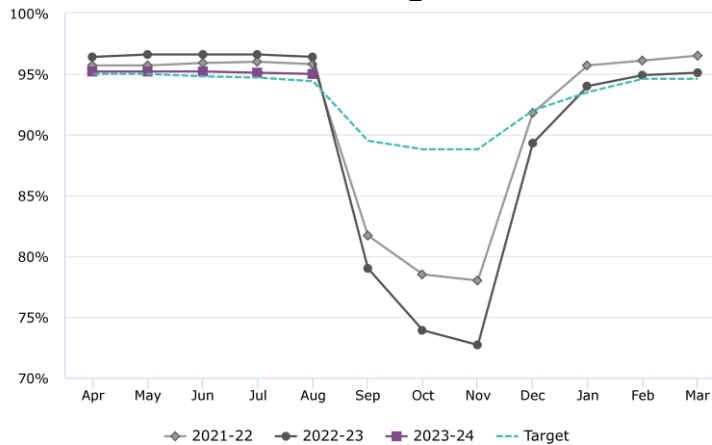
16-17 year olds in education, employment or training

31 AUG 23

2020-2021	95.5%
2021-2022	96.5%
2022-2023	95.1%
2023-2024	95.0%
Target	94.4%
Performance	✔ Good
County-wide Benchmark	91.1%

2023-24 data and target are for a 3 month average to Aug-2023

16-17 year olds in education, employment or training




● **Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment**

Rating: Review (Good in Q1) Expected completion date: 21 Dec 2023

The Council is the 'Responsible Authority' for the production of Derbyshire's Local Nature Recovery Strategy (LNRS). The Council has been awarded a grant of circa £400k from the the Department for Environment, Food and Rural Affairs. The deadline for the production of the LNRS is the end of March 2025. The Council has procured, in partnership with Derby City Council and the Peak District National Park Authority, the Derbyshire Natural Capital Strategy which will provide much of the baseline evidence for the LNRS. However, the the timescale for the production of the LNRS is relatively tight,

especially when statutory consultation and notification periods are taken in to account. To this end, the Council's current financial controls do have implications for the timely delivery of the LNRS. [Return to summary.](#)

 **Deliver a £47 million Bus Service Improvement Plan in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability**

Rating: Good

Expected completion date: 31 Mar 2025

Following receipt of year 2 funding, work continues at pace and key areas of progress to note this quarter include:

Traffic Signalling Priority: infrastructure works commenced in Chesterfield.

Ticketing Offers: Wayfarer introductory discount offer on weekly ticket prices for Adults £21 and young person B-line card holder £16. Implementation of £1.50 flat rate fare for B-line card holders from age 11 valid until their 19th Birthday.

Transport Hubs: site development work continues for the identified sites, working collaboratively with local schemes in districts and boroughs.

Additional bus services: commenced enhancements and improvements to 17 bus services all with greater frequency and extension to evenings and weekends in many communities in Derbyshire.

Demand Responsive Travel pilot service to commence in November 2023.

Marketing campaign: the first behaviour change campaign in November will focus on young people and independence for leisure purposes afforded by bus travel and linked to the new fare offer for B-Line card holders. An informational campaign will be aimed at parents of 11-18 year olds regarding B-Line. Marketing is ongoing of new service enhancements through press releases and social media campaigns.

Community Bus Champions have commenced work with businesses and employers and are actively engaging with the public at events around the County.

Department for Transport Bus Service Improvement Plan Relationship Manager visited Derbyshire. [Return to summary.](#)

 **Refresh and implement our approach to increasing levels of inward investment into the county**

Rating: Good

Expected completion date: 31 Mar 2024

Following the closure of the European Regional Development Fund's "Invest in D2N2" Programme, Derbyshire's investment opportunities and key development sites have continued to be promoted via the Invest in Derbyshire website and other online outlets.

Eight new enquiries have been received during Quarter 2 from domestic and foreign investors, mainly in the residential & development, manufacturing and distribution sectors. An increased demand for freehold land and sites with mid-size industrial units has been recorded. Ongoing support has been provided to some large investment and business expansion projects in the pipeline.

Both existing and the most recent enquiries carry a great potential to increase levels of inward investment and create a significant number of new jobs in the county within the next 3 years.

Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

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

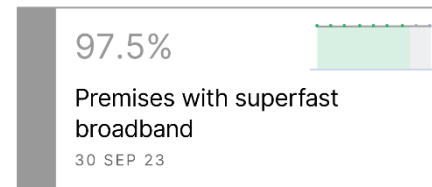
The Outline Business Case (OBC) was reconsidered by government in August 2023 and to date the Council has not been advised of the outcome, and therefore all work has been paused to minimise financial risk. In the event of OBC approval a report will be brought to Cabinet recommending next steps. [Return to summary.](#)

Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology

Rating: Good Expected completion date: 31 Mar 2024

The Digital Strategy and Action Plan have now been finalised. We are expecting it to be approved by Cabinet by early November. The Project Gigabit regional supplier (Type B) contract is due to be awarded by November, with the local supplier (Type A) in January. Following both contract awards, we will then be given a list from Building Digital UK of all properties where the chosen supplier will intervene to improve access and areas that will be de-scoped. This then leaves us with a clear indication of where we can intervene and implement the Action Plan.

Currently 97.5% of properties have access to superfast broadband.



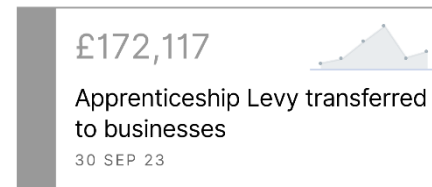
2021-2022	96.9%
2022-2023	97.3%
2023-2024	97.5%
Target	Not set

Targets will be set when the programme of gigabit support is confirmed. 2023-24 data is for the year to Sep-2023

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


Rating: Good Expected completion date: 31 Mar 2024

Four apprenticeships with three Small and Medium Enterprises (SME) have been formally supported by the Council's Apprenticeship Levy in Quarter 2. The apprenticeships supported this quarter have been in the Engineering, Automotive, Early Years and Digital sectors. This is slightly behind forecast, this is due to seventeen apprenticeships across seven SMEs being in the final stages of negotiations, and until formal confirmation of the apprenticeship going ahead it is not appropriate to include these in Quarter 2 figures. At the end of Quarter 2 £172,117 of the Council's Apprenticeship Levy has been transferred to businesses. The cost of each apprenticeship differs in terms of type of course and the age of the apprentice and so no target has been set for this under-pinning performance measure.



2022-2023	£428,630
2023-2024	£172,117
Target	Not set

2023-24 data is for the year to Sep-2023

 **Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme**

Rating: Good

Expected completion date: 31 Mar 2025

The Barrow Hill Line has passed another important milestone with the Department for Transport's Restoring Your Railways (RYR) Programme Board finalising the project scope by confirming rail stations at Barrow Hill and Killamarsh for further development during the Outline Business Case (OBC) Stage. Network Rail has commenced OBC preparation during this period and is on track for completion by end March 2024. RYR Ivanhoe Line project remains on track for meeting a milestone of OBC submission in December 2023. High Speed 2 (HS2) Ltd and Network Rail are progressing HS2 Eastern leg workstreams, which are programmed to complete March 2025, to de-risk Integrated Rail Plan proposals and minimise future late changes to the project by considering cost and carbon emission opportunities. The Council has held ongoing liaison with Network Rail about the future Midland Mainline Electrification work programme in Derbyshire, but there is no further progress to report for Quarter 2.

 **Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities**

Rating: Review

Expected completion date: 31 Mar 2024

The Derbyshire Makes project is currently paused whilst a decision is made on the funding associated with the activity. There is currently £1m in the cultural recovery framework reserve to support delivery of the cultural framework. This funding has been identified as potential to be used to support the Council's current budget situation. This activity is obviously important to the council but it is not a statutory service. [Return to summary.](#)

 **Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential**

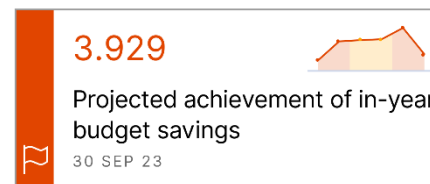
Rating: Review (Good in Q1)

Expected completion date: 31 Mar 2024

The Council's Executive Director for Place and the Head of Conservation, Heritage and Design have met with 3 of the other 4 Local Planning Authorities (LPA) that the World Heritage Site covers, to discuss and investigate the desire for the production of a DVMWHS Development Framework. A meeting with the remaining LPA is scheduled for October 2023. There is a high level of support for the production of a Development Framework, especially with the advent of the Levelling-up Bill, which specifically mentions World Heritage Sites, and the formation of the East Midlands Combined County Authority. Unfortunately the Council's financial position is likely to impact on the the Development Framework's production. [Return to summary.](#)

Overarching Measures

The combined departmental budget savings target for 2023-24 is £16.190m with a further £12.038m of unachieved savings brought forward from previous years. Of the in-year savings target, £3.929m is forecast to be achieved. The forecast at Quarter 1 was reported as £10.317m, however this has been revised at Quarter 2. This is mainly due to the lack of availability of short term home care for older people which has meant there has been no expenditure reductions in long term home care packages and in residential care home placements. Departmental reserves and other one-off compensatory efficiencies have been employed to mitigate the in-year impacts.



2022-2023	£7.557m
2023-2024	£3.929m
Target	£16.190m
Performance	Action

2023-24 data and target are the year end projections as at Sep-2023

The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures. [Return to summary.](#)

A short 'Pulse Survey' of residents was carried out in Summer 2023. The Pulse Survey asked key questions from the Council's main annual Your Council Your Voice (YCYV) residents survey, to enable better understanding of residents' perceptions and comparison with the Local Government Association (LGA) Residents Survey carried out during June 2023.

The results from the Pulse Survey for the overarching measures contained in the Council Plan remain similar to those from the main YCYV survey carried out in Autumn 2022. The survey received just over 3,100 responses, compared to the previous YCYV response figure of 2,400, with results as follows:

- Residents who are satisfied with the council, 43.2% compared to 43.6% in the YCYV survey and below the target of 58%;
- Residents informed about Council decisions, 37.2% compared to 41.5% in the YCYV survey and below the target of 52%;
- Residents agreeing the Council gives value for money, 30.2% compared to 30.3% in the YCYV survey and below the target of 43%.

In order to address some of the findings from the surveys a high-level action plan is being implemented. The action plan sets out activity to increase the proportion of residents that positively view the Council and its services and widening and enabling participation across demographic groups. In addition, the actions will enable the Council to review its approach to the YCYV Survey moving forward to ensure that it remains relevant and provides the Council with the key information it needs to support strategic planning, budget setting and the development of Council services. [Return to summary.](#)



2021-2022	42.3%
2022-2023	43.6%
2023-2024	43.2%
Target	58.0%
Performance	Action
National Benchmark	62.0%

2021-2022	42.7%
2022-2023	41.5%
2023-2024	37.2%
Target	52.0%
Performance	Action

2021-2022	29.3%
2022-2023	30.3%
2023-2024	30.2%
Target	43.0%
Performance	Action
National Benchmark	46.0%

2023-24 data is for the latest survey in Jun-2023; targets are for the full year 2023-24






Notes

This report set out progress on deliverables and key measures as outlined in the Council Plan 2023-25. The following table lists the deliverables and measures not included in this report, or where changes have been made:

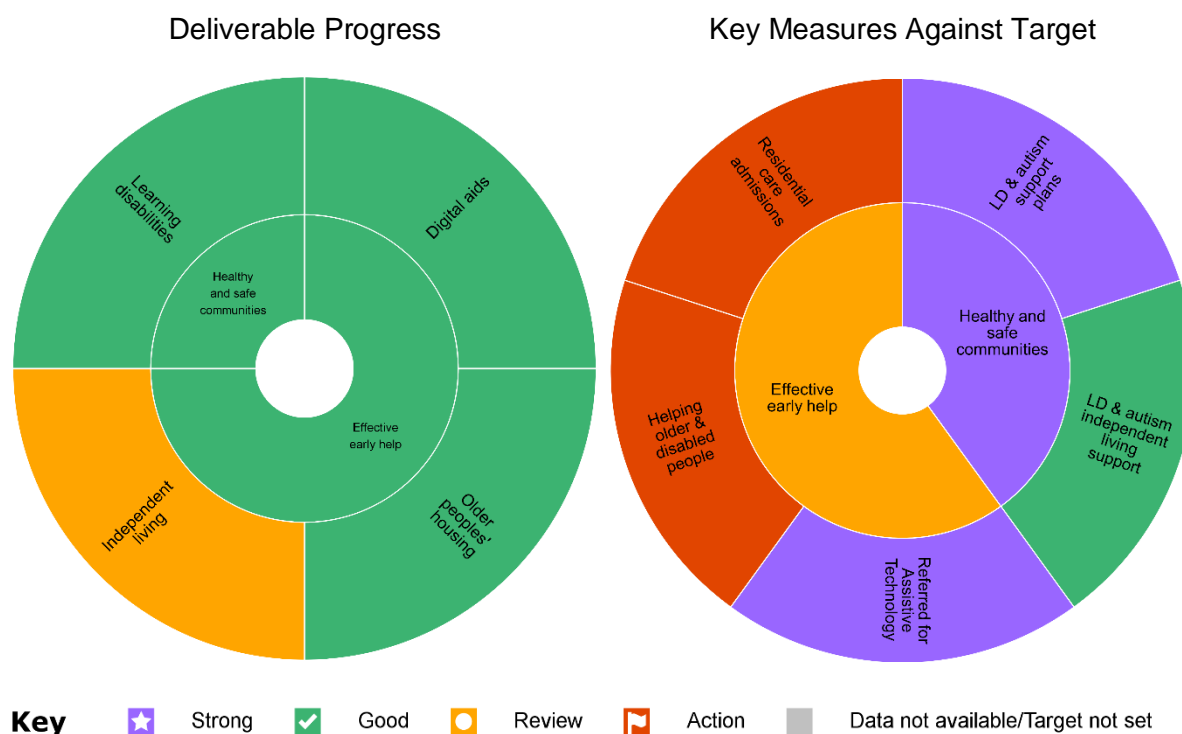
Measures	Reporting
Measures indicating the effectiveness of the Council's new Equality, Diversity and Inclusion Strategy	Measures to indicate the impact and progress of the strategy are currently being identified and will be included in future reporting.

Occasionally key measures data reported in a previous quarterly report may be updated. Data may be updated for a variety of reasons, for instance updates to provisional data, where additional data is submitted after the report has been produced, or identification and resolution of data issues. Significant changes to data will be highlighted in the commentary.

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



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

Key areas of success are:

- ✔ **Work alongside people with a learning disability, those recovering from mental ill health and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals (rated Good)**

In this quarter, we have worked with 53 people with a learning disability and/or who are autistic, to have outcome focussed support plans. This exceeds the quarterly target. Cumulatively, since April 2021, 762 people have been supported to develop an outcome focused support plan.

Key areas for consideration are:

- ⦿ **Finalise the new ways of working with older people and people with a disability to increase their independence so that they remain part of their local communities (requires Review)**

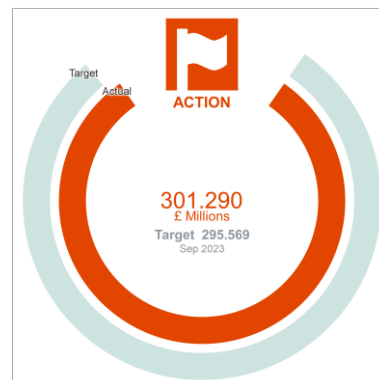
Issue: Progress is being delayed by a shortage of homecare to support people to be independent in their own homes. This is a national issue and not unique to Derbyshire. **Response:** We are currently finalising the redesign of the Short-Term Service with implementation commencing January 2024. This will increase the capacity available to older people

requiring reablement intervention and help manage demand for Adult Social Care and Health services.

There is a forecast overspend of £5.721m on the portfolio (after the use of £7.091m from earmarked reserves). The main variances are:

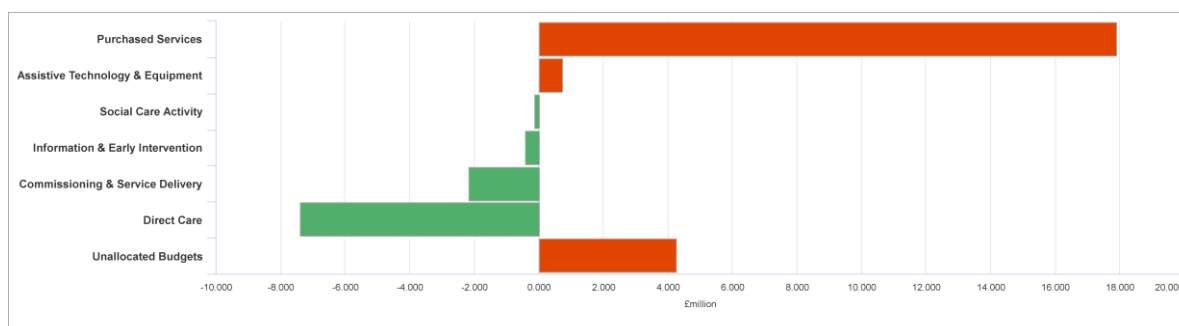
- **Purchased Services, £17.897m overspend -** There has been an increase in hospital discharges and because there is an insufficient supply of home care and reablement services, this has driven increased placements into residential homes rather than into care at home. As a result, expenditure on independent sector placements has increased. Pressure on independent sector care home spend - hospital discharge into residential homes rather than care at home, insufficient supply of home care and reablement.
- ✓ **Social Care Activity, £0.121m underspend -** Underspend on staff pay and travel due to vacancies in the social work team. Various underspends across social work teams in localities, hospitals and in specialist teams .
- ✓ **Information and Early Intervention, £0.425m underspend -** Reduced activity and costs for alarm monitoring, housing related support and for some voluntary sector contracts. Reflects reduced activity/costs for alarm monitoring, housing related support and for some voluntary sector contracts.
- ✓ **Direct Care, £7.375m underspend -** provision, £1.9m overspend on care homes for older people and Community Care Centres stemming from the increased care needs of residents and £0.9m underspend across other Direct Care units. £4.7m underspend on Direct Care home care (high level of vacancies), £3.4m underspend on Direct Care day centres (reduced usage and re-provision), £0.9m underspend on Learning Disability residential units, £1.7m overspend on care homes for older people (increased care needs of residents).
- ✓ **Commissioning and Service Delivery, £2.173m underspend -** £0.6m underspend in respect of vacancies in the Business Services team and £0.5m underspend in respect of vacancies in the Commissioning, Contracts Team and Transformation Teams. Also, £4.5m of grant income received funding for Market Sustainability, which is offsetting increased fees paid out through Purchased Services. £0.7m underspend for Business Services (vacancies), £0.15m pay underspend on the Commissioning, Contracts Team and Transformation Teams (vacancies) . Underspend on BCF schemes (to be reallocated).

Forecast Outturn against Target Budget



- Unallocated budgets, £4.266m overspend - Includes £8m of budget savings targets which have not yet been allocated to service lines and £5m of estimated additional demand driven costs expected to arise based on current trends. These are offset by £2m of budget allocated to the portfolio for service pressures which is not anticipated to be required. Unachieved efficiencies of £6.8m . Projected underspend on 23/24 budget pressures of £2.1m. Underspend on Exec Director's budget £0.1m (vacancy).
- Assistive Technology, £0.743m overspend - Projected overspend on disability equipment and telecare. Projected overspends on disability equipment (Pooled Budget with health) £0.583m and on Telecare £0.150m (increased uptake).

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £12.139m, with a further £3.009m target brought forward from previous years. £2.157m of the in-year savings target of £12.139 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Demographic Growth - £5.711m ongoing - Reflects expected increases in customer numbers and impact on package spend and social work team time. Also included is base budget to replace the LD and Autism Grant.
- Hospital Discharge pressure - £5.000m ongoing - Additional out of hospital spend, new hospital discharge protocol.
- Former Independent Living Fund (ILF) Grant - £2.534m ongoing - Grant now included in base budget.
- Invest to Save - £1.175m ongoing - Reducing pressure to provide resources to support transformation projects and efficiencies.

- Mosaic hosting costs - £0.125m ongoing - Cost of external hosting of Mosaic system.
- Social Care Reform - £0.300m one-off - Funding to support preparation for external inspection.
- Inflation on PVI Contract Fees - £22.830m ongoing - Additional budget reflecting the April 2023 National Living Wage uplift and CPI.
- Inflation on transport and catering supplies - £0.673m one-off -

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

- Former Independent Living Fund Grant (ILF) - £2.534m one-off - On 8 March 2022, the Government confirmed that the former ILF recipient grant will continue to be paid to local authorities in 2022-23.
- Contain Outbreak Management Fund (COMF) - £5.000m one-off – grant used to support new hospital discharge protocol.
- Additional Direct Payment claw back - £2.500m one-off – return of unused funds.

Key areas for consideration are:

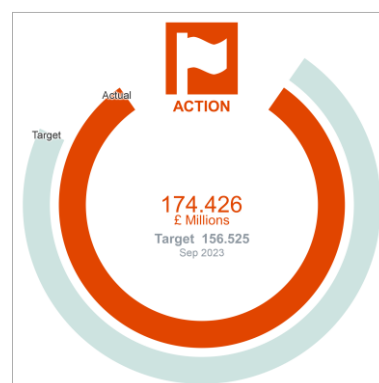
Review how the Council delivers home to school transport for children with special educational needs ensuring the most effective use of resources (requires Review)

Issue: This is a complex area with some significant risks particularly in terms of the required data and intelligence currently available to assess our statutory responsibilities and to support decisions to be able to deliver these in an efficient manner. **Response:** Work is now in place to start to implement and deliver the 12 month improvement plan. An independent lead for the implementation of the plan is in place and the improvement plan has been linked to both the SEND Executive Board and the Education Partnership. A decision-making team is now established and work is starting to move forward.





There is a forecast overspend of £17.901m on the portfolio. The main variances are:

Forecast Outturn against Target Budget

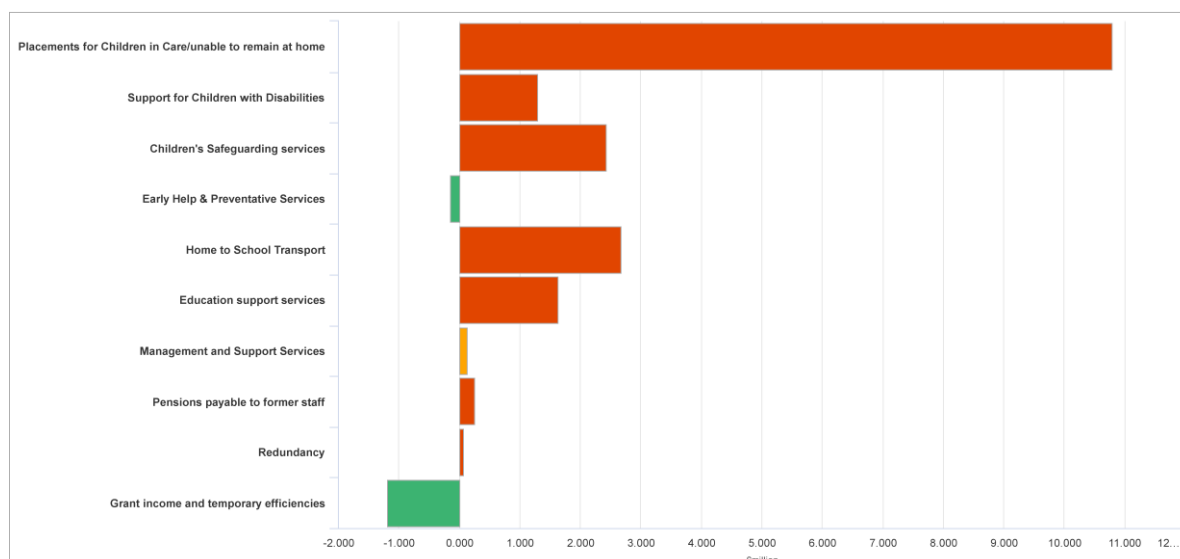
- Placements for Children in Care/unable to remain at home, £10.795m overspend -** Expenditure on placements for children in care or alternatives to care is continuing to rise due to an increase in the number and cost of placements. The number of children requiring support is growing because the rate at which children enter care is greater than the rate at which children exit care and because alternatives to care often require long-term financial support leading to a growing number of arrangements to fund. Average cost increases are due to inflation and the need to make more higher cost placements with independent providers, exacerbated by a shortage of foster care places. There are also a greater number of children in arrangements which are alternatives to care, such as Special Guardianship Orders, many of which require long-term financial support. The projection takes into account plans to mitigate rising costs by £4m through increased activity to step down to less expensive care packages or care alternatives where those meet the needs of the child.
- Support for Children with Disabilities, £1.290m overspend -** The overspend is primarily due to budget pressures arising from the need to provide high cost packages to support children with complex needs to remain with their families or maintain their current care placement.
- Children's Safeguarding services, £2.420m overspend -** The overspend is made up of a number of areas all relating to demand pressures from greater numbers of children in care and children in need; including



children in care support expenditure and Quality Assurance and Child Protection teams. Increased use of agency staffing to cover social work vacancies and to provide care staff for temporary placement alternatives (when children can not stay at home but no placements are available for them) is also adding to the overspend. The projection takes into account plans to mitigate rising costs by £0.5m through procurement efficiencies and cost control measures.

-  Home to School Transport, £2.670m overspend - Projected spend exceeds current allocated budget due to an increase in the number of children eligible for Council funded transport and an increase in average costs. The increase in cost is due to both economic factors affecting contractors and an increased need for more specialised vehicles to transport individual children. The increase in demand for SEND transport is linked to the increase in the number of children with Education Health and Care Plans (EHCPs) which has increased by 16% over the last 12 months.
-  Education support services, £1.624m overspend - The overspend is primarily due to the costs of meeting the increased demand for EHCPs. Loss of grant funding for the Education Improvement Service impact of high rates of inflation on the costs of running traded services are also factors. The projection takes into account plans to grow income from traded services and reduce areas of overspend by £2m.
-  Pensions payable to former staff, £0.245m overspend - These costs represent pension obligations payable to teachers and other staff previously employed by the Authority. The majority of the cost relates to staff who left under efficiency programmes during the early 1990s.
-  Grant income and temporary efficiencies, £1.190m underspend - Underspend includes temporary budget efficiencies from using grant income to meet existing spend, including a £0.771m DSG contribution towards funding Early Help & Safeguarding, this reduces by 20% each year in line with school funding regulations.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.500m, with a further £0.000m target brought forward from previous years. The in-year savings target of £0.500 will be achieved. The prior-year savings target of £0.000 will also be achieved.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Home to School Transport - £1.084m one-off - The allocation recognises the greater numbers of children and young people with SEN and increased cost of journeys. £1.811m is held in the inflation contingency for further increases in transport costs. It is anticipated this will be needed to be drawn down in full.
- Elective Home Education - £0.360m one-off - Over the last year nationally and locally there has been a large increase in the number of Electively Home Educated (EHE) children. Funding to extend the EHE team to meet statutory functions to manage applications, determine whether there are any safeguarding risks and assess whether their education is suitable.
- Social Workers - £0.400m one-off - To fully fund the frontline social work structure and the market supplement, without the need to hold a level of vacancies which would be counter-productive in meeting the statutory demands to help, protect and care for children in Derbyshire. The market supplement payment for social workers in frontline children's social work teams was introduced in July 2019 to support the Council's recruitment strategy.

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

- Programmes Team - £0.392m one-off - One year funding via the Corporate Services and Transformation Programme Management Office budget to continue dedicated project resource to effect change and deliver one-off initiatives within Children's Services.
- Dedicated Schools Grant (DSG) contribution to costs - £0.889m one-off – support for Early Help services.
- Holiday Activities and Food Programme and Household Support - £8.262m one-off – grant to support families and vulnerable households.

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



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:

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

During Quarter 2, four apprenticeships with three Small and Medium Enterprises (SME) have been formally supported by the Council's Apprenticeship Levy. The sectors in which the apprenticeships have been supported are Engineering, Automotive, Early Years and Digital sectors. There are also seventeen apprenticeships across seven SMEs in the final stages of negotiation; these will be included in the next quarter's report as until formal confirmation of the apprenticeships commencing, it is not appropriate to include these in Quarter 2 figures.

At the end of Quarter 2, £172,117 of the Council's Apprenticeship Levy has been transferred to businesses. The cost of each apprenticeship differs in terms of type of course and the age of the apprentice and so no target has been set for the under-pinning performance measure.

✓ Refresh and implement our approach to increasing levels of inward investment into the County

Following the closure of the European Regional Development Fund's "Invest in D2N2" Programme, Derbyshire's investment opportunities and key development sites have continued to be promoted via the 'Invest in Derbyshire' website and other online outlets.

Regarding enquiries, both existing and recent carry a great potential to increase levels of inward investment and create a significant number of new jobs in the county within the next 3 years.

During Quarter 2, eight new enquiries have been received from both domestic and foreign investors, and been in the sectors of residential & development, manufacturing, and distribution mainly. An increased demand for freehold land and sites with mid-size industrial units has been recorded.

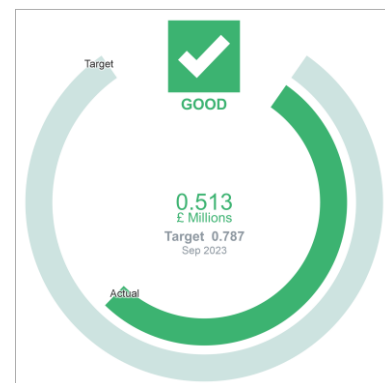
Support continues to be provided to some large investments, whilst business expansion projects remain in the pipeline.

There is a forecast underspend of £0.274m on the portfolio. The main variances are:

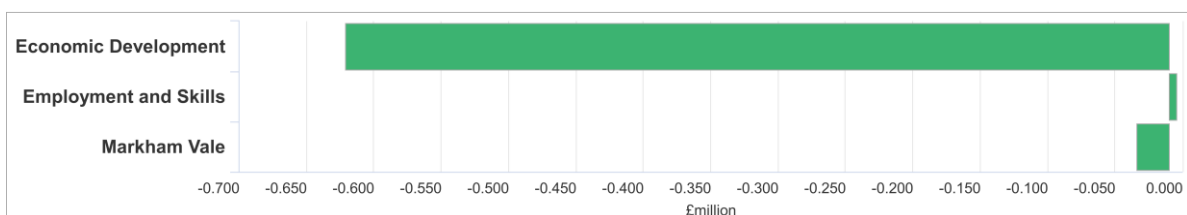
✓ Economic Development, £0.621m underspend - The division is currently holding vacancies to assist with the restructure planned to take place in 2023-24, this will allow the department to meet its saving targets.

✗ Economy and Regeneration Unachieved Savings, £0.385m overspend - This savings target will be achieved in 2024-25 when the department carries out its restructure.

Forecast Outturn against Target Budget



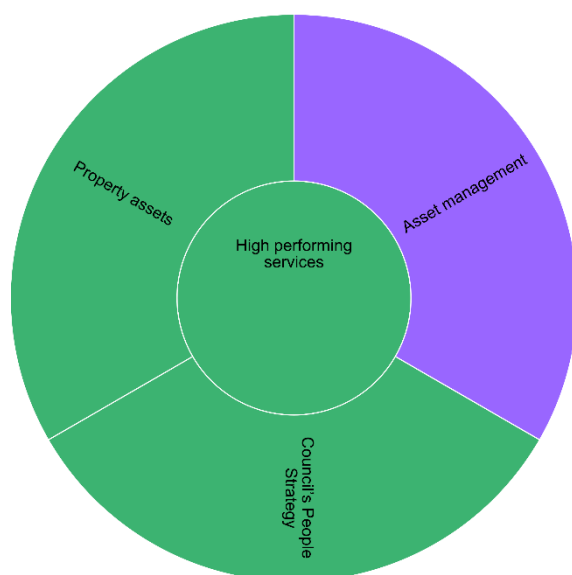
Forecast Under (-)/Over Spend by Service Line



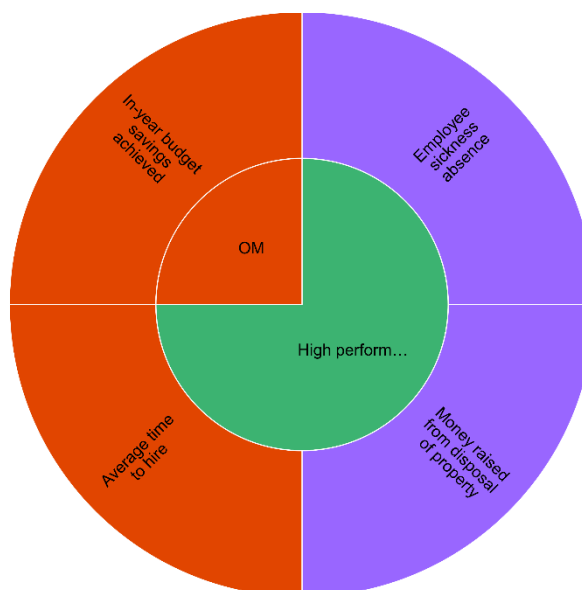
The budget savings target for 2023-24 is £0.000m, with a further £0.385m target brought forward from previous years. The in-year savings target of £0.000 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Corporate Services and Budget - Portfolio Summary

Deliverable Progress



Key Measures Against Target



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

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

Key areas of success are:

- Implement the Asset Management Strategy and Property 2025 programme, reviewing and rationalising our land and building assets and ensuring an effective plan is in place for the management of those we retain (rated Strong)**

The supporting strategies required for implementation are now completed and have been approved by Cabinet. A total of £2.91m has been raised so far this year from the sale of 17 property assets

- Embed the Council's approved People Strategy to deliver the Council's people ambition and the people priorities (rated Good)**

The figure of 4.7% for available hours lost to sickness for the year up to the end of September is below the 2023-24 target of 5.1% and for comparison the 2022-23 Quarter 2 year to date figure was 5.4%.

Key areas for consideration are:

🚩 Average days between a job vacancy shortlisting and contract offer (Council, not including schools) (requires Action)

Issue: The year to date average Time to Hire figure of 64.1 days is above the target for the year end of 50 days. **Action:** It is anticipated that changes to the related processes and an anticipated reduction in Disclosure and Barring Service check delays should see the average time to hire figure reduce during Quarters 3 and 4. The recruitment freeze which was introduced towards the end of Quarter 2 should also have a positive impact on time to hire figures during the remaining quarters of the year.

🚩 Projected achievement of in-year budget savings (requires Action)

Issue: Of the in-year savings target of £16.190m, £3.929m is forecast to be achieved. **Action:** The Council continues to review planned savings initiatives and explore, and implement, opportunities for further or alternative in-year efficiency measures to offset the ongoing budgetary pressures.

There is a forecast overspend of £0.942m on the portfolio. The main variances are:

🚩 Corporate, £0.365m overspend - This overspend is due to historic savings targets for Channel Shift which are being held centrally.

✅ Finance & ICT, £0.672m underspend - ICT has a significant underspend on salaries which is offsetting some of the spend on agency and the SOCITM consultants. The position on the monitoring has not allowed for any draw down from reserves which is available to support the SOCITM consultants.

Forecast Outturn against Target Budget



The expenditure on the SAP Hana project, the implementation of the new Finance and Human Resources system, has been Capitalised. This means £1.500m SAP project spend has been transferred to Capital and funded from borrowing, less £0.200m reserve funding for the SAP project that is no longer required. The total projected underspend on ICT is £0.966m.

The current SAP system is showing an overspend of £0.442m for maintenance costs. The reason for this overspend is an unachievable savings target of £0.670m as it was originally proposed that the new SAP Hana system would achieve process savings throughout the authority, as

the system has yet to be implemented these savings have not been achieved.

Legal services, £0.243m underspend - This underspend is predominantly related to vacancies in Members & Management Services, the Business Centre due the reallocation of resources at different grades. It is also due to recharge income expected to be high as a result of the sustained increase in volumes, particularly around post. Due to a £0.779m overspend relating to the SAP system arising from an unachievable savings target of £0.670m originally proposed as a result of process savings throughout the authority. This is partially offset by an underspend in the ICT section of £0.348m due to the number of vacancies. This underspend allows for the current costs of consultants and agency staff working in the section.

The new MFD contract went live in July and so the charges for printing usage will be monitored closely in order to recover all costs back to the Business Centre. It is also a result of vacancies within the Coroners service.

✔ Human Resources, £0.251m underspend - The main underspend relates to vacancies of £0.200m.

✔ Transformation & Strategy, £0.915m underspend - This consists of the following:-

An underspend on Project and Programme Management of £0.594m due to vacancies.

An underspend of £0.522 In Strategy and Policy which is predominantly due to vacancies that are proving difficult to recruit to.

MWOW and County Hall are showing an overspend of £0.201m due to insufficient funding.

✘ Corporate Property, £1.958m overspend - The Corporate Property Division overspend is due to savings targets not being met in year £0.752m and an estimated budget gap within the service of £0.372m.

There are current vacancies of (£0.366m), service pressures carried forward from last year have now been approved (£0.175m), the Asset Valuation & Fees Services budget pressure bid is no longer required (£0.240m). Building Maintenance is showing an overspend of £0.360m due to a forecast loss on the Maintenance Trading Account (£0.548m) offset by inflation contingency funding (£0.188m).

Whilst Corporate Property are carefully controlling expenditure against the remaining budget to avoid overspend, emergency demand is difficult to estimate and there is a risk that as the year progresses the forecast may change to an increased overspend position, as there is no reserve balance to mitigate this.

The grounds maintenance budget has been separated from the building's maintenance budget. This element of the budget is for Vertas contracts only, inflation impact (£86k).


Facilities Management is showing an overspend of £0.212m on the Cleaning and Caretaking budget due to relinquished budget in 2022/23 for site closure/rationalisation savings. It is also a result of a 9% price increase with Vertas, due to rises in the National Living Wage and CPI. It is hoped the price increase can be met through inflationary funding. This also incorporates the anticipated Cleaning & Caretaking redundancy costs from site closures of £0.150m. The Inflationary impact is £0.281m.

On the County Buildings budget the majority of the income and expenditure relates to corporately operated buildings as a result of shared usage. Additionally Corporate Property assume responsibility for the running costs of buildings declared surplus or vacant if the asset is not sold or repurposed after 18 months. These running costs include utilities, security costs, rates and maintenance. The predicted overspend of £0.737m takes into account the inflation element of (£1.534m) which is now funded, The overspend includes expected in year budget savings of £0.252m, and in overspend of £0.484m. It is intended that budgets and expenditure from the departments will be moved across during October to implement phase 1 of the Corporate Landlord model.

Whilst the Industrial development income target has been reduced by £0.400m, this has been offset by the introduction of three additional savings targets of £0.174m, therefore the net impact is a reduction of £0.226m.

- The income target of £1.792m has been under recovered by £0.045m, with forecast income totalling £1.747m.
- this is offset by a shortfall in the budget for running costs of £0.277m, with the forecast running costs totalling £0.406m and a budget of £0.129m.
- The inflation impact of £0.014m has been considered, this is abroad estimate as the amount payable varies upon tenancy turnover

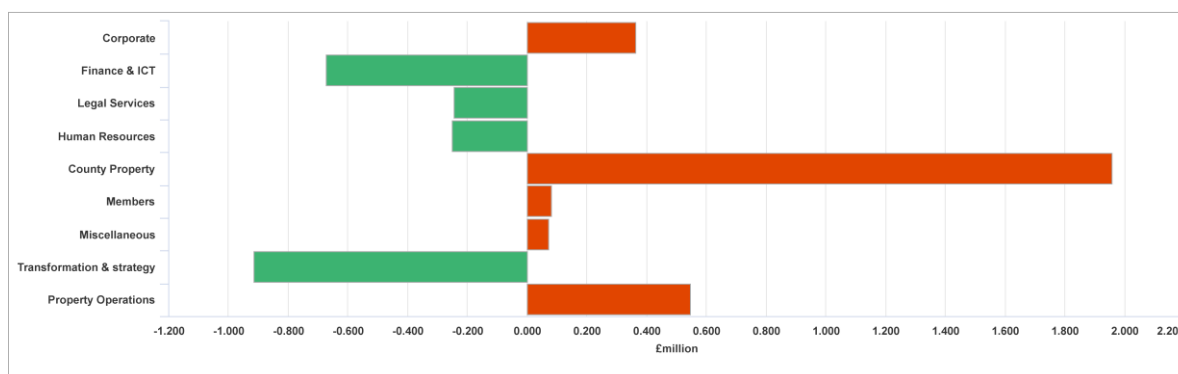
The estate generates a surplus of £1.296m.

-  Property Operations, £0.548m overspend - The DSO's deficit is a result of multiple factors. Firstly over £13m of work has been externalised such as Cleaning and caretaking and soft grounds maintenance to Vertas. Staffordshire Moorlands & High Peak external work with a value of around £0.800m has also ceased. There hasn't been a corresponding decrease in fixed costs which has led to a sustained overhead under-recovery, in addition, there have been more vacancies held due to the Construction

and Maintenance review and this has meant fewer productive hours and fewer overheads recovered.

As a result of the DSO's deficit, the reserve balance has now been depleted and there is now no funding for training, Depot repairs & maintenance, early retirement costs and equipment.

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.625m, with a further £2.094m target brought forward from previous years. The in-year savings target of £0.625 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

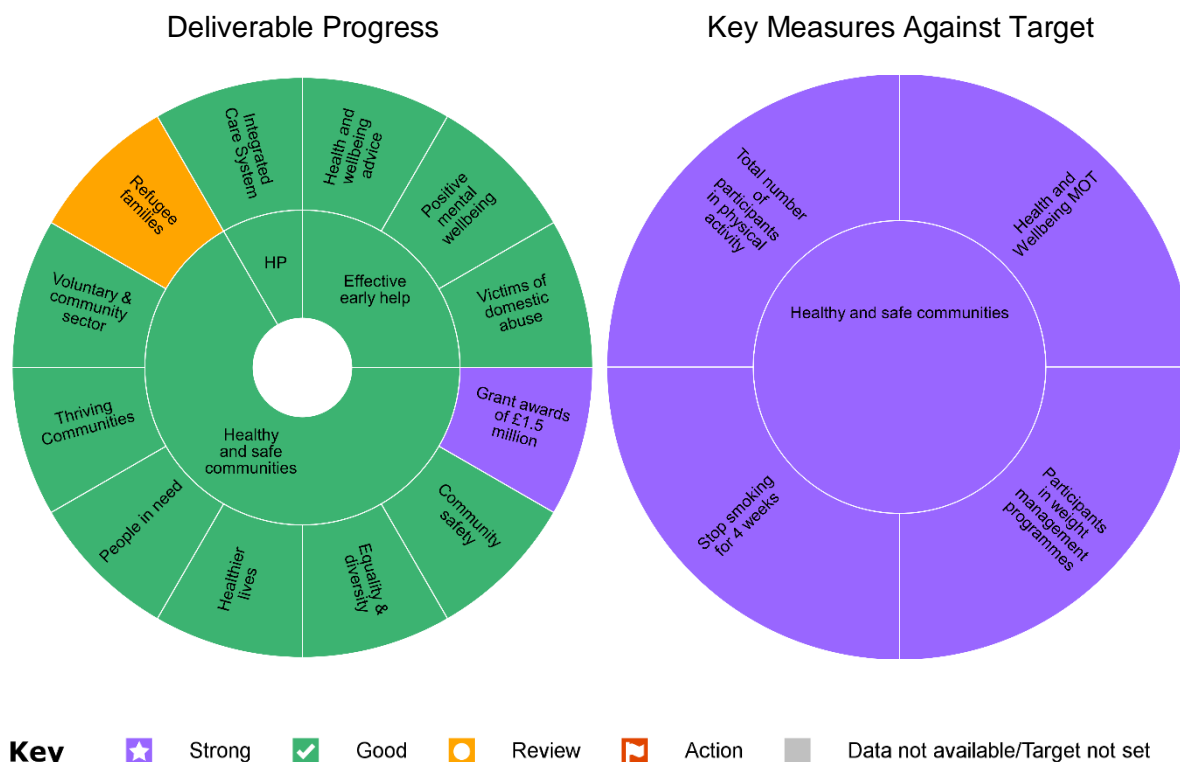
Additional funding has been provided in the 2023-24 budget for the main growth items:

- Leadership Development Programme - £0.300m one-off - To enable the second year of the Council's leadership development programme.
- ODP-Business Partnering Hub & Spoke Transformation Model - £0.180m one-off - Aligned to the creation of the new Transformation and Strategy Division, this funding will enable the training for employees in Prince2, MSP and MoP to equip them with the right skills to ensure the Council delivers projects efficiently and successfully.
- Corporate Property - Disposal Professional Fees - £0.446m one-off - To instruct property agents and solicitors required to deliver capital receipts for the forecasted five-year Disposals Programme.
- Corporate Property - Demolition Budget - £0.550m one-off - To replenish the Corporate Revenue Demolition Budget which is already fully committed for this financial year.
- Corporate Property - Asset Valuations & Fees - £0.324m one-off - Additional fees required to meet the statutory requirement to value the

Council's Property Asset base including the newly introduced IFRS 16 valuations.

- Corporate Property - Commercial Appraisal Officers - £0.229m one-off - Development Appraisal Team required to accelerate asset appraisals.
- Corporate Property - Carbon reduction for Corporate Buildings - £0.400m one-off - To support the carbon reduction programme for corporate buildings.
- Corporate Property - CCTV Installations / Rationalisation - £0.179m one-off - To implement outcomes of CCTV Governance investigations in order to bring the Council into a position of compliance with the Information Governors Code of Practice.
- Corporate property-Decommissioning, Dilapidations & Staff Relocations - £0.501m one-off - To decommission buildings that are closing and being disposed of.
- Corporate Property - Project Co-ordination Pool - £0.143m one-off - To add additional resource for internal projects to achieve the asset rationalisation programme.
- Corporate Property Running Costs-Inflation/Contingency - £5.663m one-off - To cover increased property running costs including utility costs.
- Legal Services-Staffing budget deficit - £0.952m ongoing - To ensure the Legal Services salaries budget meets the costs of the current structure.
- Legal Services-Child Protection - £0.850m ongoing - Jointly endorsed pressure by Legal Services and Children's Services to secure funding to cover the budget deficit for children in care proceedings.
- ODP-Vision Derbyshire Annual Contribution - £0.087m ongoing - The funding is to support the ongoing implementation of the Vision Derbyshire approach in particular the funding of the programme team.

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:

- ★ **Deliver £1.5 million of grant awards to promote positive behaviours for young people and residents, improve local networks, help people to feel safer, and encourage sustainable and green activity (rated Strong)**

Since the implementation of the programme in February 2022, 250 grants to the value of £1,391,305 have been approved.

- ✓ **Provide support to people and communities in need, including financial help from our Discretionary Fund and other activities that promote financial inclusion and tackle cost of living pressures (rated Good)**

Throughout Quarter 2 the Council has continued to provide support to people and communities in need, including financial wellbeing via the Derbyshire Discretionary Fund. Demand for these services continues to be high due to the rise in the cost of living. Demand for Emergency Cash Payments also continues to be very high.

Demand for the Public Health Advisory Service continues to be high in both GP surgeries and community settings.

✔ **Work with partners to enable people to lead healthier lives by supporting people to take part in physical activity, to stop smoking and manage their weight (rated Good)**

In Quarter 2, demand for Live Life Better Derbyshire services to stop smoking, achieve a healthy weight and become more physically active remains strong and on track to achieve its annual targets.

Physical activity transformation work is continuing to develop a partnership approach to physical activity services. The physical activity agreement and specification is written and being reviewed.

Walk Derbyshire innovation programme is progressing well and work has started delivering the four neighbourhood pilots.

✔ **Work with partners to promote positive mental wellbeing and improve support for local people, with a particular focus on children and young people and suicide prevention (rated Good)**

The Director of Public Health annual report was published and focused on mental health and wellbeing.

The Mental Health and Suicide Prevention team attended a number of events throughout Quarter 2 to promote awareness and have conversation about mental health and suicide prevention, including Y Not Festival, pride events, football matches and a Baton of Hope event in Glossop.

✔ **Deliver health and wellbeing advice and coaching to prevent, reduce and delay the need for adult social care services (rated Good)**

The team are actively supporting a total of 228 people and have received 97 new introductions in Quarter 2.

The new website, online initial contact form and outcomes capture form introduced on 1 April 2023 are now fully operational.

Key areas for consideration are:

🟡 **Work with partners to welcome refugee families into Derbyshire and developed a countywide response to the implementation of asylum dispersal (requires Review)**

Issue: The provision of accommodation and support for those seeking asylum is becoming a significant issue, the funding available for central government support is being passported to Districts and Borough Councils.
Response: Whilst there is no funding available to upper tier authorities, the Council is providing support to partners and engaging in multi-agency meetings. Moving forward, consideration needs to be given to the role the Council can play in relation to the co-ordination of a countywide response to the roll out of asylum dispersal.

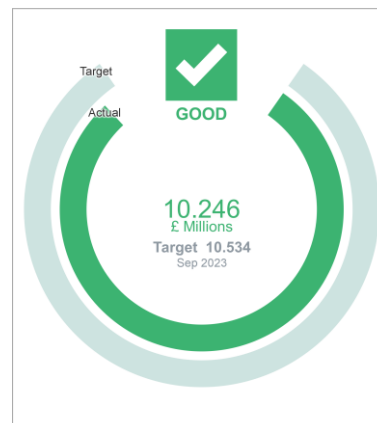
There is a forecast underspend of £0.288m on the portfolio.

Public Health Falls Pathway iBCF underspend of £85k moved into iBCF reserve.

The main variances are:

- ✓ Registrars, £0.082m underspend - Income from weddings seems to have decreased at several offices. This is due to the current financial climate, with a significant number of ceremony cancellations or that the price increase of 10% for 2023-24 has also been applied. Essential staff vacancies have been applied to be filled.

Forecast Outturn against Target Budget



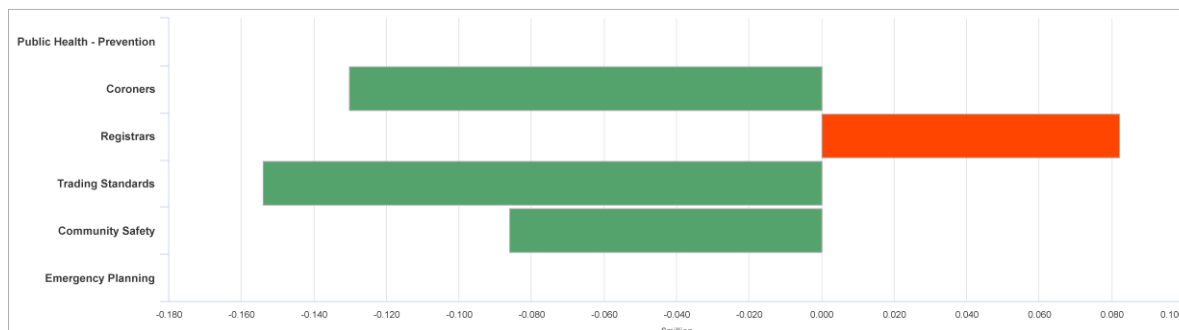
One ceremony room, that was previously closed due to health and safety, has been decorated and reopened for business so could generate additional income. Staffing has been adjusted to meet the manning hours needed for the new opening hours. The Bakewell registry office is due to have some free publicity which may increase bookings and therefore overall income levels.

- ✓ Trading Standards, £0.154m underspend - Vacancies.
- ✓ Coroners, £0.130m underspend - The forecast underspend is a result of vacancies within the section, the Senior Coroner post has also now been recruited to.

Further on-going costs relating to a high profile case have been forecast, although these are anticipated to be less than the previous year.

- ✓ Community Safety, £0.086m underspend - The underspend is a result of not undertaking one-off projects, which has meant less expenditure in year.

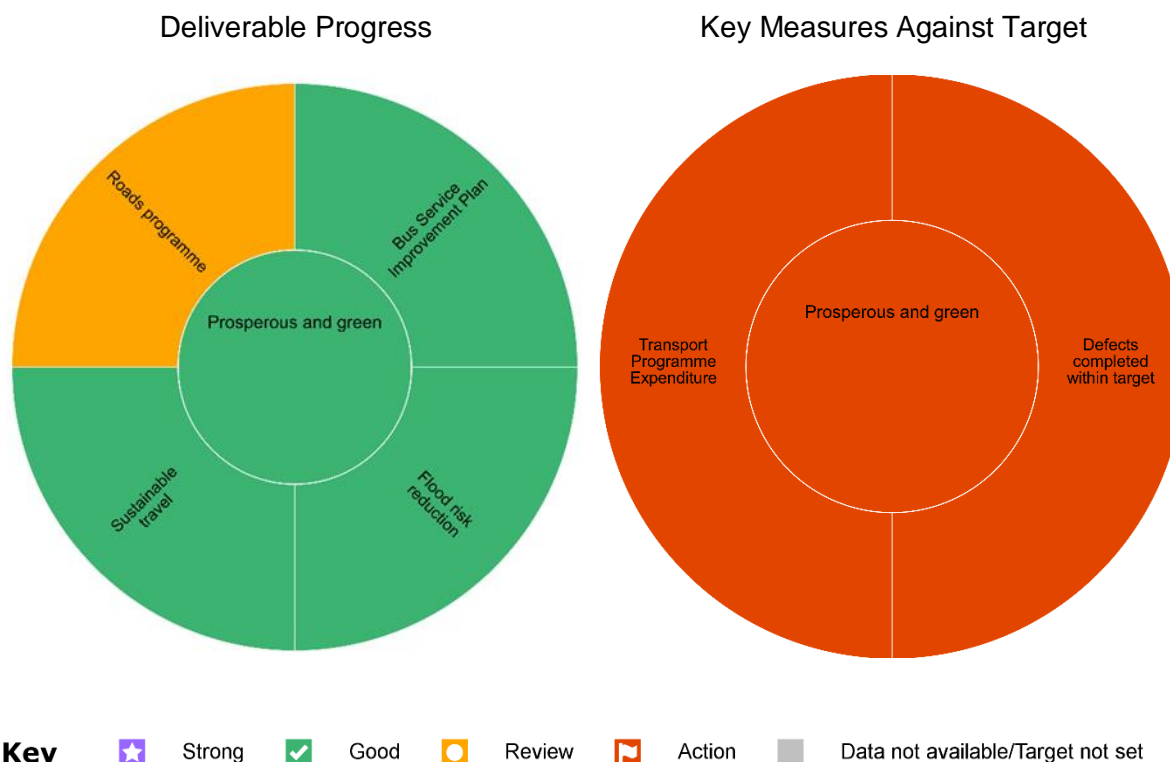
Forecast Under (-)/Over Spend by Service Line



Additional funding has been provided in the 2023-24 budget for the main growth items:

- Domestic Abuse - £1.417m ongoing - The Domestic Abuse Act 2021 has introduced statutory duties in the provision of emergency accommodation for victims of domestic abuse and their families. To enable the development and delivery of a long term comprehensive commissioning strategy, this bid seeks to confirm the availability of funding on an ongoing basis and make a temporary post permanent. This bid puts the base budget in but will be offset by a general grant received in later years.
- Community Safety - £0.254m ongoing - Funding to support new activity required to meet statutory duties in respect of community safety, i.e. the imminent Serious Crime White Paper. The funding is for 3 posts and a project fund to support commissioned activity.
- Trading Standards - £0.046m one-off - New APP/Flare Database due to current system coming to the end of its contract.
- Public Health - £-11.137m one-off - Contain Outbreak Management Fund Grant income with end date of 30th Sep 2024.
- ASCH Prevention Household Support Fund - £2.006m ongoing - Household Support Fund Govt Grant now extended to 31st March 2024 so associated budget pressures from 2024-25.

Highways Assets and Transport - Portfolio Summary



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

Key areas of success are:

- ✓ **Deliver a £47 million Bus Service Improvement Plan (BSIP) in partnership with Derbyshire bus operators and establish a 3-year programme to develop and improve bus frequency, connectivity, usage and affordability (rated Good)**

The Department for Transport BSIP Relationship Manager visited Derbyshire during Quarter 2 and following receipt of year 2 funding, work continues at pace. 17 additional bus services commenced, all with greater frequency and extension into the evenings and weekends in many communities around Derbyshire.

Key areas for consideration are:

- ◻ **Complete the delivery of a £120 million 3-year Local Transport Programme (LTP) to provide well managed roads and highways and address road safety concerns (requires Review)**

Issue: Captured costs in the Council's financial management system so far for the year to the end of Quarter 2 amounted to £16.4m, however delivered work on the ground was in excess of £19m. The repair of road defects on time has continued to decline and issues, accelerated by

unseasonal adverse weather conditions, have impacted on the rate of repair; the treatment required still exceeds the budget available.

Response: A further £22.5m of work is programmed for the remainder of the current financial year and every effort is being made to increase this to achieve the 2023-24 target of £43m to deliver the programme within timescales. Any shortfall in this amount will be carried forward to the start of the 2024-25 financial year.

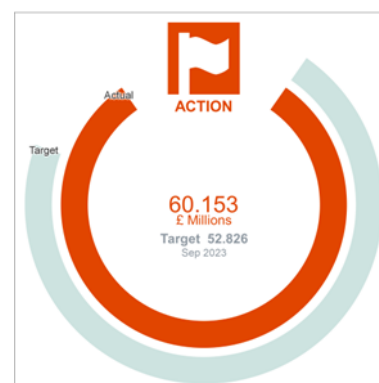
There is a forecast overspend of £7.327m on the portfolio.

The budget has been increased to reflect £2.725m which has been given for inflation on Highways Reactive Maintenance Costs and Inflation on Public Transport.

The main variances are:

- ✔ Public and Community Transport, £2.046m underspend - Due to additional Local Transport Funding (LTF) being received in year and some staffing costs being funded from the Bus Service Improvement Programme (BSIP) Funding.
- ❏ Highways Administration/Hub, £0.425m overspend - Increased staff costs to cover backlogs in Traffic Regulation Orders (TROs). The overspend relates to increased staffing resources.
- ❏ Highways Design and Land Reclamation, £0.544m overspend - Under recovery on capital salary and an increase in agency costs. The overspend is due to the capital recharge model being unachievable, as it is built around an unachievable in-house resource.
- ❏ Construction Services, £0.827m overspend - Staff costs anticipated to be chargeable to capital budgets are lower than budgeted and more general under-recovery from highways works. £0.230m of utility related inflation costs are included in this forecast. The overspend is due to an overly ambitious income target on contract supervision which to date hasn't been achievable.
- ❏ Network Planning, £1.241m overspend - Unfunded implementation of the new Alloy and Kaarbontech systems that are being introduced this year. The overspend in part is due to insufficient budget being allocated to fund the highways asset management system, as it was originally thought this would be funded from capital.
- ❏ Highways Maintenance Works, £0.899m overspend - Increased reactive maintenance works being carried out. The overspend is due to increased reactive maintenance works being carried out to repair the County's roads and footways to meet the Council's statutory requirement.

Forecast Outturn against Target Budget



Winter Maintenance, £0.747m overspend - The budget for is only sufficient to cover a mild winter season, the current prediction is based on the average costs for the last five years. The balance of £0.280m available in the Winter Maintenance Reserve will be fully drawn to offset some of this overspend. The allocated budget for winter is only sufficient to cover a mild winter season. The current prediction is based on the average costs for the last five years winter periods. There is £0.280m available in the Winter Maintenance Reserve that will be used to top up this budget.

Accelerated Capital Delivery, £0.726m overspend - Unfunded staffing costs associated with the delivery of the Manifesto Pledge of a £120m capital delivery programme. This relates to programme managers delivering the capital programme not being able to allocate their time to the capital budget.

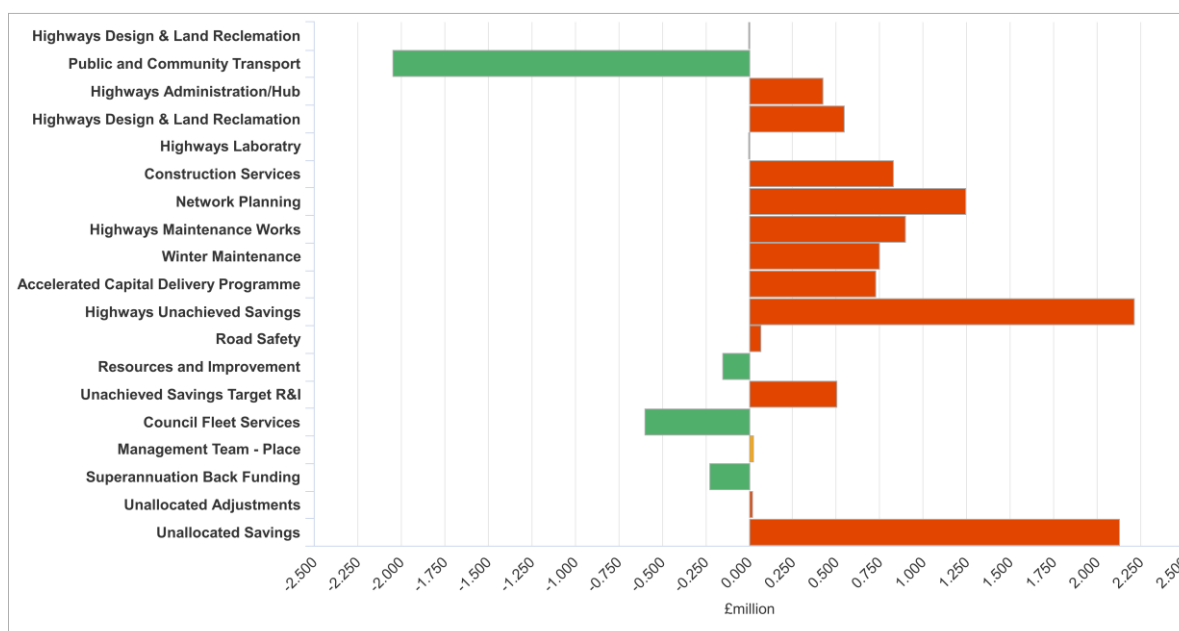
Highways Savings Yet to be Achieved, £2.212m overspend - Savings targets relating to initiatives previously identified but not yet achieved. These relate to unachievable savings initiatives not being able to be delivered.

Unachieved Resources and Improvement Saving, £0.503m overspend - These relate to unachievable savings initiatives not being able to be delivered.

Council Fleet Services, £0.599m underspend -

Unallocated Savings, £2.125m overspend -

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.500m, with a further £3.671m target brought forward from previous years. £0.000m of the in-year savings target of £0.500 will be achieved. Action is being taken to ensure that the

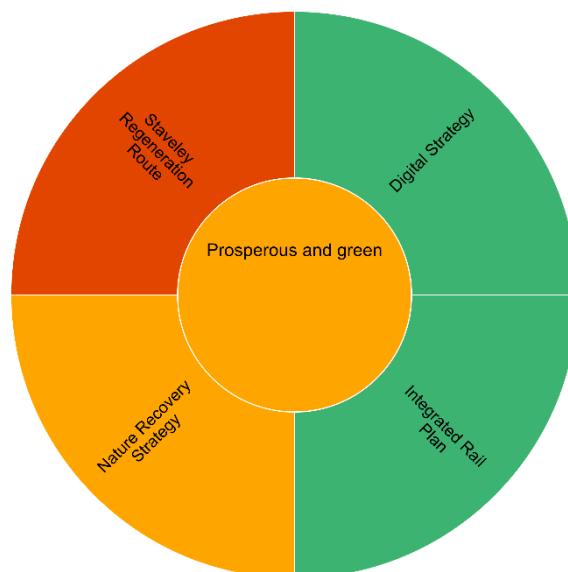
savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Highways Reactive Maintenance - £2.500m one-off - .As the highways authority the Council has a statutory duty to maintain highways. Reactive maintenance is necessary whereby the Council is required to attend to defects on the highways and in response to emergency situations such as flooding. The Highway Service operates an out-of-hours service and is developing procedures to allow quicker response times. Neglecting this duty can lead to claims against the Council for damages. The current delivery model is being reviewed under the ongoing work in the Derbyshire Highways Programme.
- Highways - £2.000m ongoing - Current budgets within the Highways Service were set on an historic organisational structure with an income target that is not achievable with the current level of staff resource, this will allow the service to set a realistic capital recharge recovery rate.
- Bus Companion Service - £0.150m ongoing - Introducing a Companion Service will allow a discretionary service to provide free travel to a family member or carer when they accompany Gold Card holders.
- Commercial Services - £1.000m ongoing - Most of the local bus services in Derbyshire are run commercially. Providers have withdrawn from certain routes as they are no longer commercially viable. Where there isn't a commercial case to operate specific local bus routes across Derbyshire, then the Council – in its role as Local Transport Authority (LTA) – can consider funding a service to maintain services where there is a social, economic, and environmental need for them to operate key routes in the county.
- Restructure of Intergrated Transport Unit - £0.200m ongoing - A service restructure is required to ensure adequate resources are in place to meet current and future demands and challenges, improve service delivery and efficiency, meet the Council's statutory duties, and administer the Bus Services Improvement Plan (BSIP) grant.

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



Key ☆ Strong ✓ Good ◻ Review 📄 Action ▫ Data not available/Target not set

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

✓ **Finalise and implement a new Digital Strategy for Derbyshire, including support for the roll out of gigabit technology**

Both the Digital Strategy and Action Plan have now been finalised. It is expected to be approved by Cabinet by early November. Project Gigabit Type B contract is due to be awarded by November, with the Type A in January 2024. Following both contract awards, a list of all properties will be received from Building Digital UK and the chosen supplier will intervene so that properties within those areas will be de-scoped. This then leaves a clear indication of where intervention and implement of the Action Plan is required.

✓ **Work with partners to finalise the regional response to the Integrated Rail Plan, including a refreshed HS2 Growth Strategy, an action plan to prepare for Midland Mainline electrification and implementation of Restoring Your Railways programme**

The Barrow Hill Line has passed another important milestone with the Department for Transport's Restoring Your Railways (RYR) Programme Board finalising the project scope by confirming rail stations at Barrow Hill and Killamarsh for further development during the Outline Business Case

(OBC) Stage. Network Rail has commenced OBC preparation during this period and is on track for completion by end March 2024. RYR Ivanhoe Line project remains on track for meeting a milestone of OBC submission in December 2023. High Speed 2 (HS2) Ltd and Network Rail are progressing HS2 Eastern leg workstreams, which are programmed to complete March 2025, to de-risk Integrated Rail Plan proposals and minimise future late changes to the project by considering cost and carbon emission opportunities. The Council has held ongoing liaison with Network Rail about the future Midland Mainline Electrification work programme in Derbyshire, but there is no further progress to report for Quarter 2.

Key areas for consideration are:

📌 Develop the Local Nature Recovery Strategy for Derbyshire in accordance with the Environment Act 2021, for the coordinated benefit of Derbyshire's natural environment (requires Review)

Issue: The Council is the 'Responsible Authority' for the production of Derbyshire's Local Nature Recovery Strategy (LNRS) and has been awarded a grant of circa £400k from the the Department for Environment, Food and Rural Affairs. The timescale for delivery is tight as the deadline is March 2025 and ongoing budgetary pressures could have implications for delivery. **Response:** Progress will be kept under review.

📌 Submit the planning application and continue to progress proposals for the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area (requires Action)

Issue: The Council is awaiting a decision from Government about the Outline Business Case. It was reconsidered in August, however no decision has been communicated to date. **Action:** Officers, members, local MPs and partners have all contacted the Government to stress the importance of the project, and the need for certainty over its funding.

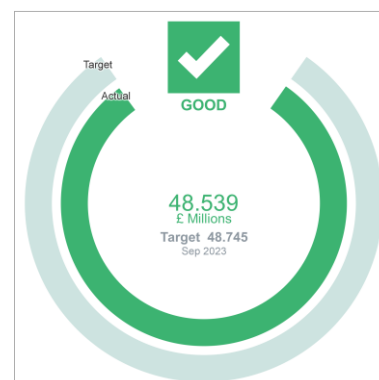
There is a forecast underspend of £0.206m on the portfolio.

The figures above include a total of £3.583m waste related inflation.

The main variances are:

- ✅ Waste Management, £2.375m underspend - This Service area has seen an increase of inflation totalling £3.583m along with a tonnage decrease in the region of 6%. The contracts that are in place for waste disposal and treatment contain binding indexation mechanisms which pass the

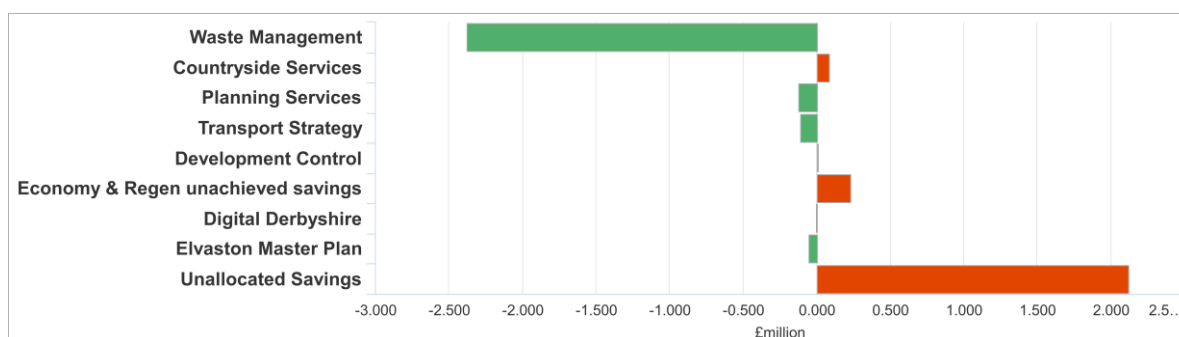
Forecast Outturn against Target Budget



impact of inflation to the Council. The inflation cost has been met from the Corporate Inflation Reserve.

- Planning and Development Control Savings Target, £0.231m overspend - A staffing restructure is currently out for consultation for this area if this is progressed as is it is thought that savings in the region of £0.232m will be made this current year with the balance being achieved in 2024-25 when a full years savings can be realised.
- Unallocated Savings, £2.125m overspend - Savings allocated to the portfolio but not yet allocated to specific areas. Options are being looked at as part of the 2024-25 budget setting process to allow Place to realise some of these savings.

Forecast Under (-)/Over Spend by Service Line



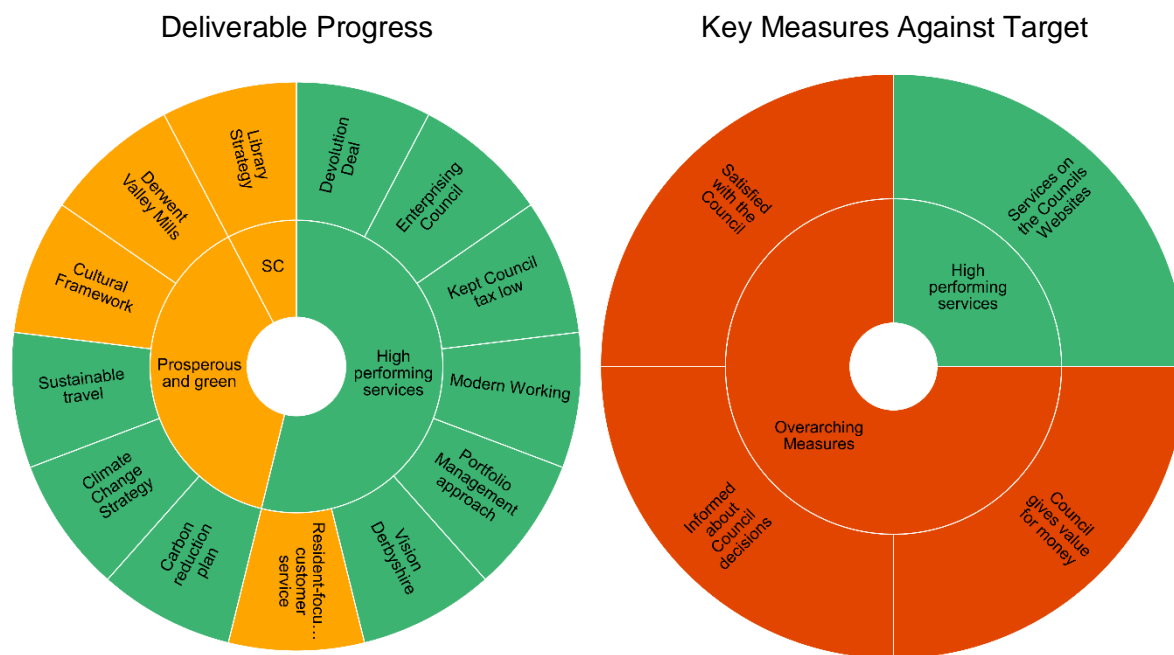
The budget savings target for 2023-24 is £0.350m, with a further £3.118m target brought forward from previous years. The in-year savings target of £0.350 will be achieved. Action is being taken to ensure that the savings brought forward from previous years will be achieved before the end of the financial year.

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Elvaston Master Plan - £0.050m ongoing, £0.340m one-off - The Elvaston Masterplan requires targeted activity to develop and test the business case for the Masterplan. This will help ensure sustainable and commercially viable solutions are secured for the estate.
- Grounds Maintenance - £0.365m ongoing - The Countryside Service has developed a business plan which establishes the service's strategy and operational priorities over the medium term. Funding is required to enable a bespoke grounds maintenance schedule of work and appropriate allocation of resources across the Council's 123 countryside sites.
- Ash Die Back - £0.450m one-off - The Council is undertaking a step change in tree-planting across the county driven by its Climate Change

Strategy, Nature Recovery Motion, and its anticipated role as responsible authority for the Derbyshire Local Nature Recovery Strategy. The target is to facilitate the planting of up to one million trees by 2030, and to ensure delivery of the Council's Ash Die Back Action Plan.

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



Key ☆ Strong ✓ Good ◯ Review 📌 Action ■ Data not available/Target not set

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

Key areas of success are:

- ✓ **Embed the new Portfolio Management approach and framework across the Council to ensure that programmes and projects are coordinated and deliver improved outcomes and value for money (rated Good)**

The Portfolio Management Implementation Programme is preparing to move as scheduled into the Closure Stage. The Portfolio Management and Transformation Function sitting within Corporate Services and Transformation has achieved full operating capacity through the successful transition of the programme and project management resource which transferred to the corporate function in July 2023.

- ✓ **Reduce greenhouse gas emissions from Council property, vehicles and street lighting to 12,310 tonnes CO₂e by 2024 and net zero by 2032 (rated Good)**

The Council has made good progress towards its net zero target of 2032, or sooner, with a provisional 71.3% reduction in Council emissions achieved between 2009-10 and 2022-23 (from 42,965 tonnes CO₂e to 12,338 tonnes CO₂e). However, the speed of reduction is at risk of slowing

down, highlighting that further effort is required to reduce the Council's emissions.

Key areas for consideration are:

🔴 **Refresh and implement our Library Strategy to ensure a modern, efficient and improved service (requires Review)**

Issue: Further to the relaunch of the former Library Strategy in September 2021 there has been no further response from community groups regarding Community Managed Libraries (CML). **Response:** The implementation focus of the Library Strategy is shifting from CML (although proposals will still be considered as and when they come forward) to sustaining the service through co-location/relocation.

🔴 **Support a resident-focused approach through a range of mechanisms to improve access to online services and customer service performance including implementing a complaints and feedback system (requires Review)**

Issue: In support of a resident focused approach, 153 services have been made available on line, working towards and end of year target of 160 services. Progress on the Council's new Customer Service Portal is delayed, however, whilst priorities for ICT resources are reviewed. **Response:** Priorities are also being reviewed with each service area in terms of resource available to continue with the agreed road maps.

🔴 **Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities (requires Review)**

Issue: There is currently £1m in the cultural recovery framework reserve to support delivery of the cultural framework. This funding has been identified as potential to be used to support the Council's current budget situation. **Response:** This activity is obviously important to the council but it is not a statutory service.

🔴 **Work with partners towards the production of a Development Framework that provides a positive unified vision for the Derwent Valley Mills World Heritage Site (DVMWHS), that highlights development possibilities, and identifies the infrastructure that is needed to release the site's potential (requires Review)**

Issue: There is a high level of support for the production of a Development Framework, especially with the advent of the Levelling-up Bill, which specifically mentions WHSs, and the formation of the East Midlands Combined Authority. Unfortunately the Council's financial position is likely

to impact on the Development Framework's production. **Response:** Progress will be kept under review.

Residents' survey measures (requires Action)

Issue: The results from the Pulse Survey of residents carried out in June 2023 remain similar to those from the main survey carried out in Autumn 2022 and are below target. **Action:** In order to address some of the findings from the surveys a high-level action plan is being implemented. The action plan sets out activity to increase the proportion of residents that positively view the Council and its services and widening and enabling participation across demographic groups.

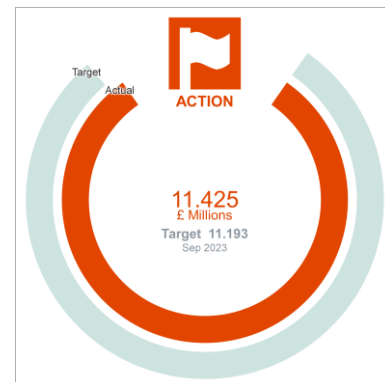
There is a forecast overspend of £0.232m on the portfolio. The main variances are:

✓ Communications, £0.169m underspend - A reduction in publicity expenditure. There is an underspend after the unachievable income target has been removed, also a reduction in the publicity expenditure and vacancies.

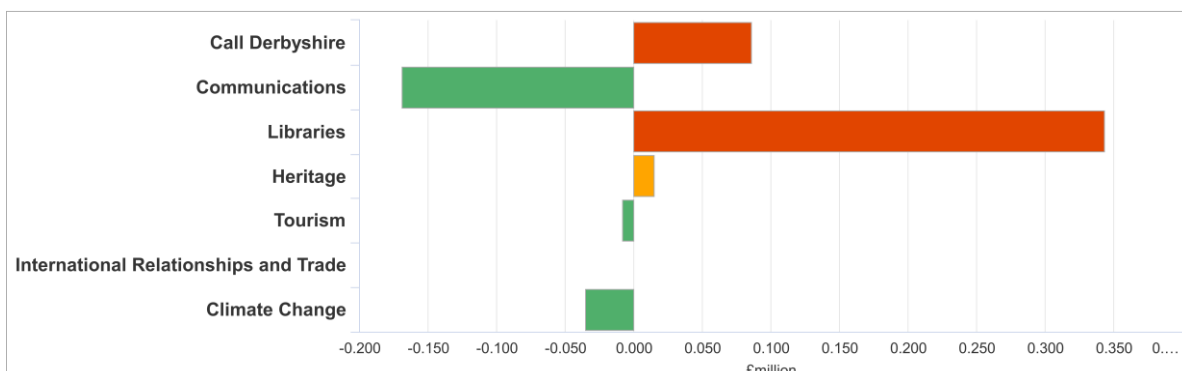
✘ Call Derbyshire, £0.086m overspend - The main overspend relates to the Granicus licence fee (£0.145m) being unfunded.

✘ Libraries, £0.343m overspend - £0.218m related to property inflation. The balance is due to unachieved savings targets. The overspend is due to historic savings that the service have not to date been able to achieve.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2023-24 is £0.156m, with a further £0.645m target brought forward from previous years. The in-year savings target of £0.156 will be achieved. Action is being taken to ensure that the savings

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

Additional funding has been provided in the 2023-24 budget for the main growth items:

- Business Change - £0.180m one-off - Aligned to the creation of the new Transformation and Strategy Division, this funding will enable the training for employees in Prince2, MSP and MoP to equip them with the right skills to ensure the Council delivers projects efficiently and successfully.
- Vision Derbyshire - £0.087m ongoing - The funding is to support the ongoing implementation of the Vision Derbyshire approach in particular the funding of the programme team.

Traded Services**Fully Traded**











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

Portfolio	Service Area	Trading Area	Projected Gross Controllable Expenditure*	Projected Gross Controllable Income	Forecast Contribution/ Deficit(-) to General Overheads	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
			£m	£m	£m		
CSB	Finance & ICT	IT Support Services	0.649	0.691	0.042	✓	No
CSB	HR	Schools Advisory Service	0.431	0.513	0.082	✓	No
CSB	HR	Work Experience	0.105	0.109	0.004	✓	No
CSB	Corporate Property	Direct Service Organisation Operations (Turnover at period 6)	19.784	19.236	(0.548)	✗	Yes
CSB	Finance & ICT	Finance School Support Team	0.363	0.387	0.024	✓	No
CSSGE	School Catering	School Catering + FSM checking	29.157	28.799	(0.358)	✗	No
CSSGE	SORE	Swimming	1.460	1.447	(0.013)	✗	No
Total			51.949	51.182	(0.767)	✗	

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

















Partially Traded

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

Portfolio	Service Area	Trading Area	Budgeted Income Target	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	Legal and Democratic	Legal Services	0.549	0.522	(0.027)	
CSB	Finance & ICT	Exchequer	0.290	0.243	(0.047)	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.087	0.087	0.000	
CSB	Corporate Property	Estates	0.154	0.144	(0.010)	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.070	0.070	0.000	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.016	0.012	(0.004)	
CSB	Corporate Property	Energy Management: Fire & Rescue Svc Database Mgt	0.006	0.006	0.000	
CSB	Corporate Property	Asbestos Surveys	0.049	0.049	0.000	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.000	0.000	0.000	
CSB	Corporate Property	Fire Risk Assessment Surveys	0.005	0.005	0.000	

Appendix 12

Public

Portfolio	Service Area	Trading Area	Budgeted Income Target	Projected Actual Income	Forecast Excess/ Shortfall(-) compared to Target	Performance
			£m	£m	£m	
CSB	Corporate Property	County Buildings	0.503	0.479	(0.024)	
CSB	Corporate Property	Industrial Development	1.528	1.742	0.214	
CSB	HR	Occupational Health Services	0.072	0.130	0.058	
CSB	HR	Learning & Development	0.377	0.253	(0.124)	
CSB	HR	H&S	0.082	0.107	0.025	
CSB	HR	Payroll Services	1.274	1.311	0.037	
CSSGE	Education & Improvement	Various	0.816	0.453	(0.363)	
CSSGE	SORE	Outdoor Education & Sport	2.314	2.181	(0.133)	
CSSGE	SEMH Services	Behavioural Support	0.319	0.320	0.001	
CSSGE	Adult Education	Adult Education	0.267	0.250	(0.017)	
CSSGE	Education Psychology	Education Psychology	0.597	0.798	0.201	
CSSGE	Music	Music	0.057	0.043	(0.014)	
CSSGE	Children Missing Education	Out of School Tuition	0.174	0.174	0.000	
CSSGE	SEMH Services	Positive Play	0.041	0.041	0.000	
CSSGE	Early Years	Early Years SEN	0.015	0.000	(0.015)	
CSSGE	Information & ICT	Various	1.313	1.178	(0.135)	

Appendix 12

Public

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
HC	Public Health	Mental Health course delivery	0.000	0.000	0.000	✓
HC	Public Health	School Crossing Patrol SLA sites	0.012	0.012	0.000	✓
HC	CST	Registrars	1.524	1.912	0.388	✓
HAT	Highways Laboratory	Highways Laboratory	0.100	0.016	(0.084)	✗
HAT	Fleet Services	Fleet Services	1.300	1.836	0.536	✓
IE	Countryside	Shops	0.269	0.341	0.072	✓
IE	Countryside	Cycle Hire	0.019	0.019	0.000	✓
IE	Countryside	Car Parking	0.501	0.363	(0.138)	✗
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.046	0.003	✓
SLCTCC	Place	Derbyshire Environmental Studies Service	0.113	0.005	(0.108)	✗
			14.856	15.148	0.292	✓

Earmarked Reserves**Earmarked Reserves as at 30 September 2023**

Adult Care	£m
Older People's Housing Strategy	12.766
Prior Year Underspends	3.983
Other reserves	0.028
Total Adult Care	16.777
Clean Growth and Regeneration	
Regeneration Kick-Start Feasibility Fund	1.985
Skills Training	0.855
Markham Environment Centre	0.114
Other reserves	0.308
Total Clean Growth and Regeneration	3.262
Corporate Services and Budget	
Revenue Contributions to Capital	51.433
Loan Modification Gains	23.114
Insurance and Risk Management	15.543
Business Rates Risks	6.568
Budget Management	4.516
Cyber Security	4.000
Planned Building Maintenance	3.265
Prior Year Underspends	3.059
Investment Losses Contingency	2.500

Appendix 13

Public

Property Insurance Maintenance Pool	2.400
PFI Reserves	2.063
Computer Purchasing	2.059
Business Development and Economic Recovery Fund	2.035
Demolition of Buildings	1.643
Other reserves	4.219
Total Corporate Services and Budget	128.417

Childrens Services and Safeguarding and Education

Tackling Troubled Families	4.882
Prior Year Underspends	1.112
Education Levelling Up	0.767
Other reserves	0.632
Total Childrens Services and Safeguarding and Education	7.393

Health and Communities

Homes for Ukraine Grant	10.415
Domestic Abuse Contract Support	1.358
Grant Funding Prospectus	1.009
Domestic Abuse Grants	0.801
Other reserves	1.210
Total Health and Communities	14.793

Highways and Transport

Bus Services Improvement Plan Grant	6.357
-------------------------------------	-------

Appendix 13

Public

Prior Year Underspends	3.836
Highway Development Control Interface	1.436
Derby and Derbyshire Road Safety Partnership	0.611
Other reserves	1.295
Total Highways and Transport	13.535

Infrastructure and Environment	
Digital Growth	2.440
Waste Recycling Initiatives	0.573
Elvaston Maintenance	0.158
Bidding and Funding Team	0.100
Other reserves	0.310
Total Infrastructure and Environment	3.581

Strategic Leadership, Culture, Tourism and Climate Change	
Climate Change	4.155
Green Entrepreneurs	1.602
Community Managed Libraries	0.912
Cultural Recovery Fund	0.790
Vision Derbyshire Economic Development Pilot	0.511
Library Restructure	0.429
Policy and Research	0.331
Other reserves	0.825
Total Strategic Leadership, Culture, Tourism and Climate Change	9.555



















Total Portfolio Earmarked Reserves	197.313
Schools	
Schools Balances	33.300
Dedicated Schools Grant (DSG)	0.275
Total balances held for and on behalf of schools	33.575
Public Health Grant	7.751

Budget Savings Monitoring 2023-24**In-Year Savings Monitoring:**

	Target 2023-24 £m	Deliverable in 2023-24		Total Deliverable in 2023-24 £m	Deferred to future years for delivery £m	Alternative Savings to be delivered £m
		Ongoing £m	One-Off £m			
Adult Care	12.139	0.900	1.257	2.157	1.257	9.982
Childrens Services	0.500	0.500	0.000	0.500	0.000	0.000
Clean Growth and Regeneration	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Services and Budget	0.625	0.000	0.000	0.000	0.000	0.625
Health and Communities	0.000	0.000	0.000	0.000	0.000	0.000
Highways Assets and Transport	0.500	0.000	0.000	0.000	0.000	0.500
Infrastructure and Environment	0.700	0.100	0.000	0.100	0.000	0.600
Strategic Leadership, Culture, Tourism and Climate Change	0.000	0.000	0.000	0.000	0.000	0.000
Other	1.726	1.172	0.000	1.172	0.000	0.554
Total	16.190	2.672	1.257	3.929	1.257	12.261

Aggregated In-Year and Previous-Years Savings Monitoring:

Budget Savings
Monitoring 2023-24

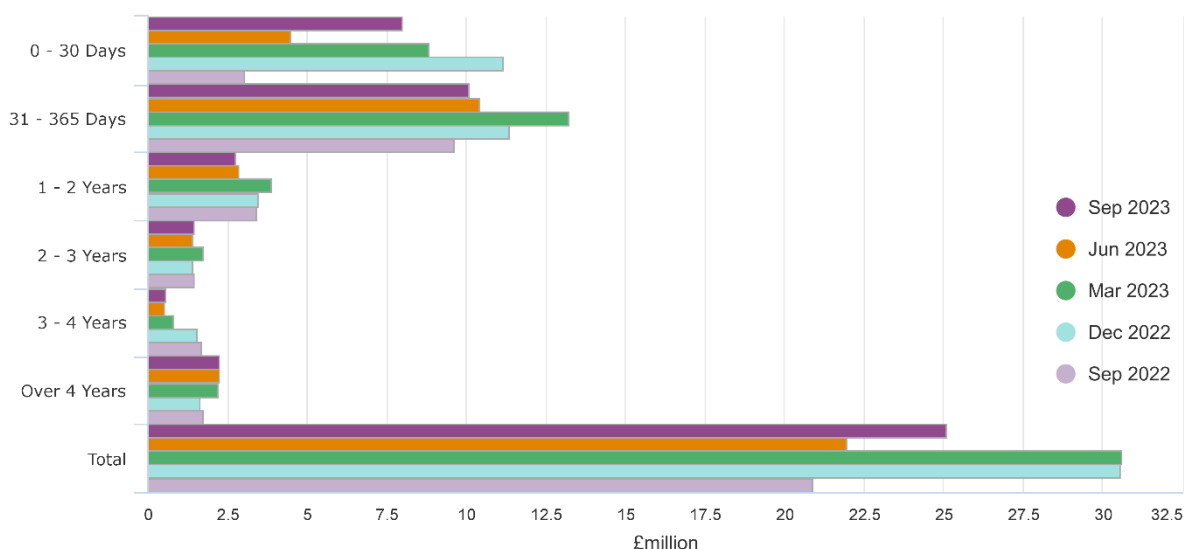
Portfolio	Budget Savings Targets			Ongoing Savings Initiatives			Actual Savings Forecast	
	Not yet achieved Brought Forward	Current Year	Total Target	Total Identified	(Shortfall)/ Additional Identified Savings	Forecast to be achieved by Financial Year End	Actual (Shortfall)/ Additional Achievement of Savings Target	
	Prior Year £m	£m	£m	£m	£m	£m	£m	
AC	3.009	12.139	15.148	15.241	0.093 	5.513	(9.635) 	
CSSGE	0.000	0.500	0.500	0.500	0.000 	0.500	0.000 	
CGR	0.000	0.000	0.000	0.385	0.385 	0.000	0.000 	
CSB	2.070	0.625	2.695	2.719	0.024 	0.781	(1.914) 	
HC	0.000	0.000	0.000	0.000	0.000 	0.000	0.000 	
HAT	3.671	0.500	4.171	0.000	(4.171) 	0.000	(4.171) 	
IE	2.767	0.700	3.467	1.293	(2.174) 	0.432	(3.035) 	
SLCTCC	0.521	0.000	0.521	1.043	0.522 	0.601	0.080 	
Other	0.000	1.726	1.726	1.172	(0.554) 	1.172	(0.554) 	
Total	12.038	16.190	28.228	22.353	(5.875)	8.999	(19.229)	

Aged Debt

Age profile of debt, relating to income receivable, at 30 September 2023

	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	3.026	6.465	2.271	1.247	0.450	1.258	14.717
	20.6%	43.9%	15.4%	8.5%	3.1%	8.5%	100.0%
Children's Services	0.710	0.545	0.133	0.009	0.001	0.006	1.404
	50.6%	38.8%	9.5%	0.6%	0.1%	0.4%	100.0%
Place	1.074	1.496	0.210	0.102	0.058	0.904	3.844
	27.9%	38.9%	5.5%	2.7%	1.5%	23.5%	100.0%
Corporate Services and Transformation	3.161	1.602	0.142	0.087	0.045	0.089	5.126
	61.7%	31.3%	2.8%	1.7%	0.9%	1.7%	100.0%
All Departments	7.971	10.108	2.756	1.445	0.554	2.257	25.091
	31.8%	40.3%	11.0%	5.8%	2.2%	9.0%	100.0%

Aged Debt over Time



The value of debt written off in the 12 months up to 30 September 2023

Department	£m	
Adult Social Care and Health	0.400	↑
Children's Services	0.014	↑
Place	0.093	=
Corporate Services and Transformation	0.012	↑
All Departments	0.519	↑



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

5 December 2023

Director of Finance & ICT

Overview of Finance & ICT Risks

1. Purpose

- 1.1 Background information for the Audit Committee's review of Finance & ICT risks.

2. Information and Analysis

- 2.1 The Audit Committee is conducting a rolling programme to review risk management arrangements directly with Executive Directors.
- 2.2 This item offers the audit committee the opportunity for a deeper dive into one part of Corporate Services & Transformation (CST) – Finance & ICT - following the broad overview of CST risk management recently provided to the committee by Joe O'Sullivan (Executive Director, CST). Mark Kenyon (Director of Finance & ICT) will attend for this item. Mark will give a short overview of risk management in his department, followed by questions and discussion with the committee members.
- 2.3 Finance & ICT owns three risks on the current strategic risk register. The risks are listed below with full details (updated to 2023-24 Quarter 2) provided in Appendix 2:
- Impact of a prolonged recovery and a funding gap
 - Failure to manage contracts across the county council
 - Information governance and data security
- 2.4 The full Finance & ICT risk register (updated to 2023-24 Quarter 2) is provided for background information in Appendix 3. This is an abridged

version of the data held on APEX. A full version of the register with all data can be provided to the committee if required.

3. Alternative Options Considered

- 3.1 This is a regular rolling review of departmental risk management by the Audit Committee.

4. Implications

- 4.1 Implications are discussed in Appendix 1.

5. Consultation

- 5.1 No formal consultation was undertaken in the preparation of this report. The risk register was prepared by the CST department.

6. Background Papers

- 6.1 Electronic files held by Risk and Insurance, Finance & ICT Services, County Hall Complex.

7. Appendices

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Finance & ICT strategic risks (on strategic risk register)
- 7.3 Appendix 3 – Finance & ICT risk register 2023-24 (abridged version)

8. Recommendations

That the Audit Committee:

- a) Reviews the information provided in this paper for discussion with Mark Kenyon.

9. Reasons for recommendations

- 9.1 The Audit Committee is charged with providing risk management assurance within the Council.

Report Author:

Tony Kearsey
Finance Officer (Corporate Risk)

Contact details:

tony.kearsey@derbyshire.gov.uk

Implications

Financial

- 1.1 Financial implications are noted in the strategic and departmental risks where applicable in Appendix 2 and Appendix 3.

Legal

- 2.1 Legal implications are noted in the strategic and departmental risks where applicable in Appendix 2 and Appendix 3.

Human Resources

- 3.1 Human resources implications are noted in the strategic and departmental risks where applicable in Appendix 2 and Appendix 3.

Information Technology

- 4.1 Information technology implications are noted in the strategic and departmental risks where applicable in Appendix 2 and Appendix 3.

Equalities Impact

- 5.1 Equalities impact implications are noted in the strategic and departmental risks where applicable in Appendix 2 and Appendix 3.

Corporate objectives and priorities for change

- 6.1 The strategic risk register, departmental risk registers and corporate risk management strategy underpin the successful delivery of the Council's objectives and deliverables set out in the Council Plan and service delivery plans.
- 6.2 The council's corporate risk management strategy is designed to strengthen risk management arrangements to underpin improved performance across the Council, and to deliver greater public value from its work.

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

- 7.1 All other implications are noted in the strategic and departmental risks where applicable.

Strategic Risk Register

2023-24 Quarter 2 (30 September 2023)

Extract – Finance & ICT risks

Impact of a prolonged recovery and a funding gap

In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front-line service delivery.

APEX Unique Risk Number (URN): 518

Risk Owner: Mark Kenyon, Director of Finance & ICT

Assessment history:

Target Amber (12) by 20/09/23	Likelihood: Probable (4)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Almost certain (5)
	Impact: Moderate (3)	Red (25)	Red (25)	Red (25)	Red (25)	Red (25)	Impact: Substantial (5)

Reputation impact assessment: Moderate

Financial impact assessment: Band 8 (Loss over £20 million)

APEX quarterly commentaries:

Quarter ending	Progress commentary (by risk owner)
30 September 2023	The Revenue Outturn 2022-23 was reported to Cabinet on 27 July 2023 which showed a portfolio overspend of £15m, offset by underspends on corporate budgets to give an overall underspend of £4.7m. However, this is after substantial use of £55m of the Council's earmarked reserves. Inflation continues to remain at higher than anticipated levels, with Cpi at 6.8% in July. Current forecasts suggests that the Council will be seeking further savings in 2024-25. This being a combination of in-year savings identified and savings brought forward from previous years. Inflationary and demand pressures are adding pressure to the 2023-24 revenue budget. The quarter 1 position is being considered by Cabinet on the 21 September 2023.
30 June 2023	The Revenue Outturn 2022-23 will be reported to Cabinet on 26 July 2023. Preparation is underway to review the approach to budget setting for 2024-25 with a focus on service priorities.
31 March 2023	The Council has updated its Five-Year Financial Plan alongside the setting of the Revenue Budget 2023/24 in February 2023. The update reflects the outcomes of the Local Government Finance Settlement 2023/24. The revenue and capital budgets for 2023/24 were agreed at Council on 15 February 2023. These continue to be constrained by the

	availability of funding and continue to rely upon the use of reserves to manage the achievement of the required budget reductions.
--	--

Failure to manage contracts across the county council

Failure to manage contracts effectively could lead to unforeseen increased costs, risk of contracts collapsing and an increased carbon footprint.

APEX Unique Risk Number (URN): 520

Risk Owner: Mark Kenyon, Director of Finance & ICT

Assessment history:

Target Green (8) by 31/03/23	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
	Impact: Significant (4)	Red (25)	Red (25)	Red (25)	Red (25)	Amber (12)	Impact: Significant (4)

Reputation impact assessment: High

Financial impact assessment: Band 8 (Loss over £20 million)

APEX quarterly commentaries:

Quarter ending	Progress commentary (by risk owner)
30 September 2023	Due to the lack of progress and problems with the recruitment of staff. We are proposing a new 'phased' approach to the roll out of contract management which will be subject to Change Board approval. The new approach will be looking to break the original project into more manageable work streams (while aligning to the original vision) to deliver the benefits associated with this project. The first work stream will be implementing Contract Management for Gold classified contracts (highest value, highest risk and complexity). A Project Change Board report and Project Plan using RAAID approach is being produced for consideration. Staffing update: 3 x G8 and 1 x G6 recruited, with exemptions forms for 2 x G11 posts submitted for consideration/approval.
30 June 2023	Principal Procurement Officer has started in role who will lead on the initiative. Also, other posts are being recruited to the activity. A review of current contract management practices is being undertaken with departments. The results of this review will feed into the development of the Contract management framework. There are currently 2 x grade 11's and 1 x G6 roles vacant. Three strong candidates have been shortlisted for interview week commencing 11 September. A successful grade 8 candidate commenced her employment on Tuesday 29 August.
31 March 2023	The officer appointed as the Principal Procurement and Compliance Officer and leading on the deliver initiative is now leaving the

	Council. Failure to recruit into the team continues to jeopardise the ability to successfully deliver the agreed strategy on contract & supply chain management.
--	--

Information governance and data security

The Council's information governance policies, processes and systems insufficiently protect personal, commercial and other sensitive data, leading to potential harm to vulnerable persons, employees and commercial relationships, legal action, financial penalties and reputational damage.

APEX Unique Risk Number (URN): 521

Risk Owner: Mark Kenyon, Director of Finance & ICT

Assessment history:

Target	Likelihood: Possible (3)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
Amber (12) by tba	Impact: Significant (4)	n/r	n/r	Amber (15)	Amber (15)	Amber (12)	Impact: Significant (4)

Reputation impact assessment: High

Financial impact assessment: Band 3 (Loss between £100,000 and £1 million)

APEX quarterly commentaries:

Quarter ending	Progress commentary (by risk owner)
30 September 2023	James Hodges is overseeing the working group which last met on the 1 September, a timeline is being produced for the Data Management Strategy.
30 June 2023	Working group has been established. Support has been provided through SoCITM Advisory in terms of good practice. Individual identified to lead on the review and development of the data management strategy over the next 8 weeks. Once the strategy is updated and drafted this will be shared through the data management group and other key boards for ratification.
31 March 2023	A working group has been established to develop and implement a data management strategy for the County Council. This will be based on best practice across local government and learning from similar organisations. The Council's arrangements in relation to cyber security are being reviewed and improved to ensure there is an appropriate resilience.

Risk severity matrix and tables

Risk severity matrix (from 18 September 2023)

Impact Score	Substantial	5	Blue	Green	Amber	Red	Red
	Significant	4	Blue	Green	Amber	Amber	Red
	Moderate	3	Blue	Green	Green	Amber	Amber
	Minimal	2	Blue	Blue	Green	Green	Green
	Negligible	1	Blue	Blue	Blue	Blue	Blue
			1	2	3	4	5
			Rare	Unlikely	Possible	Probable	Almost certain
			Likelihood Score				

Impact scoring

The highest scoring area (the 'primary impact') used to assess risk severity.

	Impact grading	Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security
Page 5 272	Extremely high	Substantial level of harm to the health, safety and wellbeing of the community, members of the public or employees	Substantial disadvantage to large parts of the community and/or many vulnerable residents	Substantial negative impact on the County's economy, including hard infrastructure	International and/or national environmental damage	Substantial external or internal disruption and/or loss of service (more than seven days)	Substantial under-performance from skills gaps and/or shortages	Substantial legal action, claims and/or penalties against or by the Council	Substantial impact on service delivery from a contract and/or partnership failure	Substantial breach; Information Commissioner Office (ICO) fine; loss of ISO 27001 certification
4	High	Significant level of harm to the health, safety and wellbeing of the community, members of the public or employees	Significant disadvantage to large parts of the community and/or some vulnerable residents	Significant negative impact on the County's economy, including hard infrastructure	Significant regional environmental damage and/or failure to meet all or most internal climate change targets	Significant external or internal disruption and/or loss of service (between three to seven days)	Significant under-performance from skills gaps and/or shortages	Significant legal action, claims and/or penalties against or by the Council	Significant impact on service delivery from a contract and/or partnership failure	Significant external breach with no loss of sensitive data; or minor external breach with loss of sensitive data

	Impact grading	Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security	
Page 273	3	Moderate	Moderate level of harm to the health, safety and wellbeing of the community, members of the public or employees	Moderate disadvantage to large parts of the community and/or some vulnerable residents	Moderate negative impact on the County's economy, including hard infrastructure	Moderate regional and/or major local environmental damage and/or failure to meet many internal climate change targets	Moderate external or internal disruption and/or loss of service (between 24 to 48 hours)	Moderate under-performance from skills gaps and/or shortages	Moderate legal action, claims and/or penalties against or by the Council	Moderate impact on service delivery from a contract and/or partnership failure	Significant internal breach with no loss of sensitive data; or minor internal breach with loss of sensitive data
		Low	Minimal level of harm to the health, safety and wellbeing of the community, members of the public or employees	Minimal disadvantage to the community and/or some vulnerable residents	Minimal negative impact on the County's economy, including hard infrastructure	Minimal regional and/or local environmental damage and/or failure to meet some internal climate change targets	Minimal external or internal disruption and/or loss of service (less than 24 hours)	Minimal under-performance from skills gaps and/or shortages	Minimal legal action, claims and/or penalties against or by the Council	Minimal impact on service delivery from a contract and/or partnership failure	Minor external or internal breach with no loss of sensitive data
	1	None	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact

Likelihood scoring

5	Almost certain	The event is expected to occur every year
4	Probable	The event could occur every year
3	Possible	The event could occur every two years
2	Unlikely	The event could occur every five years
1	Rare	The event could occur every 10 years or longer

Reputation impact assessment

Extremely High	Lasting or permanent national/local brand damage resulting from adverse comments in national press and media. Members/Officers almost certainly forced to resign.
High	Temporary national/local brand damage lasting up to two years from coverage in national and/or regional press/media. Members/Officers potentially forced to resign.
Moderate	Temporary local brand damage lasting up to one year from extensive coverage in regional press/ media.
Low	Temporary local brand damage lasting up to a few weeks from minor adverse comments in regional press/social media.
Extremely Low	Negligible local brand damage from limited adverse comments with minimal press/social media.

Financial impact assessment

Each risk is assessed for the potential range of capital and/or revenue loss to the Council if the risk materialised.

Band 8	Loss over £20 million
Band 7	Loss between £10 million and £20 million
Band 6	Loss between £5 million and £10 million
Band 5	Loss between £3 million and £5 million
Band 4	Loss between £1 million and £3 million
Band 3	Loss between £100,000 and £1 million
Band 2	Loss between £50,000 and £100,000
Band 1	Loss under £50,000
Band 0	No financial loss

FINANCE & ICT RISK REGISTER 2023-24 (ABRIDGED VERSION)

Risk	Statutory Duty	Reputational Impact Assessment	Financial Impact Assessment	Target Rating	Mar 2023 Rating	Jun 2023 Rating	Sep 2023 Rating
Funding Availability	Yes	Moderate	Band 8	Amber (12)	Red (25)	Red (25)	Red (25)
Impact of a prolonged recovery and a funding gap	Yes	Moderate	Band 8	Amber (12)	Red (25)	Red (25)	Red (25)
Pressure on Services	No	High	Band 4	Blue (4)	Red (20)	Red (25)	Red (25)
Claims and recoveries not processed efficiently and effectively within agreed/statutory timescales	Yes	Extremely Low	Band 4	Green (6)	Amber (16)	Red (20)	Red (20)
HR (Knowledge) - Key staff leaving resulting in skills gaps impacts ability to delivery priorities.	No	Moderate	Band 2	Green (6)	n/r	Red (20)	Red (20)
SAP - SAP project at risk of failure due to lack of direction, plan or design	No	High	Band 3	Blue (2)	n/r	Red (20)	Red (20)
Strategy & Policy - No cloud or data centre strategy restricting ability to make ICT decisions	No	Moderate	Band 3	Green (6)	n/r	Red (20)	Red (20)
Cyber Security - Systems or data breach as a result of a deliberate or accidental action	Yes	High	Band 4	Green (8)	n/r	Amber (15)	Amber (15)
Cyber Security - Systems or data breach due to outdated software or system firmware.	Yes	High	Band 4	Green (6)	n/r	Amber (15)	Amber (15)
Cyber Security (ERP) -Security breach of SAP system due to out-of-date unsupported databases	Yes	High	Band 4	Blue (3)	n/r	Amber (15)	Amber (15)

Page 27/5

Risk	Statutory Duty	Reputational Impact Assessment	Financial Impact Assessment	Target Rating	Mar 2023 Rating	Jun 2023 Rating	Sep 2023 Rating
HR (Leadership) - No permanent ICT Team in place to provide long term ICT Leadership	No	Low	Band 1	Blue (4)	n/r	Amber (15)	Amber (15)
HR (Skills) - Lack of training and skills limiting ability to deliver ICT services	No	Moderate	Band 2	Green (8)	n/r	Amber (15)	Amber (15)
Provision of Financial Accounts	Yes	Moderate	Band 0	Blue (4)	Green (6)	Amber (12)	Amber (15)
SAP - Insufficient funding in place to support the SAP project	No	High	Band 3	Blue (2)	n/r	Amber (15)	Amber (15)
SAP - SAP system operates on an out-of-date database platform with known cybersecurity risks	No	High	Band 4	Blue (3)	n/r	Amber (15)	Amber (15)
Strategy & Policy - No agreed Property Strategy restricting ability to make ICT decisions	No	Moderate	Band 3	Blue (4)	n/r	Amber (15)	Amber (15)
Strategy & Policy - No current ICT Target Operating Model leads to an ineffective ICT service	No	Moderate	Band 3	Blue (3)	n/r	Amber (15)	Amber (15)
Unnecessary claims against the Council	Yes	Extremely Low	Band 3	Green (6)	Amber (12)	Amber (15)	Amber (15)
Upgrade of SAP core business system	No	High	Band 5	Green (6)	Red (20)	Amber (16)	Amber (16)
Budget & Financial - Insufficient ICT funding to support ICT service delivery of the next 3 years	No	Moderate	Band 3	Green (6)	n/r	Amber (12)	Amber (12)
Council does not address identified weaknesses in control environment	No	Moderate	Band 2	Green (8)	n/r	n/r	Amber (12)
Cyber Security - Inability to share data with 3rd party organisations	Yes	Moderate	Band 1	Amber (16)	n/r	Amber (12)	Amber (12)

Risk	Statutory Duty	Reputational Impact Assessment	Financial Impact Assessment	Target Rating	Mar 2023 Rating	Jun 2023 Rating	Sep 2023 Rating
Cyber Security (EDRM) - Out of date EDRM software creates heightened security threat	Yes	High	Band 4	Blue (4)	n/r	Amber (12)	Amber (12)
Failure to manage contracts across the county council	No	High	Band 8	Green (8)	Red (25)	Red (25)	Amber (12)
HR (Recruitment) - Recruiting difficulties impacting on the delivery of business priorities.	No	Extremely Low	Band 2	Green (6)	n/r	Amber (12)	Amber (12)
Inability to secure adequate insurance cover for Council risks or in a timely manner	No	Low	Band 4	Amber (12)	Amber (15)	Amber (15)	Amber (12)
Information governance and data security	Yes	High	Band 3	Amber (12)	Amber (15)	Amber (15)	Amber (12)
Infrastructure - ICT systems failure causing major disruption to Council Services	Yes	Moderate	Band 3	Green (8)	n/r	Green (8)	Amber (12)
Infrastructure - Unsupported software or hardware failure causing disruption to Council Services	Yes	Moderate	Band 3	Green (8)	n/r	Amber (16)	Amber (12)
Procurements - Contract Renewals & New Projects procurement are not delivered	Yes	Moderate	Band 7	Blue (3)	Red (20)	Red (20)	Amber (12)
Risk is not adequately understood or assessed in strategic and operational planning and delivery	No	Moderate	Band 4	Blue (2)	Amber (12)	Amber (12)	Amber (12)
Cyber Security (Resources) - Limited resource puts council at risk from cyber threats	Yes	High	Band 4	Blue (3)	n/r	Green (10)	Green (10)
Fraud	Yes	Moderate	Band 3	Green (9)	Green (9)	Green (9)	Green (9)
Audit Plan not delivered	Yes	Moderate	Band 2	Green (6)	Amber (16)	Green (8)	Green (8)

Risk	Statutory Duty	Reputational Impact Assessment	Financial Impact Assessment	Target Rating	Mar 2023 Rating	Jun 2023 Rating	Sep 2023 Rating
Contract Management - Poor contract management leading to delivery to procure systems and services	No	Moderate	Band 3	Blue (2)	n/r	Green (8)	Green (8)
Asset Management - No agreed ownership or management of Hybrid Rooms, restricts forward planning	No	Low	Band 1	Blue (3)	n/r	Green (6)	Green (6)
Asset Management - Software Licence non-compliance and potential financial penalties	Yes	Moderate	Band 3	Blue (4)	n/r	Green (9)	Green (6)
Corporate and departmental risks are not identified and/or managed effectively by risk owners	No	Low	Band 6	Blue (4)	Green (9)	Green (6)	Green (6)
ICT (Out of Hours) - No formal arrangements for OoH support putting business ICT continuity at risk.	Yes	Low	Band 1	Blue (2)	n/r	Green (6)	Green (6)
ICT Disaster Recovery documentation and plans not current or workable	Yes	Moderate	Band 3	Green (6)	n/r	Green (8)	Green (6)
Ineffective audit coverage	Yes	Moderate	Band 3	Green (6)	Amber (12)	Green (6)	Green (6)
Use of Multi Factor Authentication (MFA) for accessing Caspar (Deputyship Money Management System)	No	Moderate	Band 2	Blue (1)	Green (6)	Green (6)	Green (6)
Council's assets not adequately protected	Yes	Low	Band 4	Blue (4)	n/r	Green (8)	Blue (4)
Infrastructure - Key facilities artefacts not pro-actively managed could fail	Yes	Extremely Low	Band 1	Blue (3)	n/r	Blue (4)	Blue (4)
Insurable risks not identified or undervalued	No	Moderate	Band 7	Blue (4)	Green (9)	Amber (12)	Blue (4)



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

5 December 2023

Report of the Director of Finance and ICT

Corporate Risk Management Update (2023-24 Quarter 2)

1. Purpose

- 1.1 To review the Council's strategic risk register and receive an update on risk management.

2. Information and Analysis

- 2.1 Engagement with risk management across the council continues to improve. The completion rates for risk updates by officers were very high in 2023-24 Q2. This is attributed to the introduction of the APEX risk database, which enables risk owners to review and directly update their risks online, gives greater visibility of risk information to risk owners and departmental management teams supporting improved scrutiny and challenge within departments.

- 2.2 Two changes to the corporate risk severity matrix, previously agreed by CMT and the Audit Committee, were implemented alongside the launch of the APEX risk database in September. The two changes:

- Renumbered the risk impact scale from 0-4 to 1-5 (the risk descriptors remained the same so did not affect the assessments by risk owners).
- Changed the risk matrix profile to more clearly differentiate the most severe risks (i.e. fewer risks classed as 'Red').

The changes were applied retrospectively to previous quarters to allow for consistency and comparison of data over time. All data in this report are based on the new matrix. The old and new risk severity matrices are shown in Appendix 2 for information and comparison.

3. Strategic Risk Register (2023-24 Q2 update)

- 3.1 This report covers updates to the council’s strategic risk register up to the end of 2023-24 Quarter 2 (Q2).
- 3.2 The strategic risk register contains the most significant Major Risks (Red and Amber) to the council which are subject to active monitoring and control. Risk scores and Red/Amber ratings have been adjusted to reflect the new corporate risk matrix. This means that there are now fewer risks classed as Red, which are the most severe risks to the council, as the Red score threshold is now higher.
- 3.3 A summary of the register is in Table 1 below with greater detail provided in Appendix 3. More detailed information about each risk, including narrative updates recording progress with each risk, is recorded on APEX for review by senior management and can be provided to the Audit Committee if required.
- 3.4 There have been changes in the overall severity of seven risks. The increase in severity of the ‘failure to respond to emergency situations’ risk reflects important work still needed to update and implement the council’s business continuity plans, flood risk management plans, and all related arrangements.

Table 1 – Summary of current strategic risks (2023-24 Q2)

Risk description	Risk owner	Target score	Latest score (2023-24 Q2)	Change from last quarter
Impact of a prolonged recovery and a funding gap	Mark Kenyon	Amber	Red	No change
Increase in demand on Council services	Iain Little	Amber	Red	No change
Failure to deliver critical services in emergency situations	Julian Gould	Green	Green	Reduction from Amber
Failure to respond to emergency situations	Julian Gould	Green	Amber	Increase from Green
Failure to manage contracts across the county council	Mark Kenyon	Green	Amber	Reduction from Red
Failure to achieve value for money for the Council’s New Waste Treatment Facility; and failure to re-commission the facility and secure long-term operation	Claire Brailsford	Blue	Amber	Reduction from Red
Information governance and data security	Mark Kenyon	Amber	Amber	Reduction from Amber (lower score)

Risk description	Risk owner	Target score	Latest score (2023-24 Q2)	Change from last quarter
Failure to adapt to climate change	Claire Brailsford	Amber	Red	No change
Protection of vulnerable adults	Simon Stevens	Green	Red	No change
Protection of vulnerable children	Carol Cammiss	Green	Green	Reduction from Amber
Maintenance of property assets	Janet Scholes	Green	Amber	No change
Failure to maintain highways assets	Julian Gould	Green	Red	No change
Failure to maintain countryside sites and waterways	Claire Brailsford	Green	Amber	No change
Failure to understand or respond adequately to new or changing legislation and regulation	Helen Barrington	Green	Blue	Reduction from Amber

3.5 Work is progressing to create a new corporate risk register of the most significant risks to the council which will replace the current strategic risk register. A survey of directors was completed recently, and this is being combined with other research on risks facing local authorities. The committee will receive a report on the proposed register at a future meeting.

4. Alternative Options Considered

4.1 This is a regular report on progress with managing strategic risks and implementation of the corporate risk management strategy.

5. Implications

5.1 Implications are discussed in Appendix 1.

6. Consultation

6.1 The information in Appendix 3 was provided by risk owners.

7. Background Papers

7.1 Electronic files held by Risk and Insurance, Finance & ICT Services, County Hall Complex.

8. Appendices

8.1 Appendix 1 – Implications.

8.2 Appendix 2 – Risk severity matrix and tables.

8.3 Appendix 3 – Strategic Risk Register.

9. Recommendations

9.1 That the Audit Committee notes this report.

10. Reasons for recommendations

10.1 The Audit Committee is charged with providing assurance of risk management within the Council.

Report Authors:

Mark Kenyon

Director of Finance & ICT

Tony Kearsey

Finance Officer (Corporate Risk)

Contact details:

mark.kenyon@derbyshire.gov.uk

tony.kearsey@derbyshire.gov.uk

Implications

Financial

- 1.1 Financial implications in relation to specific risks are noted in the strategic risk register where applicable.

Legal

- 2.1 Legal implications in relation to specific risks are noted in the strategic risk register where applicable.

Human Resources

- 3.1 Human Resources implications in relation to specific risks are noted in the strategic risk register where applicable.

Information Technology

- 4.1 Information technology implications in relation to specific risks are noted in the strategic risk register.

Equalities Impact

- 5.1 Equalities impact implications in relation to specific risks are noted in the strategic risk register where applicable.

Corporate objectives and priorities for change

- 6.1 The strategic risk register and corporate risk management strategy underpin the successful delivery of the Council's objectives and deliverables set out in the Council Plan and service delivery plans.
- 6.2 The corporate risk management strategy is designed to strengthen risk management arrangements to underpin improved performance across the Council, and to deliver greater public value from its work.

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

- 7.1 All other implications in relation to specific risks are noted in the strategic risk register where applicable.

Risk severity matrix and tables

The corporate risk severity matrix changed in September 2023. There were two changes:

- (a) Impact scale renumbered from 0-4 to 1-5 (the descriptors were unchanged).
- (b) Red, Amber, Green, Blue (RAGB) profile changed to give greater emphasis on the most severe risks.

Old matrix (up to 17 September 2023)

Impact Score	Substantial	4	Green	Amber	Red	Red	Red
	Significant	3	Green	Green	Amber	Red	Red
	Moderate	2	Blue	Green	Green	Amber	Amber
	Minimal	1	Blue	Blue	Green	Green	Green
	Negligible	0	Blue	Blue	Blue	Blue	Blue
			1	2	3	4	5
			Rare	Unlikely	Possible	Probable	Almost certain
			Likelihood Score				

New matrix (from 18 September 2023)

Impact Score	Substantial	5	Blue	Green	Amber	Red	Red
	Significant	4	Blue	Green	Amber	Amber	Red
	Moderate	3	Blue	Green	Green	Amber	Amber
	Minimal	2	Blue	Blue	Green	Green	Green
	Negligible	1	Blue	Blue	Blue	Blue	Blue
			1	2	3	4	5
			Rare	Unlikely	Possible	Probable	Almost certain
			Likelihood Score				

Impact scoring

The highest scoring area (the 'primary impact') used to assess risk severity.

The score changed from 0-4 to 1-5 in September 2023. The impact grading and risk descriptors are unchanged.

	Impact grading	Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security
Page 285	Extremely high	Substantial level of harm to the health, safety and wellbeing of the community, members of the public or employees	Substantial disadvantage to large parts of the community and/or many vulnerable residents	Substantial negative impact on the County's economy, including hard infrastructure	International and/or national environmental damage	Substantial external or internal disruption and/or loss of service (more than seven days)	Substantial under-performance from skills gaps and/or shortages	Substantial legal action, claims and/or penalties against or by the Council	Substantial impact on service delivery from a contract and/or partnership failure	Substantial breach; Information Commissioner Office (ICO) fine; loss of ISO 27001 certification
	4 High	Significant level of harm to the health, safety and wellbeing of the community, members of the public or employees	Significant disadvantage to large parts of the community and/or some vulnerable residents	Significant negative impact on the County's economy, including hard infrastructure	Significant regional environmental damage and/or failure to meet all or most internal climate change targets	Significant external or internal disruption and/or loss of service (between three to seven days)	Significant under-performance from skills gaps and/or shortages	Significant legal action, claims and/or penalties against or by the Council	Significant impact on service delivery from a contract and/or partnership failure	Significant external breach with no loss of sensitive data; or minor external breach with loss of sensitive data

	Impact grading	Public and employee health, safety and wellbeing	Community	Economy	Environment	Service Disruption	Skills capability	Legal	Contracts and Partnerships	Information Security	
Page 286	3	Moderate	Moderate level of harm to the health, safety and wellbeing of the community, members of the public or employees	Moderate disadvantage to large parts of the community and/or some vulnerable residents	Moderate negative impact on the County's economy, including hard infrastructure	Moderate regional and/or major local environmental damage and/or failure to meet many internal climate change targets	Moderate external or internal disruption and/or loss of service (between 24 to 48 hours)	Moderate under-performance from skills gaps and/or shortages	Moderate legal action, claims and/or penalties against or by the Council	Moderate impact on service delivery from a contract and/or partnership failure	Significant internal breach with no loss of sensitive data; or minor internal breach with loss of sensitive data
	2	Low	Minimal level of harm to the health, safety and wellbeing of the community, members of the public or employees	Minimal disadvantage to the community and/or some vulnerable residents	Minimal negative impact on the County's economy, including hard infrastructure	Minimal regional and/or local environmental damage and/or failure to meet some internal climate change targets	Minimal external or internal disruption and/or loss of service (less than 24 hours)	Minimal under-performance from skills gaps and/or shortages	Minimal legal action, claims and/or penalties against or by the Council	Minimal impact on service delivery from a contract and/or partnership failure	Minor external or internal breach with no loss of sensitive data
	1	None	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact	No impact

Likelihood scoring

5	Almost certain	The event is expected to occur every year
4	Probable	The event could occur every year
3	Possible	The event could occur every two years
2	Unlikely	The event could occur every five years
1	Rare	The event could occur every 10 years or longer

Reputation impact assessment

Extremely High	Lasting or permanent national/local brand damage resulting from adverse comments in national press and media. Members/Officers almost certainly forced to resign.
High	Temporary national/local brand damage lasting up to two years from coverage in national and/or regional press/media. Members/Officers potentially forced to resign.
Moderate	Temporary local brand damage lasting up to one year from extensive coverage in regional press/ media.
Low	Temporary local brand damage lasting up to a few weeks from minor adverse comments in regional press/social media.
Extremely Low	Negligible local brand damage from limited adverse comments with minimal press/social media.

Financial impact assessment

Each risk is assessed for the potential range of capital and/or revenue loss to the Council if the risk materialised.

Band 8	Loss over £20 million
Band 7	Loss between £10 million and £20 million
Band 6	Loss between £5 million and £10 million
Band 5	Loss between £3 million and £5 million
Band 4	Loss between £1 million and £3 million
Band 3	Loss between £100,000 and £1 million
Band 2	Loss between £50,000 and £100,000
Band 1	Loss under £50,000
Band 0	No financial loss

Strategic Risk Register

2023-24 Quarter 2 (30 September 2023)

Impact of a prolonged recovery and a funding gap

In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front-line service delivery.

APEX Unique Risk Number (URN): 518

Risk Owner: Mark Kenyon, Director of Finance & ICT

Assessment history:

Target	Likelihood:	2022-23	2023-23	2022-23	2023-24	2023-24	Likelihood:
	Probable (4)	Q2	Q3	Q4	Q1	Q2	Almost certain (5)
Amber (12) by 20/09/23	Impact: Moderate (3)	Red (25)	Red (25)	Red (25)	Red (25)	Red (25)	Impact: Substantial (5)

Reputation impact assessment: Moderate

Financial impact assessment: Band 8 (Loss over £20 million)

Increase in demand on council services

As demand for services changes, the Council may need to adapt the services it currently offers to provide the new or additional services. Failing to manage the changes could lead to core services being reduced leading to significant impact upon stakeholders and partnerships; potential litigation; fines; risk of injury or death.

APEX Unique Risk Number (URN): 331

Risk Owner: Iain Little, Deputy Director of Public Health

Assessment history:

Target	Likelihood:	2022-23	2023-23	2022-23	2023-24	2023-24	Likelihood:
	Probable (4)	Q2	Q3	Q4	Q1	Q2	Probable (4)
Amber (12) by 21/09/23	Impact: Moderate (3)	Red (20)	Red (20)	Red (20)	Red (20)	Red (20)	Impact: Substantial (5)

Reputation impact assessment: Moderate

Financial impact assessment: Band 6 (Loss between £5 million and £10 million)

Failure to deliver critical services in emergency situations

The emerging risk environment, the number and type of emergency and the interdependencies of services is increasingly making business continuity or "resilience" a significant focus for the Council. This is a corporate risk across all departments. The Council's corporate business continuity plan provides a strategic framework around which staff can work to enable critical functions to be maintained, or quickly restored to minimise any effect on service delivery to the community.

APEX Unique Risk Number (URN): 394

Risk Owner: Julian Gould, Director of Highways

Assessment history:

Target	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Significant (4)
Green (8) by 31/03/23	Impact: Significant (4)	Green (10)	Amber (15)	Amber (15)	Amber (15)	Green (8)	Impact: Unlikely (2)

Reputation impact assessment: Moderate

Financial impact assessment: Band 5 (Loss between £3 million and £5 million)

Failure to respond to emergency situations

The Council's ability to provide an effective response to an emergency situation, including major incidents such as severe weather (e.g. climate change-based flooding), fire, loss of utilities or pandemics, whilst maintaining its critical services to the public. The emerging risk environment, the number and type of emergencies is increasingly making continuity or "resilience" a significant focus for the Council. Budget cuts and rationalisation (including resourcing reductions) also challenge the Council in its ability to fulfil its Category 1 Responder statutory duty under the Civil Contingencies Act 2004.

APEX Unique Risk Number (URN): 403

Risk Owner: Julian Gould, Director of Highways

Assessment history:

Target	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
Green (10) by 30/06/22	Impact: Substantial (5)	Green (10)	Green (10)	Green (10)	Green (10)	Amber (15)	Impact: Substantial (5)

Reputation impact assessment: High

Financial impact assessment: Band 5 (Loss between £3 million and £5 million)

Failure to manage contracts across the county council

Failure to manage contracts effectively could lead to unforeseen increased costs, risk of contracts collapsing and an increased carbon footprint.

APEX Unique Risk Number (URN): 520

Risk Owner: Mark Kenyon, Director of Finance & ICT

Assessment history:

Target Green (8) by 31/03/23	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
	Impact: Significant (4)						Impact: Significant (4)
		Red (25)	Red (25)	Red (25)	Red (25)	Amber (12)	

Reputation impact assessment: High

Financial impact assessment: Band 8 (Loss over £20 million)

Failure to determine the future use and VFM of the council's New Waste Treatment Facility

Failure to achieve value for money is a significant risk to the council's budget. Failure to determine the future use of the New Waste Treatment Facility is a significant risk for the long-term waste management strategy, the council's future economic and environmental sustainability and its reputation.

APEX Unique Risk Number (URN): 404

Risk Owner: Claire Brailsford, Director of Environment & Transport

Assessment history:

Target Blue (4) by tba	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
	Impact: Minimal (2)						Impact: Substantial (5)
		Red (20)	Red (20)	Red (20)	Red (20)	Amber (15)	

Reputation impact assessment: High

Financial impact assessment: Band 7 (Loss between £10 million and £20 million)

Information governance and data security

The Council's information governance policies, processes and systems insufficiently protect personal, commercial and other sensitive data, leading to potential harm to vulnerable persons, employees and commercial relationships, legal action, financial penalties and reputational damage.

APEX Unique Risk Number (URN): 521

Risk Owner: Mark Kenyon, Director of Finance & ICT

Assessment history:

Target	Likelihood: Possible (3)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
Amber (12) by tba	Impact: Significant (4)	n/r	n/r	Amber (15)	Amber (15)	Amber (12)	Impact: Significant (4)

Reputation impact assessment: High

Financial impact assessment: Band 3 (Loss between £100,000 and £1 million)

Failure to adapt to climate change

The Council and County faces a challenge in relation to an increase in extreme weather patterns including increased rainfall, drought, heatwaves and unseasonal weather. This will result in risks of increased frequency of flooding; damage to infrastructure; risk to health, well-being and productivity; water and energy shortages; risks to natural capital; interruption of food production and trade; new and emerging pests, diseases and plant and animal species. Climate change around the world is likely to result in mass migration of people.

APEX Unique Risk Number (URN): 405

Risk Owner: Claire Brailsford, Director of Environment & Transport

Assessment history:

Target	Likelihood: Possible (3)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Probable (4)
Amber (12) by 31/03/25	Impact: Significant (4)	Red (20)	Red (20)	Red (20)	Red (20)	Red (20)	Impact: Substantial (5)

Reputation impact assessment: High

Financial impact assessment: Band 8 (Loss over £20 million)

Protection of vulnerable adults

Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage. An Adult Social Care (ASC) Quality Assurance Strategy has been developed which is the foundation from which we will ensure that all ASCH functions drive the delivery of high-quality services for the people of Derbyshire and work to continuously improve quality based on a clear understanding of expectations and requirements. This strategy has been incorporated into policy and is being driven by an overarching Quality Assurance Board. A specific Quality Assurance Framework is applied across all the directly provided services such as residential care, homecare, shared lives, supported living and day care activity.

APEX Unique Risk Number (URN): 469

Risk Owner: Simon Stevens, Executive Director of Adult Social Care & Health

Assessment history:

Target	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Probable (4)
	Impact: Substantial (5)						Impact: Substantial (5)
Green (10) by 31/03/23		Amber (15)	Amber (15)	Amber (15)	Red (20)	Red (20)	

Reputation impact assessment: High

Financial impact assessment: Band 4 (Loss between £1 million and £3 million)

Protection of vulnerable children

Failure to protect the most vulnerable in our society could lead to significant fines; special measures; litigation; decreased staff morale; reputational damage. Risk can never be eliminated entirely, however Derbyshire continuously seeks to strengthen risk management and practice in cases known to the Authority. As demonstrated recently, heightened media attention at times of national or local tragedy can impact on referral rates and capacity to respond for a variety of reasons. However, the overall impact on the Council would be expected to be moderate. A range of robust mitigation measures are in place and will continue.

APEX Unique Risk Number (URN): 522

Risk Owner: Carol Cammiss, Executive Director of Children's Services

Assessment history:

Target	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
	Impact: Moderate (3)						Impact: Moderate (3)
Green (6) by 25/09/23		Amber (12)	Amber (12)	Amber (15)	Amber (12)	Green (9)	

Reputation impact assessment: High

Financial impact assessment: Band 3 (Loss between £100,000 and £1 million)

Maintenance of property assets

Failure to maintain our property assets could lead to significant fines; significant litigation; decreased staff morale; reputational damage; HSE investigation.

APEX Unique Risk Number (URN): 523

Risk Owner: Janet Scholes, Director of Property

Assessment history:

Target	Likelihood: Unlikely (2)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Possible (3)
Green (10) by 30/04/24	Impact: Substantial (5)	Amber (15)	Amber (15)	Amber (15)	Amber (15)	Amber (15)	Impact: Substantial (5)

Reputation impact assessment: Moderate

Financial impact assessment: Band 4 (Loss between £1 million and £3 million)

Failure to maintain highways assets

Failure to maintain highways assets resulting in risk of damage or harm to the public and/or employees as well as the environment and/or failure to comply with statutory duties, obligations, guidance or good practice. Under-investment is now being addressed - particularly through the Highways Capital programme, which is designed to deliver the Council Plan commitment for £120m capital investment over 3 years. Issues such as landslips, retaining walls and ageing structures cannot all be addressed in the short-term or within current budgets. The county's highways assets are prone to climate change issues such as landslips. Derbyshire's approach to Highways Asset Management is set out in the 2016 Code of Practice for Well-Managed Highway Infrastructure which requires local authorities to adopt a risk based, integrated asset management approach to maintaining highway infrastructure.

APEX Unique Risk Number (URN): 406

Risk Owner: Julian Gould, Director of Highways

Assessment history:

Target	Likelihood: Moderate (3)	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood: Probable (4)
Green (9) by 31/03/23	Impact: Possible (3)	Amber (12)	Amber (12)	Amber (12)	Red (20)	Red (20)	Impact: Substantial (5)

Reputation impact assessment: Moderate

Financial impact assessment: Band 4 (Loss between £1 million and £3 million)

Failure to maintain countryside sites and waterways

Failure to maintain countryside sites and waterways resulting in risk of damage to human health, the environment or assets and/or failure to comply with statutory duties, obligations, guidance or good practice. The Countryside Service has in excess of 121 assets ranging from 4,478 acres of land including Sites of Special Scientific Interest (SSSIs), reservoirs, canals, Greenways and physical structures. A key area of focus is the management of Waterbodies. The Waste Management Service has 9 Household Waste Recycling Centres (HWRCs) and a waste transfer station. Particular areas of focus remain the development of asset management regimes for waterbodies notably reservoirs and canals; structures (e.g. bridges) and HWRCs. Heads of Service are responsible for ensuring asset management systems and inspection regimes are in place in accordance with statutory duties and good practice in the relevant field.

APEX Unique Risk Number (URN): 407

Risk Owner: Claire Brailsford, Director of Environment & Transport

Assessment history:

Target	Likelihood:	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood:
Green (8) by 31/03/23	Unlikely (2)						Possible (3)
	Impact: Significant (4)	Amber (15)	Amber (15)	Amber (15)	Amber (15)	Amber (12)	Impact: Significant (4)

Reputation impact assessment: High

Financial impact assessment: Band 4 (Loss between £1 million and £3 million)

Failure to understand or respond adequately to new or changing legislation and regulation

Lack of knowledge and understanding of statutory duties meaning the Council is at increased risk of special measures, HSE investigation, corporate manslaughter charges, personal prosecution and insurers refusing to provide indemnity on property or liability claims.

APEX Unique Risk Number (URN): 524

Risk Owner: Helen Barrington, Director of Legal & Democratic Services

Assessment history:

Target	Likelihood:	2022-23 Q2	2023-23 Q3	2022-23 Q4	2023-24 Q1	2023-24 Q2	Likelihood:
Green (10) by 31/03/22	Unlikely (2)						Rare (1)
	Impact: Substantial (5)	Amber (15)	Red (20)	Red (20)	Amber (15)	Blue (5)	Impact: Substantial (5)

Reputation impact assessment: High

Financial impact assessment: Band 7 (Loss between £10 million and £20 million)



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

5 December 2023

Report of the Assistant Director of Finance (Audit)

Audit Services Unit – Progress Against Audit Plan 2023-24

1. Purpose

- 1.1 To inform Members of the progress against the approved Audit Services Plan for 2023-24 as at 31 October 2023.

2. Information and Analysis

- 2.1 At the meeting of this Committee held on 21 March 2023, Members approved the Audit Services Plan for 2023-24. The Plan was formulated from a risk assessment drawn from a wide range of sources including the Council Plan, the Council's strategic risk register, Departmental risk registers, service plans and meetings with Executive Directors and Directors.
- 2.2 In accordance with the Audit Committee's Terms of Reference this report updates Members on progress against the Plan for the seven months to 31 October 2023 and represents work undertaken during that period, which is detailed in the progress report. An analysis of the progress with the Unit's Performance Indicators (PIs) are also included in the progress report.
- 2.3 In common with previous years, some work forming part of last year's approved Audit Services Plan (2022-23) was completed and reported in the current year. Audit staff routinely follow up progress against agreed recommendations as part of subsequent work, in the area under review.

Audit Resources

- 2.4 The Audit Plan for 2023-24 was approved with a reduction in staffing levels as part of wider budget saving measures, with two posts (Senior Auditor & Auditor) removed from the structure. At that time, both a Senior Auditor post and the Assistant Director of Finance (Audit) were vacant.
- 2.5 As reported at the last meeting, an internal appointment was made to the Senior Auditor position, which has created a vacancy at the Auditor level. In addition, the Audit Clerk, who also undertook a number of audit duties, left the Council and both posts were kept vacant. Following the Council's announcement on the budget pressures and need to control its expenditure, including a freeze on recruitment, the Audit structure will remain at its current level for the immediate future. Beyond this point, it is not possible to provide any assurance on the level of resources until the outcome of the 2024-25 budget planning process has been completed, and the Council is aware of future funding deficits that may need to be addressed.
- 2.6 Should I consider that the audit resource is not sufficient to provide an opinion on the Council's control, risk and governance frameworks, I will ensure this matter is raised directly with the Audit Committee, Senior Management and Director of Finance in his role as the Section 151 Officer.

Audit Days

- 2.7 At 31 October 2023, a total of 1,263 productive days have been delivered which is below the anticipated 1,363, which is an improvement to the position that was reported in July. The reasons for the shortfall in productive days within this period mainly includes staff vacancies, the completion of staff training and use of leave through the summer months. Currently, I do not anticipate that this will impact on the ability to deliver the annual Head of Internal Audit Opinion in the Annual Report.

3. Consultation

- 3.1 No consultation is required.

4. Alternative Options Considered

- 4.1 N/A. Article 11 of the Council's Constitution requires the Audit Committee to monitor progress against the Annual Audit Plan.

5. Implications

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

6. Background Papers

- 6.1 Electronic files and Audit working papers held by Audit Services, Finance & ICT Services, County Hall.

7. Appendices

- 7.1 Appendix 1 – Implications.
- 7.2 Appendix 2 – Audit Services Progress Report up to 31 October 2023.

8. Recommendations

- 8.1 That Audit Committee are asked to note the performance of the Audit Services Unit during this period.

9. Reasons for Recommendation(s)

- 9.1 To note that the Council is complying with the requirements of the Council's Constitution.

Report Author:

Mark Lunn

Contact details:

mark.lunn@derbyshire.gov.uk

Implications

Financial

1.1 None.

Legal

2.1 The Council has a duty to maintain an adequate and effective system of internal audit of its accounting records and system of internal control.

2.2 Audit Services discharges the Council's statutory responsibilities under Regulation 5 of the Accounts & Audit Regulations 2015 and fulfils significant aspects of the Director of Finance & ICT's statutory duties under Section 151 of the Local Government Act 1972.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 The work of Audit staff supports the Council Plan Refresh 2023-25 key actions for high performing, value for money and resident focused services, by independently assessing Council services and activities.

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

7.1 None.

Audit Services Unit Progress Against Audit Plan 2023-24 31 October 2023

Page 299

Mark Lunn
Assistant Director of Finance (Audit)

Background to the Progress Report

At the Audit Committee meeting held on 21 March 2023, Members approved the Audit Services Plan for 2023-24, which had been formulated from our risk assessment using a wide range of sources including:

- the Council Plan
- the Council’s Strategic Risk Register
- Departmental Risk Registers
- Service Plans
- meetings with Executive Directors and Directors.
(Including Managing Director (Head of Paid Service), Director of Finance & ICT (Section 151 Officer) and Director of Legal and Democratic Services (Monitoring Officer).

In accordance with the Audit Committee’s Terms of Reference this report updates Members on progress against the Plan for the four months to 31 October 2023 and represents work undertaken during this period which is detailed in **Appendix 1**. An analysis of the priority criteria for Audit recommendations and assurance levels is also included in **Appendix 1**.

In common with previous years, elements of work forming part of last year’s approved Audit Services Plan were completed and reported in the current year. Where appropriate, Audit staff routinely follow up progress against agreed recommendations as part of subsequent work, in the area under review.

All work undertaken by Audit Services is conducted in accordance with the standards required by the Public Sector Internal Audit Standards (PSIAS) and in conformance with the International Standards for the Professional Practice of Internal Auditing. The work of the Unit complies with the Council’s Audit Charter, Internal Audit Strategy and Quality Assurance and Improvement Programme which are subject to regular review.

Contents		Page
Background to the Progress Report		2
Current Progress		3
Summary of Audit Opinions (Reports Issued up to 31 October 2023)		5
Audit Resources and Activities		6
Detailed Analysis – Corporate Activities		8
Detailed Analysis – Corporate Services and Transformation		9
Detailed Analysis – Children’s Services		11
Detailed Analysis – Adult Social Care and Health		13
Detailed Analysis – Place		15
Appendices		
1.	Progress Against the 2023-24 Audit Plan	17
2.	Audit Services Structure	29
3.	Key Performance Indicators 2023-24	30

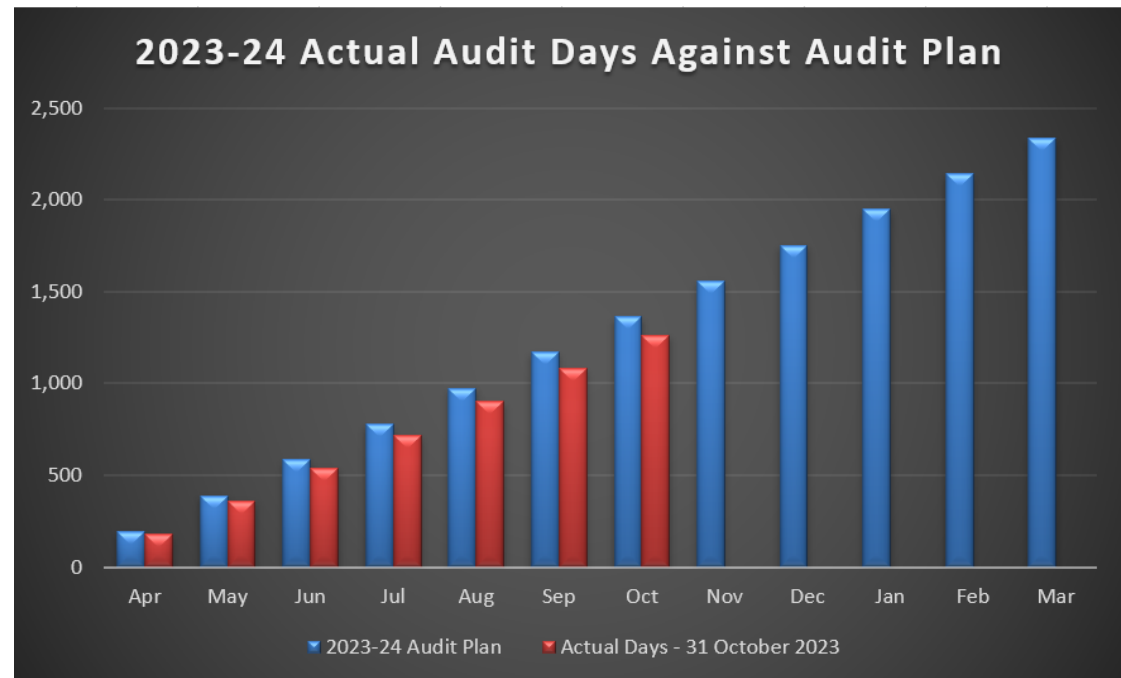
Current Progress

This progress report takes the Unit up to seven months into the delivery of the Approved Plan for 2023-24. Whilst the team has continued to work through assigned reviews, audit staff have started to encounter challenges in arranging the scoping and timing of audits across all departments. Over the last couple of months, meetings have been held with Executive Directors and departmental management team meetings have been attended, to ensure that access to service areas can be scheduled to deliver the reviews. Whilst departments on the whole are engaging with audit to accommodate this work, the situation is starting to become more acute as we head towards the end of 2023, as it is not practical to deliver a disproportionate amount of the Plan in the final quarter of 2023-24.

Over the past seven months the Audit Team have issued a total of 32 final audit reports with senior management responses (18 for 2022-23 and 14 for 2023-24) and 5 letters. In addition to the final audit reports, we have issued 5 further draft reports for 2023-24.

Areas where the Audit team are a good way through the fieldwork for the 2023-24 reviews that should feature on the next progress report include:

- Ukraine Family Support
- Public Health
- Adult Community Education
- Regeneration
- IT Governance Arrangements
- Review of Capital
- Agency Governance Arrangements
- Pensions and Funds Management.



The current Audit performance against the 2023-24 approved Plan is shown below:

Overall Performance	2022-23	2023-24	All Opinions	2022-23	2023-24
Days within the Approved Audit Plan	2,772	2,337	Substantial	13	4
Actual days delivered to date	2,633	1,263	Satisfactory	39	19
Percentage of Audit days delivered	95%	54%	Limited	9	5
Total Number of Reports and Letters issued	86	37	No	0	-
Final Reports/Letters issued since last Progress Report (1 st August – 31 st October 2023)	11	15	Others (including letters)	24	9
Draft Reports issued awaiting management response (1 st August – 31 st October 2023)	2	7	Total	86	37

Whilst the actual days currently delivered 1,263 is again below the expected target of 1,363, the reasons for the shortfall remain consistent with those outlined in the previous Progress Report. Mainly staff vacancies, completion of staff training and unequal use of leave through the summer months. Whilst I do not consider the available audit resource will restrict the coverage of the Audit Plan at this point, steps have been taken to limit the potential for the audit days delivered to deteriorate further. These include:

- Introduction of a new agile 'Terms of Reference' for use in the majority of audit reviews. This should aid management engagement in the scoping and delivery of individual audits.
- A phased implementation of a revised audit recommendation tracking tool within the Council's Microsoft Teams structure. The new streamlined approach will provide departmental managers with up-to-date information on previous and current recommendations including implementation dates. This functionality will enable easier and quicker monitoring across all departmental management teams, and once fully embedded, will enhance reporting and responsible officer accountability to the Audit Committee.
- Subtle changes to the programming of assigned work within the audit team. This provides all audit staff with enhanced autonomy to manage their audit reviews and deliver clearer accountability for the outcomes.

As mentioned previously, there will likely be additional operational improvements delivered in the first quarter of 2024 as action is taken to address findings of the External Quality Assessment (EQA). Detailed analysis of Audit work is included in the Audit Resources and Activities section below (pages 8 - 16) with a summary of work against the agreed annual plan provided in **Appendix 1**.

Summary of Audit Opinions (Reports Issued up to 31 October 2023)

	Corporate Activities	Corporate Services and Transformation	Children's Services	Adult Social Care & Health	Place		
Completion of 2022-23 Reviews	Climate Change	ICT Asset Management	Starting Point	Direct Payments	Departmental Review		
		E-Recruitment Review	The Willows (Children's Home)	Best Life Derbyshire	Public Transport & Taxi Contracts		
		BACS Payment System Review		Departmental Review	Countryside Management		
		Accountancy and Budgetary Control		Mosaic Client Management System			
		County Procurement					
Priority Reviews (2023-24)	D2N2 LEP	Departmental Review	External Grants	Public Health	Fleet Services		
	Agency Governance Arrangements	Property Contractor Management	Supporting Families Programme	Administration of Care Establishments	Derbyshire Records Office & Records Management		
	Modern Ways of Working	Ukraine Family Support	Thematic School Reviews	External Grants	Regeneration		
	Workforce Development	External Grants	Management of Service Demands	Safeguarding Adults	External Grants		
	Delivery & Commissioning/ Partnership Working	Capital Accounting	Children in Care Placements	Quality Assurance Framework	Inspection and Control of Highway Assets		
	Corporate Culture	HMRC Compliance	Children's Homes	Departmental Review	Public Library Service		
	Customer Complaints and Enquiries Process	Property Services Review	Traded Services		Concessionary Fares		
	Project Management Office	Insurance and Risk Management	Departmental Review		Departmental Review		
	East Midlands Freeport	Business Continuity Planning- Corporate Response					
	County Deals						
Departmental IT Systems (2023-24)	IT Governance	DBS Employment Check	Adult Education IT System	Imprest System (Phoenix System)	Library Booking System		
	Data Governance	Website Development	Early Years and Education Management Information System	Mosaic Client Management System	Fleet Management System		
		Electronic Income & PCI Compliance	School Management Information System (RM Integris)	Derbyshire Shared Care Record	Waste Management Accounting System		
		Imprest & GC5 System					
		Business Continuity Planning- ICT					
		Cloud Future Assessment					
		E-Procurement					
Resource Led Reviews (2023-24)		Registration Services	4 Secondary School Audits	Castle Court HOP	Trading Standards		
		Council & Business Rates Administration	Adult Community Education	Direct Care	Public Transport & Taxi Contracts		
		Health, Safety & Wellbeing	Special Educational Needs		Review of Waste Management		
			Looked After Children / Care Leavers				
		Management of S106 Income					
Key Financial Systems (2023-24)	HR Management	Accounts Payable	Accounts Receivable	County Procurement	LGPS Central Audit (External Body Audit)	Pensions and Funds Administration	Accountancy, Budgetary Control and Financial Resilience
IT & IS Reviews (2023-24)	Network Infrastructure Review		Server Infrastructure Review		BACS Payment System Review		Corporate Database Review
Audit Opinions	Substantial	Satisfactory	Limited	No	Review being Scheduled	Review in Progress	Review Nearly Complete

Audit Resources and Activities

Following the Council's announcement on the budget pressures and need to control its expenditure, including a freeze on recruitment, the Audit structure will remain at its current level for the immediate future. Beyond this point, it is not possible to provide any assurance on the level of resources until the outcome of the 2024-25 budget planning process has been completed, and the Council is aware of future funding deficits that may need to be addressed. Currently, the recent transition to a more agile and risk-based audit plan together with the revised operational changes that have been recently implemented within the team, should ensure that we maximise the available audit resource. However, should I consider that the audit resource is not sufficient to provide an opinion on the Council's control, risk and governance frameworks, I will ensure this matter is raised directly with the Audit Committee, Senior Management and Director of Finance in his role as the Section 151 Officer.

Performance Indicators (PIs)

Details of the current outcomes for the 2023-24 Audit Plan up to 31 October 2023, are summarised at **Appendix 3** together with previous years' activities to enable comparison. One of the areas that the upcoming EQA brief will consider is the Unit's current set of PIs compared to those of our sector peers, this should enhance monitoring of the audit service, thereby providing the Audit Committee with a richer understanding of the efficiency within the Audit team. It is my aim to have a revised suite of PIs available to discuss with the Chair of Audit for implementation as part of the 2024-25 Audit Plan.

External Quality Assessment (EQA)

Significant work has been undertaken within the Audit team to prepare for the EQA, with the gathering of background information and coordination of meetings with senior officers and the external assessor. With the majority of the fieldwork scheduled to be completed by the middle of December, the final report should be released shortly afterwards. As mentioned previously at the Audit Committee, the IIA assessment will not only contain a review of the Unit's conformance with the IIA International Standards, but as importantly provide suggestions for improvement and development of the Audit service.

Grant Administration

Audit staff have been working with the Cabinet Office to support enhancements to the online 'Spotlight' system used across the public sector to inform due diligence checks. Whilst the Council is not currently making full use of the system or its functionality, it is hoped that departments will support Audit staff in deploying the system across service areas that receive various Government grants. The ability to undertake individual or group checks on organisations and individuals in receipt of grant monies, should significantly support the assurance work undertaken by Internal Audit and provided improved transparency.

Detailed Analysis - Corporate Activities

Departmental Performance	2022-23	2023-24	Departmental Opinions	2022-23	2023-24
Days within the Approved Audit Plan	1,000	934	Substantial	2	-
Actual days delivered to date	1,007	527	Satisfactory	-	2
Percentage of Audit Days Delivered	100%	56.4%	Limited	-	1
Number of Reports and Letters issued	15	11	No	-	-
			Other (including letters)	12	8

Outcome reported to the Audit Committee on 19 September 2023

- Climate Change (2022-23) Satisfactory Assurance Report Issued

Audit Investigations

A number of Audit Investigations are currently ongoing and, whilst time is budgeted for as part of the Annual Audit Plan, this has an impact on the ability to deliver other elements of the internal audit plan. Audit Services have issued a further 4 reports in the period since the last progress report which identify areas where the Council's control framework could be strengthened and improved in order to prevent against and detect potential activities in the future.

Audits in Progress

- Agency Governance Arrangements Work in Progress
- IT Governance Review Work in Progress

Detailed Analysis - Corporate Services and Transformation

Departmental Performance	2022-23	2023-24	Departmental Opinions	2022-23	2023-24
Days within the Approved Audit Plan	660	690	Substantial	5	2
Actual days delivered to date	555	326	Satisfactory	8	5
Percentage of Audit Days Delivered	84.1%	47.2%	Limited	2	1
Number of Reports Issued	17	9	No	-	-
			Other (including letters)	2	1

Outcome reported to the Audit Committee on 19 September 2023

- Accountancy & Budgetary Control (2022-23) – 2 Reports – 1 Substantial and 1 Satisfactory Assurance
- BACS Payment System (2022-23) Satisfactory Assurance Report Issued
- ICT Asset Management (2022-23) Satisfactory Assurance Report Issued
- County Procurement (2022-23) Limited Assurance Report Issued

Corporate Services and Transformation Departmental Review 2023-24 - Satisfactory Assurance Report Issued

This review assessed the Department's arrangements in respect of regulatory and legislative compliance, management and administration, budgetary control, risk management, human resources and ISO27001 compliance. Overall, most areas tested were found to be satisfactory, with governance arrangements aligned with the Council's Constitution and a framework for decision making. There is, however, a need to ensure that risk is actively considered as part of the Department's business as usual activities and the process for the setting, recording and approval of Departmental fees and charges is formalised.

E-Recruitment System - Satisfactory Assurance Report Issued

The scope of the Audit was to evaluate the adequacy and effectiveness of systems, risk mitigations and the control environment associated with the system's use. Overall, the review identified that there was evidence of good practice in

relation to adherence to legal requirements and professional standards. Improvements are required to strengthen the current data sharing arrangements, monitoring of third-party system access and disaster recovery procedures.

✓ Accounts Receivable - Substantial Assurance Report Issued

The Audit evaluated the adequacy and effectiveness of systems, risk mitigations and control environment associated with invoice production, debt management, suspense accounts and income collection. The Accounts Receivable function was found to be operating well in the majority of areas tested, with month end packs providing management with an oversight of daily operations within the team, the current debt position and performance against targets. As with previous years, no high priority recommendations have been raised

Support and Advice Work

In addition to our programme of Audits, the Unit assists Management with the provision of ongoing support, advice, attendance at various meetings including those with Departmental staff and project boards. Audit staff promote the principles of good governance and control frameworks. Key groups attended in this period included:

- ✓ Corporate Governance
- ✓ Information Governance
- ✓ Data Protection Working
- ✓ Finance Officers'
- ✓ SAP Implementation Project Board
- ✓ Asset Optimization Project

Audits in Progress

- eProcurement IT system Review Currently being scheduled
- Software Licensing Currently being scheduled
- HM Revenue & Customs Compliance Currently being scheduled
- Property Contractor Management Work in Progress
- Ukraine Family Support Work in Progress
- Capital Accounting Work in Progress
- Pensions and Funds Management Work in Progress
- Business Continuity Planning – ICT Work in Progress
- Web Site Development Awaiting management response
- Human Resources Management Awaiting management response
- Electronic Income & PCI Compliance Awaiting management response

Detailed Analysis – Children’s Services

Departmental Performance	2022-23	2023-24	Departmental Opinions	2022-23	2023-24
Days within the Approved Audit Plan	487	285	Substantial	2	1
Actual days delivered to date	476	168	Satisfactory	9	6
Percentage of Audit Days Delivered	97.7%	58.9%	Limited	4	1
Number of Reports Issued	22	8	No	-	-
			Other (including letters)	7	-

Outcome reported to the Audit Committee on 19 September 2023

- Starting Point (2022-23) Satisfactory Assurance Report Issued
- Schools – 2 Satisfactory Assurance Reports Issued
- Adult Education IT System – Satisfactory Assurance Report Issued
- Holiday Activities and Food Grant – Limited Assurance Report Issued

Schools - 2 Satisfactory Assurance Reports Issued

Audit visits were made to two secondary schools to evaluate governance arrangements, human resources, property and information security. Audit Services provided both schools with satisfactory assurance over the adequacy and effectiveness of their control environment.

Support and Advice Work

- ✓ Completion of assurance work in respect of the Youth Offending Service Police Commissioner’s grant.
- ✓ Provision of monthly assurance work as part of the Supporting Families submissions.

Audits in Progress

- Early Years and Education Management Information System Early stages of the review
- Adult Community Education Work in Progress
- Thematic School Reviews (Safeguarding) Work in Progress

Detailed Analysis – Adult Social Care and Health

Departmental Performance	2022-23	2023-24	Departmental Opinions	2022-23	2023-24
Days within the Approved Audit Plan	395	245	Substantial	3	1
Actual days delivered to date	421	102	Satisfactory	19	3
Percentage of Audit Days Delivered	106.6%	41.6%	Limited	1	1
Number of Reports Issued	25	5	No	-	-
			Other (including letters)	2	-

Outcome reported to the Audit Committee on 19 September 2023

- Direct Payments (2022-23) Substantial Assurance Report Issued
- Departmental Review (2022-23) Satisfactory Assurance Report Issued
- Mosaic Client Management Satisfactory Assurance Report Issued

Best Life Derbyshire (2022-23) - Satisfactory Assurance Report Issued

The Audit evaluated the adequacy and effectiveness of governance arrangements, risk management, performance monitoring and reporting within the programme. Overall, most procedures were found to be operating effectively, with a small number of recommendations raised in relation to improvements in the risk and financial management arrangements.

Phoenix Replacement System - Limited Assurance Report Issued

The scope of the Audit was to evaluate the arrangements for the migration process, user acceptance testing, governance procedures and revised control framework for the replacement system. Although existing debt workflow and Department of Work and Pensions (DWP) processes did not identify any adverse issues, improvements are required in other key areas. Fundamental to the effectiveness of the new solution, is the ability to have access to exception and 'business as usual' reporting based on current datasets. At the conclusion of the review, a significant number of these reports were not

available including 2 'showstoppers' and 14 identified as 'urgently needed'. The stability of the IT system is also at risk as a core IT system that processes client transactions from the Phoenix application, is currently operating on old technology that could fail at any point.

Audits in Progress

- Public Health Draft Report to be issued shortly
- Mosaic IT system Work in Progress

Detailed Analysis – Place

Departmental Performance	2022-23	2023-24	Departmental Opinions	2022-23	2023-24
Days within the Approved Audit Plan	230	183	Substantial	1	-
Actual days delivered to date	174	143	Satisfactory	3	3
Percentage of Audit Days Delivered	75.7%	78.1%	Limited	2	1
Number of Reports Issued	7	4	No	-	-
			Other (including letters)	1	-

Outcome reported to the Audit Committee on 19 September 2023

- Departmental Review (2022-23) Satisfactory Assurance Report Issued
- Public Transport & Taxi Contracts (2022-23) Satisfactory Assurance Report Issued

Countryside Management (2022-23) - Limited Assurance Report Issued

The review of the Countryside Service, which has responsibility for 123 Countryside sites including woodlands, canals, parks and reservoirs, evaluated the adequacy and effectiveness of systems, risk mitigations and control environment associated with the service provision. Whilst a new strategy had been developed for the service that included initiatives to increase income, the failure to maintain a structural assets risk register places the Council at an increased risk that assets will not be subject to scheduled maintenance/ inspections, increasing the potential for public injury or reduced asset lifespan. The training and core induction for Countryside volunteers was flagged as an area that requires a refresh to ensure that volunteers are clear on their role and acknowledge the training and resources provided.

Fleet Services - Satisfactory Assurance Report Issued

The Audit assessed a number of areas including the effectiveness of the governance framework in place, income generation and the processes to maintain vehicles. The review identified the Fleet Services team was operating effectively in many of the areas reviewed. There may however, be opportunities to centralise the Council's fleet

management service to enhance accountability and delivery efficiencies. A review of the financing arrangements for vehicles is timely given the current changes in interest and borrowing rates.

Support and Advice Work

- ✓ Providing support to the Multiply Funding Project Board.

Audits in Progress

- | | |
|--------------------------|---|
| • Trading Standards | Currently in the process of being scheduled |
| • Library Booking System | Awaiting management responses |
| • Regeneration | Awaiting management responses |

Appendix 1 - Progress Against the 2023-24 Audit Plan and Completion of 2022-23 Audit Plan

Below provides the audit committee with the time audit has spent in delivery of the 2023-25 Audit Plan up to 31st October 2023:

Name	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
	22-23	23-24				Critical	High	Medium	Low		
Corporate Activities – The 2023-24 Audit Plan included an allocation of 934 days over the following areas											
Corporate Projects											
Climate Change	9	-	Satisfactory	Satisfactory	↔	-	-	5	4	1M	Report relates to 2022-23 Audit
Modern Ways of Working	-	2	-	-	-	-	-	-	-	-	
Asset Optimisation (Corporate Landlord)	-	1	-	-	-	-	-	-	-	-	
IT Governance	-	11	-	-	-	-	-	-	-	-	
Data Governance	-	1	-	-	-	-	-	-	-	-	
Agency Governance Arrangements	-	12	-	-	-	-	-	-	-	-	Additional Audit added to the approved plan
Corporate Governance											
Embedding Corporate Governance	-	16	-	-	-	-	-	-	-	-	
Information Governance Group & Support	-	5	-	-	-	-	-	-	-	-	
Data Protection Group & Support	-	3	-	-	-	-	-	-	-	-	
Audit Committee & Support	-	8	-	-	-	-	-	-	-	-	
Corporate Fraud Arrangements											
National Fraud Initiative	-	42	-	-	-	-	-	-	-	-	
RIPA Management & Admin	-	14	-	-	-	-	-	-	-	-	
Counter Fraud and Audit Investigations	-	279	-	1 x Satisfactory 1 x Limited 4 x Reports 4 x Letters	-	-	11	9	-	-	
Strategic Management											
Strategic Management Incl. Audit Case Management System	-	119	-	-	-	-	-	-	-	-	
Strategic Management (Risk)	-	5	-	-	-	-	-	-	-	-	
Corporate Activities Total	9	518	1 x Satisfactory	2 x Satisfactory 1 x Limited 4 x Reports 4 x Letters	-	-	11	14	4	1M	

Name	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
	22-23	23-24				Critical	High	Medium	Low		
Corporate Services and Transformation Department - The 2023-24 Audit Plan included an allocation of 690 days over the following areas											
Departmental Review - Management & Administration (CST)											
Corporate Services and Transformation Departmental Review	-	20	Satisfactory	Satisfactory	↔	-	1	3	1	1M, 3L	
CST Themed and Operational Reviews											
Business Continuity Planning - ICT	-	8	-	-	-	-	-	-	-	-	
CST Dept. IT Systems											
SAP System & Processes	-	6	-	-	-	-	-	-	-	-	
Bacs Payment System Review	15	-	Satisfactory	Satisfactory	↔	-	-	5	-	3M	Report relates to 2022-23 Audit
E-Recruitment Review	11	-	Satisfactory	Satisfactory	↔	-	3	3	-	1H, 2M	Report relates to 2022-23 Audit
Web Site Development	-	24	-	-	-	-	-	-	-	-	
ICT Asset Management	7	-	N/A	Satisfactory	↔	-	3	5	-	-	Report relates to 2022-23 Audit
➤ Electronic Income & PCI Compliance	-	11	-	-	-	-	-	-	-	-	
➤ Imprest & GC5 System	-	27	-	-	-	-	-	-	-	-	
➤ Cloud Future Assessment	-	7	-	-	-	-	-	-	-	-	Additional Audit added to the approved plan
CST IS Contracts, Processes and General											
Software Licensing	-	3	-	-	-	-	-	-	-	-	
IT Hardware Disposal	-	2	-	-	-	-	-	-	-	-	
CST IT/IS General Support	-	13	-	-	-	-	-	-	-	-	
Divisional Activity – Core Financial Systems (CST)											
Core Financial Systems – General Queries	-	4	-	-	-	-	-	-	-	-	
Human Resources Management	-	41	-	-	-	-	-	-	-	-	
Corporate Purchasing	1	-	Satisfactory	Limited	↓	-	3	3	3	1H, 2M, 2L	Report relates to 2022-23 Audit
Accounts Receivable	-	29	Substantial	Substantial	↔	-	-	-	2	1L	

Name	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
	22-23	23-24				Critical	High	Medium	Low		
Accountancy, Budgetary Control and Financial Resilience	5	-	2 x Substantial	1 x Substantial 1 x Satisfactory	↓	-	1	5	2	1M, 1L	Report relates to 2022-23 Audit
Capital Accounting	-	10	-	-	-	-	-	-	-	-	Additional Audit added to the approved plan
Pensions & Funds Administration	-	28	-	-	-	-	-	-	-	-	
LGPS Central	3	-	-	-	-	-	-	-	-	-	Review of External Body
Divisional Activity – Probity and Compliance (CST)											
HM Revenue & Customs Compliance	-	2	-	-	-	-	-	-	-	-	
Financial Regulations & Standing Orders	-	3	-	-	-	-	-	-	-	-	
Officers Travel	10	-	N/A	Letter	-	-	-	-	-	-	
Divisional Activity – County Property Division (CST)											
Property Contractor Management	-	15	-	-	-	-	-	-	-	-	
External Grants, Certifications and Assurance Work											
CST Departmental Grants & Certifications	-	5	-	-	-	-	-	-	-	-	
Ukraine Family Support	-	4	-	-	-	-	-	-	-	-	
D2N2 LEP	-	12	-	-	-	-	-	-	-	-	
Departmental Total	52	274	3 x Substantial 4 x Satisfactory	2 x Substantial 5 x Satisfactory 1 x Limited 1 x Letter	-	-	11	24	8	2H, 9M, 7L	





Name	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
	22-23	23-24				Critical	High	Medium	Low		
Children's Services – The 2023-24 Audit Plan included an allocation of 285 days over the following areas											
Departmental Review – Management & Administration (CS)											
Children's Services – Departmental Review	-	1	-	-	-	-	-	-	-	-	(General support)
External Grants, Certifications and Assurance Work											
CS Department Grants and Certifications	-	30	N/A	Limited	↔	-	1	-	1	-	Holiday Activities and Food Grant YOS Commissioner's Grant Youth Justice Board Grant
Schools Financial Value Standard (SFVS) Returns	-	4	N/A	N/A	-	-	-	-	-	-	
Supporting Families Programme	-	44	-	-	-	-	-	-	-	-	3 Submissions
Operational Reviews (CS)											
Starting Point	1	-	Satisfactory	Satisfactory	↔	-	2	4	3	1H, 1M	Report relates to 2022-23 Audit
Primary Schools / Childrens Homes											
Thematic School Reviews	-	15	-	-	-	-	-	-	-	-	
Primary School General Queries	-	15	-	-	-	-	-	-	-	-	
The Willows (Peak School Chinley)	1	-	Satisfactory	Satisfactory	↔	-	1	2	1	1M, 1L	Report relates to 2022-23 Audit
CS IT Systems											
Early Years and Education Management Information System	-	3	-	-	-	-	-	-	-	-	
Adult Education IT System	1	-	N/A	Satisfactory	↔	-	-	3	-	-	
CS IT/IS General Support	-	2	-	-	-	-	-	-	-	-	
Resource Led Reviews											
Adult Community Education	-	4	-	-	-	-	-	-	-	-	
Chapel-en-le-Frith High School	-	12	Satisfactory	Satisfactory	↔	-	3	10	6	2H, 5M, 2L	
Whittington Green School	-	11	Satisfactory	Satisfactory	↔	-	2	9	-	2H, 2M, 4L	
Dronfield Henry Fanshawe School	-	11	Satisfactory	Substantial	↑	-	-	1	2	1L	
Tibshelf Community School - A Specialist Sports College	-	10	Satisfactory	Satisfactory	↔	-	4	4	1	1H, 2M	
Total	-	48	4 x Satisfactory	1 x Substantial 3 x Satisfactory	-	-	9	24	9	5H, 9M, 7L	
Departmental Total	3	162	6 x Satisfactory	1 x Substantial 6 x Satisfactory 1 x Limited	-	-	13	33	14	6H, 11M, 8L	

Name	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
	22-23	23-24				Critical	High	Medium	Low		
Adult Social Care and Health Department – The 2023-24 Audit Plan included an allocation of 245 days over the following areas											
Departmental Review - Management and Administration											
Adult Social Care and Health Departmental Review	1	2	Satisfactory	Satisfactory	↔	-	1	1	1	6M, 2L	Report relates to 2022-23 Audit
Public Health Review	-	35	-	-	-	-	-	-	-	-	
Operational Reviews (AC)											
Direct Payments	1	-	Satisfactory	Substantial	↑	-	-	4	1	3H, 1M, 1L	Report relates to 2022-23 Audit
Better Life Derbyshire	28	-	N/A	Satisfactory	↔	-	-	2	2	-	Report relates to 2022-23 Audit
ASC&H IT Systems											
Mosaic Client Management	-	14	N/A	Satisfactory	↔	-	1	3	2	-	Report relates to 2022-23 Audit
Imprest System (Phoenix System)	-	10	N/A	Limited	↔	-	2	-	-	-	
Derbyshire Shared Care Record	-	6	-	-	-	-	-	-	-	-	
Resource Led Reviews											
Direct Care	-	-	-	-	-	-	-	-	-	-	
Castle Court HOP	-	5	-	-	-	-	-	-	-	-	Additional Audit added to the approved plan
Departmental Total	30	72	2 x Satisfactory	1 x Substantial 3 x Satisfactory 1 x Limited	-	-	4	10	6	3H, 7M, 3L	

Name	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
	22-23	23-24				Critical	High	Medium	Low		
Place Department – The 2023-24 Audit Plan included an allocation of 183 days over the following areas											
Departmental Management & Administration Review											
Place – Departmental Review	3	2	Substantial	Satisfactory	↓	-	1	6	1	2M, 1L	Report relates to 2022-23 Audit
Operational Reviews (PL)											
Countryside Management	21	-	Limited	Limited	↔	-	1	3	-	-	Report relates to 2022-23 Audit
Regeneration	-	26	-	-	-	-	-	-	-	-	
Derbyshire Records Office & Records Management	-	27	-	-	-	-	-	-	-	-	
Fleet Services	-	31	Satisfactory	Satisfactory	↔	-	3	6	-	1H, 3M	Additional Audit added to the approved plan
Place Dept. IT Systems											
Library Booking System	-	13	-	-	-	-	-	-	-	-	Additional Audit added to the approved plan
External Grants, Certifications and Assurance Work											
Place Department Grants and Certifications	5	3	-	-	-	-	-	-	-	-	➤ Multiply Funding ➤ Hardship Flood Funding Grant
Local Transport Capital Funding Grant	-	6	-	-	-	-	-	-	-	-	
Resource Led Reviews											
Public Transport & Taxi Contracts	4	-	N/A	Satisfactory	↔	-	2	-	1	-	Report relates to 2022-23 Audit
Trading Standards	-	2	-	-	-	-	-	-	-	-	
Departmental Total	33	110	1 x Substantial 1 x Satisfactory 1 x Limited	3 x Satisfactory 1 x Limited	-	-	7	15	2	1H, 5M, 1L	

2023-24

Audit Opinions are categorized based upon the assurance that Management may draw on the adequacy and effectiveness of the overall control framework in operation as follows:

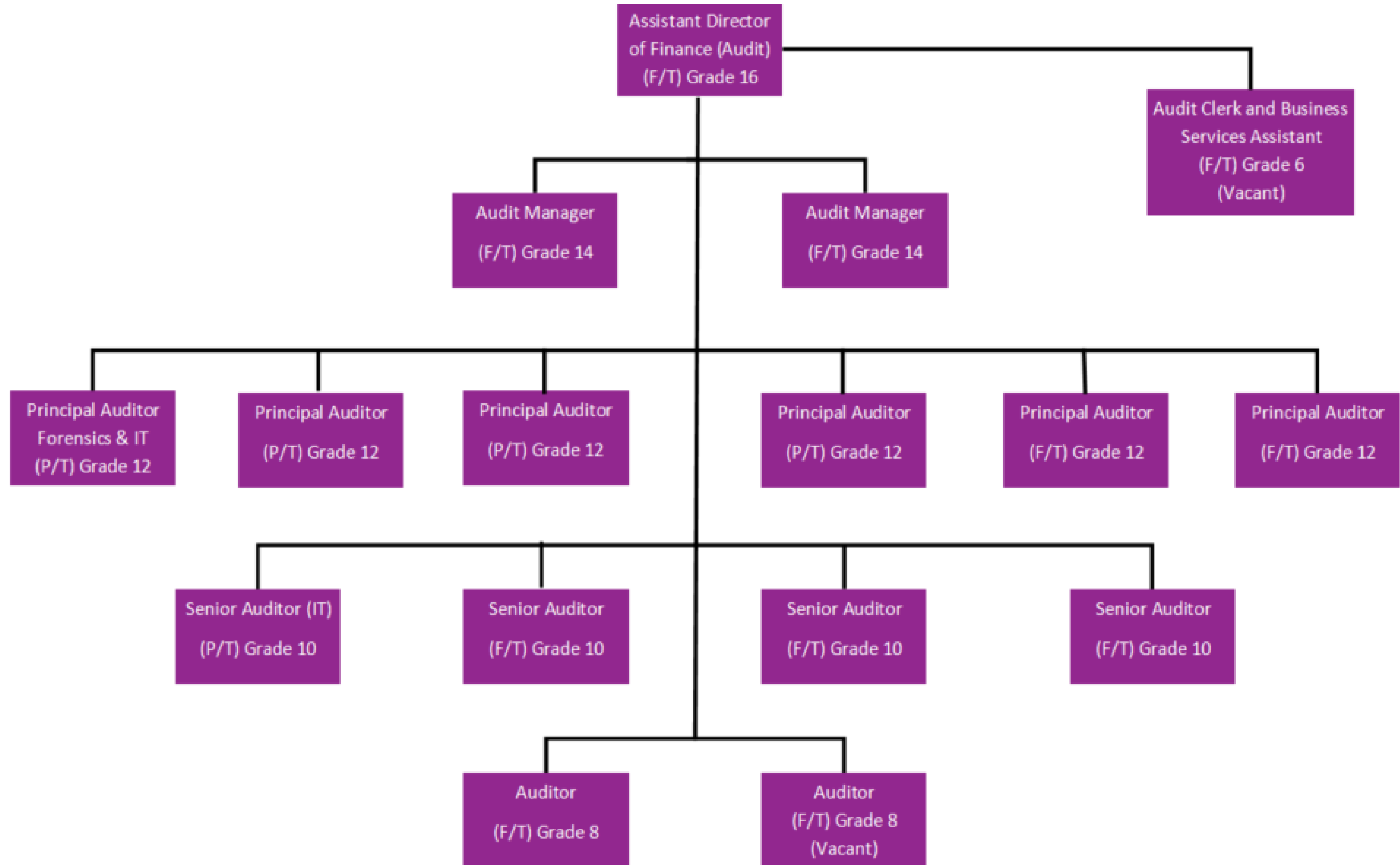
Level of Assurance		Explanation and significance
Substantial Assurance 		Whilst there is a sound system of governance, risk management and control minor weaknesses have been identified which include non-compliance with some control processes. No significant risks to the achievement of system/audit area objectives have been detected.
Satisfactory Assurance 		Whilst there is basically a sound system of governance, risk management and control some high priority recommendations have been made to address potentially significant or serious weaknesses and/or evidence of a level of non-compliance with some controls or scope for improvement identified, which may put achievement of system/audit area objectives at risk. Should these weaknesses remain unaddressed they may expose the Council to reputational risk or significant control failure.
Limited Assurance 		Significant weaknesses and/or non-compliance have been identified in key areas of the governance, risk management and control system which expose the system/audit area objectives to a high risk of failure, the Council to significant reputational risk and require improvement.
No Assurance 		Control has been judged to be inadequate as systems weaknesses, gaps and non-compliance have been identified in numerous key areas. This renders the overall system of governance, risk management and control inadequate to effectively achieve the system/audit area objectives which are open to a significant risk of error, loss, misappropriation or abuse. Immediate remedial action is required.

Page 321

Audit Recommendations are prioritized depending upon the level of associated risk and impact upon the management control framework as follows:

Level	Category	Explanation and significance
1	Critical	Significant strategic, financial or reputational risks where immediate remedial action is considered essential.
2	High	The absence of, significant weakness in, or inadequate internal controls over the operation of key systems or processes which compromise the integrity/probity of the client's operations. These would result in a potential significant increase in the level of risk exposure which may be financial, reputational or take the form of an increased risk of litigation.
3	Medium	Findings which identify poor working practices or non-compliance with established systems or procedures which result in increased risk of loss/inefficient operation and which expose the client to an increased level of risk.
4	Low	General housekeeping issues which require consideration and a planned implementation date within the medium term.

Appendix 2 – Audit Services Structure



Appendix 3 - Performance Indicators 2023-24

Indicator	Target	2021-22	2022-23	2023-24 Progress			Comments
				July 2023	Oct 2023	Dec 2023	
Audit Plan – Achievement of planned Audit days	95%	89%	95%	89%	93%		This includes 127 days relating to 2022/23 audit work. (124 days at the 19 September 2023 progress update)
Completion of Audit staff Personal Development Reviews (PDRs) and training identified	100%	100%	100%	100%	100%		Mid-year reviews completed.
Undertake a risk based Annual Audit Plan formulation exercise	N/A	✓	✓	✓	✓		No change from last progress update report.
Undertake quality assurance reviews of Audits (1 for each Principal Auditor per year)	100%	0%	100%	17%	33.3%		2 of the 6 Principal Auditor reviews completed. (1 review reported in the 19 September 2023 update)
Limited Audit Opinions reviewed by Assistant Director of Finance (Audit) within 10 days of completion of Draft Report	100%	100%	40%	50%	40%		2 of 5 Reports achieved target * (1 of 2 Reports achieved target as reported in the 19 September 2023 update)
Percentage of Draft Audit Report issued within 15 working days of fieldwork completion	95%	25%	47%	40%	43%		12 of 28 Reports achieved target (6 of 15 Reports achieved target as reported in the 19 September 2023 update)
Percentage of Final Audit Report issued within 28 working days of issue of Draft Audit Report	95%	67%	70%	57%	65%		15 of 23 Reports achieved target (6 of 15 Reports achieved target as reported in the 19 September 2023 update) Excludes schools and establishments due to term time working
Percentage of Recommendations made which are implemented at the time of follow up Audit	90%	66%	73%	75%	67%		176 of 240 Recommendations Implemented (126 of 169 Recommendations Implemented as reported in the 19 September 2023 update)
Audit Assurance – To provide an assurance to the Authority on the adequacy and effectiveness of risk management, control and governance processes	N/A	✓	✓	N/A	N/A		Completed annually towards year-end.
Client Satisfaction – Percentage of questionnaire responses rating the Audit as good or very good	90%	10%	100%	100%	91%		11 questionnaires returned. (5 questionnaires reported in the 19 September update report)
Annual Survey of Key Stakeholders	N/A	✓	✓	N/A	N/A		Completed annually towards year-end.
Delivery of Audit Opinion to Management and Audit Committee in time to inform AGS	N/A	✓	✓	N/A	N/A		Completed annually towards year-end.

* These reports were issued in draft prior to me commencing in post.

This page is intentionally left blank



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

5 December 2023

Report of the Assistant Director of Finance (Audit)

Co-opted Independent Audit Committee Members

1. Purpose

- 1.1 To seek approval to appoint two co-opted independent members to the Audit Committee.

2. Information and Analysis

- 2.1 The Audit Committee is a key component of an Authority's governance framework. The Committee's core functions include high-level assurance and objective oversight of the governance, risk and control arrangements, financial and governance reporting, and establishment of audit and assurance processes across the full range of the Authority's operations and collaborations.
- 2.2 Independent of both executive decision making and scrutiny functions, the Audit Committee oversees the Council's arrangements for internal and external audit and assists in ensuring that efficient and effective assurance arrangements are in place. The Committee's constitution, role, function and responsibilities are defined within the Council's Constitution.

CIPFA's Position Statement: Audit Committees in Local Authorities and Police 2022

- 2.3 The level of influence exerted by the Audit Committee is underpinned by the knowledge, experience and aptitude of its members. CIPFA's

Position Statement: Audit Committees in Local Authorities and Police 2022 (endorsed by the Department for Levelling Up, Housing and Communities and the Home Office), outlines the following recommended characteristics of audit committee memberships, highlighting the importance of cultivating an independent and unbiased approach:

- A membership that is trained to fulfil their role so that members are objective, have an inquiring and independent attitude, and are knowledgeable.
- A membership that promotes good governance principles, identifying ways that better governance arrangement can help achieve the organisation's objectives.
- A strong, independently minded chair, displaying a depth of knowledge, skills, and interest.
- Willingness to operate in an apolitical manner.
- Unbiased attitudes – treating auditors, the executive and management fairly.
- The ability to challenge the executive and senior managers when required.
- Knowledge, expertise and interest in the work of the committee.

2.4 The Position Statement recommends that the skills and experience of elected members should be supplemented by inclusion of at least two co-opted independent members to provide appropriate technical expertise.

Definition of an 'Co-opted Independent Member'

2.5 Co-opted independent members are not elected representatives. These individuals are instead recruited to join the committee, specifically to supplement the knowledge and skills available and to reinforce the committee's independence.

2.6 Although there is no statutory definition of 'co-opted independent' audit committee members for local authorities in England, Scotland or Northern Ireland, it is recommended that co-opted independent members should be appointed in accordance with the following:

- Not a member, co-opted member or officer of the authority.
- Not a member, co-opted member or officer of a parish, district or borough council in the area of the principal authority.
- Not a relative or close friend of one of the above.
- Not a member, co-opted member or officer of the authority or parish council in the last five years.

Role of a Co-opted Independent Member

- 2.7 The role undertaken by co-opted independent committee members is largely the same as elected members, the only substantial difference arises where the committee has delegated decision-making responsibilities. In such circumstances, co-opted independent members cannot vote on council policy, however they should be encouraged to contribute to discussions prior to a formal decision being made. An annual allowance is normally payable to each co-opted independent member, which will need to be determined.
- 2.8 The addition of two co-opted independent members will increase the Committee's current composition, as defined within the Constitution, from six members to eight.
- 2.9 A detailed Role and Person Profile for Co-opted Independent Audit Committee Members has been developed utilising guidance offered by CIPFA's Audit Committees: Practical guidance for local authorities and the police. A copy of the proposed Role and Person Profile has been included at Appendix 2.

Considerations When Appointing Co-opted Independent Members

- 2.10 CIPFA's Audit Committees: Practical Guidance for Local Authorities and Police 2022 highlights the following potential benefits of introducing co-opted independent members:
- Enhancement of knowledge and experience in specific areas such as audit or financial reporting.
 - To provide continuity outside of the political cycle, this is particularly important where membership of the committee changes routinely.
 - To achieve a non-political focus on governance, risk and control matters.
 - Increased resilience and continuity of the committee, particularly where the two co-opted independent members have complementary skill sets.
 - Shows a commitment to supporting and investing in the committee.
- 2.11 To make best use of co-opted independent members, care should be taken to avoid over-reliance on these individuals and ensure engagement throughout the committee's membership remains high.
- 2.12 Potential barriers to a co-opted independent member's performance such as lack of organisational knowledge or 'context' and absence of working relationships should be considered prior to appointment and

actively addressed from the outset through formal completion of a comprehensive Member induction.

- 2.13 To maximise the impact and efficacy of co-opted independent members, care should be taken to evaluate the knowledge and experience currently available to the Committee and ensure that the expertise of any co-opted independent members appointed, both complements and enhances the skill set of existing members.
- 2.14 Although a number of authorities were utilising co-opted independent members previously, recent publication of the Position Statement and associated recommendations has brought about a sudden increase in recruitment exercises of this type. This should be considered when determining the remuneration values for these posts as county councils of a similar size and nature to Derbyshire have advertised allowances from £1,000 to £2,500, plus expenses. The £759 determined by Derbyshire's current Members Allowance Scheme appears more broadly on par with the offerings of district and borough councils.
- 2.15 The arrangements for recruitment will be delegated to the Chair of the Committee, in consultation with the Monitoring Officer. A cross party panel of three Committee members and a Lead Officer will be appointed to the selection panel to interview candidates and recommend a candidate for approval, initially to the Committee and then to full Council.

CIPFA's Self-Assessment of Good Practice for Audit Committees

- 2.16 An Audit Committee workshop held 31 January 2023, hosted by the Assistant Director of Finance (Audit) outlined the content of CIPFA's Position Statement and Practical Guidance for Local Authorities and Police 2022, alongside completion of the associated Self-Assessment of Good Practice for Audit Committees.
- 2.17 The self-assessment exercise was designed to consider the Audit Committee's performance against CIPFA's four key principles. The percentage of the possible maximum scores awarded during the self-assessment exercise have been included for information:
- Audit Committee Purpose and Governance (36%).
 - Functions of the Committee (78%).
 - Membership and Support (47%).
 - Effectiveness of the Committee (50%).
- 2.18 The lack of 'lay' or co-opted independent members was specifically highlighted as an area of weakness within the 'Membership and

Support' category as Committee members expressed a desire for more specialist and technical backing. An increased level of discussion and challenge, anticipated through the introduction of co-opted independent members will also assist in further developing qualities which underpin the overall 'Effectiveness of the Committee'.

3. Implications

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

4. Background Papers

4.1 Background papers held by the Assistant Director of Finance (Audit):

- CIPFA's Position Statement and Practical Guidance for Local Authorities and Police 2022.
- CIPFA's Audit Committees: Practical Guidance for Local Authorities and Police 2022.
- Completed Self-Assessment of Good Practice for Audit Committees.

5. Appendices

5.1 Appendix 1 – Implications.
Appendix 2 – Role & Person Profile of Co-opted Independent Member.

6. Recommendation(s)

That Committee:

- a) Note the proposal to appoint two co-opted independent members to the Audit Committee in line with the recommendations of the CIPFA Position Statement: Audit Committees in Local Authorities and Police 2022, and support referral of the proposal to full Council for approval.
- b) Note the Role and Person Profile for the co-opted independent members as included at Appendix 2.
- c) Approves that the proposal is referred to the Governance, Ethics and Standards Committee and thereafter full Council, to seek a constitutional change to the Committee's composition to reflect the introduction of two co-opted independent members.
- d) Agrees that subject to full Council approval, a recruitment process should be commenced to appoint two co-opted independent persons

and authorises the Monitoring Officer to commence the recruitment process and make arrangements for a cross-party, politically balanced recruitment panel of three members drawn from the Audit Committee, and one Lead Officer to interview candidates and recommend a candidate for approval, initially to the Committee and then to full Council.

7. Reasons for Recommendation(s)

- 7.1 To ensure compliance with the recommendation to appoint at least two co-opted independent audit committee members as per CIPFA Position Statement: Audit Committees in Local Authorities and Police 2022.
- 7.2 To optimise the performance of the Audit Committee and enhance the technical skills and expertise within the membership, through the addition of two formally appointed co-opted independent members.

Report

Author: Mark Lunn

Contact

Details: mark.lunn@dersbyhire.gov.uk

Implications

Financial

- 1.1 It is usual practice for co-opted independent members to receive payment and reimbursement of expenses incurred when attending meetings. The Independent Remuneration Panel is scheduled to discuss the allowance payments on 5 December 2023.
- 1.2 The source of funding for the recruitment and appointment the two co-opted independent committee members is still to be determined.

Legal

- 2.1 Constitutional change to the Committee's composition to reflect the introduction of two co-opted independent members.

Human Resources

- 3.1 Recruitment to two co-opted independent member posts, roles to be graded and resourced in line with Council policies.

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

Role and Person Profile of Co-opted Independent Audit Committee Member

Purpose of the Role

The Co-opted Independent Member will support the Audit Committee in its role to provide independent assurance to the members of the Council, and its wider citizens and stakeholders, on the adequacy of risk management arrangements, governance processes and internal control frameworks.

Duties and Responsibilities of the Role

The Co-opted Independent Member will be required to:

1. Actively participate in meetings of the Audit Committee, demonstrating independence, integrity, objectivity and impartiality in their approach.
2. Consider the issues before the Audit Committee, taking into account a full range of relevant factors, including legislation, regulation and professional guidance.
3. Promote effective risk management and internal control throughout the organisation, and to champion the work of the Internal Audit, External Audit and Risk Management functions.
4. Consider and offer constructive comment and challenge on reports presented to the Committee.
5. Participate fully in the discharge of all Audit Committee functions, as set out in the Committee's Terms of Reference and the Constitution.
6. To participate in periodic review of the overall effectiveness of the Audit Committee and of its Terms of Reference.
7. Comment on the Council's arrangements for anti-fraud and anti-corruption.
8. Assist in the review and monitoring of the effectiveness of the Council's arrangements for financial and treasury management.
9. To comment on Council policies and regulations relating to financial and treasury management, procurement and whistleblowing arrangements.

10. Adhere to all relevant Council policies and procedures including the Members Code of Conduct, declarations of interest etc.

Person Profile

	Essential	Desirable	Evidence
Experience	<p>A working knowledge of the general or financial management of large organisations in the public, private or not-for-profit sector.</p> <p>Knowledge of, and experience in systems of internal control, governance arrangements and risk management.</p> <p>Knowledge and experience in matters of an audit nature.</p>	<p>Experience of participation in Committee or Board Meetings.</p>	A, I, T
Skills and Knowledge	<p>Good working knowledge of the general or financial management of large organisations in the public, private or not-for-profit sector.</p> <p>Ability to analyse complex evidence and reach rational conclusions and make reasoned decisions.</p> <p>Strong strategic awareness and ability to identify emerging factors which may impact upon strategy, implementation</p>	<p>An understanding of the objectives, key activities, initiatives and significant issues relating to the Council.</p> <p>An understanding of the Council's structures and responsibilities, including key relationships with partners, businesses and organisations.</p> <p>Understanding of the complexity of issues surrounding audit</p>	A, I, T

	<p>of plans, or reputation with key stakeholders.</p> <p>Excellent communication and interpersonal skills, able to both empower and challenge supportively.</p>	<p>and risk management in local government.</p> <p>Understanding of committee procedures.</p>	
Personal Effectiveness	<p>An ability to understand complex issues and the importance of accountability and integrity in public life.</p> <p>An ability to demonstrate integrity and discretion.</p> <p>Be able to maintain strictest confidentiality of sensitive information.</p> <p>Able and willing to devote the necessary time to the role.</p> <p>Working to high behavioural standards, demonstrating honesty, objectivity, probity and the highest level of integrity in conduct.</p>	<p>An understanding of the local government environment.</p>	A, I
Qualifications	<p>A suitable professional or management qualification in accountancy, internal audit, risk management or other relevant discipline.</p>		A, I, D

Assessed by: A = Application form I = Interview T = Test D = Documentary Evidence

Restrictions on Eligibility

Individuals cannot be considered for appointment if they are:

- A Member, Co-opted Member, employee or consultant to the Council in any capacity, or have been an employee or Elected Member in the last five years.
- A Member, co-opted Member or officer of a parish, district or borough council in the area of the Council, or have been an employee or Elected Member in the last five years.
- Are aware of any potential conflict of interest that could arise in this role, including if you are closely related to, or are a close friend of, any Councillor or senior officer of the Council, or have a close connection to a Council supplier.
- Disqualified from holding office as a Member of the Council. Accordingly, any person who is recommended for appointment will be required to confirm that he/she is not disqualified.

Due to the non-political nature of the role and the requirement to work with elected representatives, it is preferred that candidates are not political party members.

Remuneration and Expenses

Successful candidates will receive an annual remuneration and expense payments in line with the Council's approved Members Allowance Scheme.

Commitment

Co-opted independent members will be appointed for an initial four-year period with the potential for this to be extended for a further four years.

Successful candidates will be expected to attend approximately six Committee meetings per year, which take place at County Hall, Matlock, Derbyshire DE4 3AG. They will also need to commit sufficient time to read Committee papers in advance of these meetings, liaise with the Chair and to undertake training alongside the other Committee members where required.

This page is intentionally left blank

Audit Progress Report

Derbyshire County Council

November 2023
Page 339



1. Audit progress

Background

This report provides the 5 December 2023 Audit Committee meeting with an update on progress against the External Audit at the end of November 2023

[Audit Opinion on the 2021/22 Financial Statements](#)

We presented our Audit Completion Report to the Audit Committee in November 2022. In our report we identified the status of the audit, the key findings to date and the remaining work. We committed to keeping the Committee informed on progress and the outcome of the work. We have provided the Committee with update reports since then, including an updated Audit Completion Report to the Committee in March 2023.

We provided a further update report to the Committee in September 2023 which confirmed that two national issues which had been holding up the completion of the audit (accounting for Infrastructure Assets and the 2022 Triennial Pension Fund Valuation) had been resolved and any changes required to the draft financial statements agreed. None of these changes need to be reported to the Committee at this stage or before the audit is completed.

In July 2023 the Council settled the legal case (dating back to 2019) relating to the Long Term Waste Contract, with £56.9m paid by the Council. This was disclosed as a Contingent Liability in the 2021/22 draft Financial Statements. The value of the settlement is material and we have been discussing with management the reporting requirements as a Post Balance Sheet Event and to determine whether any changes to the 2021/22 draft financial statements is required. Management provided a response to our enquiries and copies of relevant documentation in November 2023. Once this final matter is resolved we expect to move quickly, and hopefully before the end of December 2023, towards giving an unqualified audit opinion on the County Council's updated and final Financial Statements. We will provide the Committee with a follow-up letter confirming the completion of the audit.

[Audit Opinion on the 2022/23 Financial Statements](#)

The full Audit Strategy Memorandum 2022/23 was reported to the Committee's September 2023 agenda, together with a summary of progress. We reported that the audit work was being completed in two stages, with the first phase carried out at the end of July 2023.

The second stage started as scheduled to in October 2023. Although the audit work is virtually complete there are some significant matters still in progress which need to be finalised before we can issue the audit opinion these are summarise in the table on the following page.

Audit Progress

Audit Status 2022/23

The matters in progress include the following significant matters.

Area of review	Details
Financial Systems - walkthroughs	The newly introduced ISA315 has extended the range of the financial systems and business process controls we need to document and test. We are concluding that work, including testing of year-end reconciliation controls, alongside the main financial statements audit.
Journals	We are clearing with Management the few remaining queries relating to the year-end material journals
Transaction testing	There are a few remaining queries arising from our testing of non-pay, cut-off and grants income. We are liaising with Management to obtain the required additional information and explanations.
Cash and Bank	One year-end bank balance verification request has not been received yet
Contingent Liabilities/Provisions	Long Term Waste Contract Settlement – we are discussing with management the impact of the July 2023 Long Term Waste Contract Settlement on the disclosures and balances in the 2022/23 draft financial Statements. We have requested additional information from the Council and are seeking internal technical advice before we conclude on this matter .
Land and Buildings' valuations testing	We are liaising with the Council's Valuer and Management to obtain the required additional information and explanations.
Pensions	The 2022 Triennial Valuation of the Fund, and changes in the Actuaries' assumptions in 2022/23 have seen significant movements in the Pension liability valuation, with many employers IAS19 reports showing a net Asset position. The accounting requirements in these circumstances are complicated and require careful judgement. We have discussed the Council's approach with Management and an additional IAS19 valuation report has been requested from the Council's actuary so that any changes to the draft Financial Statements can be agreed. We also need the Pension Fund audit team to complete its testing of the Fund's investment assets and then respond to our assurances request.

We will keep the Committee updated on progress and expect to present our Audit Completion Report to the Committee's January 2024 meeting

Audit progress

[Auditor's Annual Report, including the Value for Money Commentary](#)

We reported our interim findings in relation to the Council's Value for Money arrangements in our November 2022 report to the Committee and have continued to keep our risk assessment up to date. There have been no significant changes to our assessment of the Council's arrangements as reported through subsequent progress reports and there are no additional significant matters to highlight in this report. The main focus of our risk assessment continues to be the Council's financial sustainability and we are continuing to monitor the steps being taken to address the forecast medium term budget gap. We will update our assessment and set out our findings and conclusions in the Auditor's Annual Report, which we expect to be issued in January 2024.

[Other Audit Responsibilities](#)

We are required to give an elector, or any representative of the elector, the opportunity to question us about the accounting records of the Council and to consider any objection made to the accounts. We have not received any questions or objections in respect of the Council's financial statements for 2021/22 and 2022/23 and there are no ongoing matters in relation to this specific responsibility.

The National Audit Office has not yet finalised their requirements of auditors in relation to the Council's 2021/22 and 2022/23 Whole of Government Accounts. We do not foresee any significant concerns in relation to this but we are unable to issue our audit certificate until this is formally confirmed. We will update the Committee when this has been concluded.

Contact

County Council

Partner: Mark Surridge

Email: mark.surridge@mazars.co.uk

Senior Manager: Mike Norman

Email: michael.norman@mazars.co.uk

Mazars

Page 343

Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of 40,400 professionals – 24,400 in Mazars' integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

*where permitted under applicable country laws.

www.mazars.com

Follow us:

LinkedIn:

www.linkedin.com/company/Mazars

Twitter:

www.twitter.com/MazarsGroup

Facebook:

www.facebook.com/MazarsGroup

Instagram:

www.instagram.com/MazarsGroup

WeChat:

ID: Mazars

This page is intentionally left blank

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank