

Public Document Pack



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PUBLIC

To: Members of Cabinet

Wednesday, 3 January 2024

Dear Councillor,

Please attend a meeting of the **Cabinet** to be held at **2.00 pm** on **Thursday, 11 January 2024** in Committee Room 1, County Hall, Matlock, the agenda for which is set out below.

Yours faithfully

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

Helen Barrington

Director of Legal and Democratic Services

AGENDA

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

Minority Group Leaders in attendance at the meeting are able to ask a question on a report on the agenda. Any questions should be provided inwriting by 12 noon at least 2 working days before the meeting.

4. To approve, as a correct record, the non-exempt minutes of the meeting held on 7 December 2023 (Pages 1 - 6)
5. Development of a Physical Activity Partnership update and approval of approach (Pages 7 - 18)

6. Localities and Place Community Health and Wellbeing Programme 2024-2029 (Pages 19 - 36)
7. Reviewing the scope of the Derbyshire Discretionary Fund (Pages 37 - 86)
8. Procurement of a block contract for children's residential homes (Pages 87 - 142)
9. Preparing a Local Nature Recovery Strategy for Derbyshire (Pages 143 - 214)
10. County Hall Options Appraisal - Outline Business Case for the Future of CCHQ (Pages 215 - 620)
11. Budget Savings Proposals 2024/25 to 2028/29 (Pages 621 - 666)
12. Derbyshire County Council Climate Change Strategy: Annual Review of Progress (2023) (Pages 667 - 704)
13. Acceptance of Department for Transport Local Highways Maintenance Additional Funding 2023-24 (Pages 705 - 710)
14. Derbyshire Makes, the Derbyshire Festival of Making: Approval of Delivery Plan, including a Range of Procurement and Funding Methods (Pages 711 - 742)
15. Exclusion of the Public

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

PART II - EXEMPT ITEMS

16. To approve, as a correct record, the exempt minutes of the meeting held on 7 December 2023 (Pages 743 - 744)

PUBLIC

MINUTES of a meeting of **CABINET** held on Thursday, 7 December 2023 at Committee Room 1, County Hall, Matlock.

PRESENT

Councillor B Lewis (in the Chair)

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

Apologies for absence were submitted for Councillor C Renwick.

Officers present: Emma Alexander (Managing Director), Helen Barrington (Director of Legal and Democratic Services), Andrea Bond (Democratic Services Manager), Carol Cammiss (Executive Director - Children's Services), Julian Gould (Director - Highways), Ellie Houlston (Director Of Public Health), Mark Kenyon (Director of Finance and ICT), Joe O'Sullivan (Executive Director - Corporate Services and Transformation) and Simon Stevens (Executive Director - Adult Social Care and Health).

172/23 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

Councillors C Cupit and A Dale declared non-pecuniary interests in item 8 of the agenda, minute 178/23 refers, as members of the Clay Cross Town Board.

173/23 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

None received.

174/23 TO APPROVE, AS A CORRECT RECORD, THE NON-EXEMPT MINUTES OF THE MEETING HELD ON 23 NOVEMBER 2023.

RESOLVED:

To approve, as a correct record, the minutes of the meeting held on 23 November 2023.

175/23 TREASURY MANAGEMENT MID-YEAR REPORT 2023-24

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that presented the Treasury Management Mid-Year Report for 2023-24.

RESOLVED:

To note the report on Treasury Management activities during the first half of 2023-24, to 30 September 2023, and the Council's compliance with the prudential indicators set by Council at its meeting of 15 February 2023, in accordance with the CIPFA Code.

176/23 CAPITAL BUDGET MONITORING AND FORECAST AS AT QUARTER 2 2023-2024

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that informed Cabinet of the latest Capital budget monitoring position as at 30 September 2023.

RESOLVED:

To note the current position on the monitoring of Capital schemes.

177/23 COMMUNITY SAFETY SERVICE – BUDGET VIREMENT

Councillor C Hart introduced a report, which had been circulated in advance of the meeting, that sought approval for the virement of a budget from Corporate Services and Transformation to Adult Social Care and Health to facilitate the movement of the Community Safety service.

RESOLVED:

To approve the transfer of £2.646m Corporate Services and Transformation budget to the Adult Social Care and Health budget to facilitate the movement of the Community Safety service to the Adult Social Care and Health.

178/23 OPPORTUNITIES FOR THE POTENTIAL RELOCATION OF CLAY CROSS AND STAVELEY LIBRARIES - PUBLIC CONSULTATION RESULTS

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting in relation to opportunities for the potential relocation of Clay Cross and Staveley Libraries.

RESOLVED to:

- 1) Note and accept the results of the public consultation on the opportunities presented by the Town Deal programmes in Staveley and Clay Cross, which support the Council's wider ambitions to deliver high quality, value for money services and aid delivery of the Council Plan priorities regarding Library Services;

- 2) Approve “in principle support” for the proposal to relocate Staveley library service into a new building (Building 21) within the heart of Staveley town centre;
- 3) Note and accept the potential implications of specific town deal proposals for Derbyshire County Council services and assets (section 4 and Appendix 1 of the report refer) in supporting the wider regeneration ambitions for Clay Cross and Staveley;
- 4) Approve that work, in partnership with Chesterfield Borough Council and North East Derbyshire District Council, progress at a pace to finalise detailed designs and both capital and revenue costings as part of the next steps of project development, ensuring that the full cost of relocation and occupation of new buildings is understood and that relocation will not be supported unless such costs are either the same or lower than existing costs of the library service at these locations; and
- 5) Agree to further reports being presented for final consideration once the full cost of proposals are understood.

179/23 MARKHAM VALE PROGRESS

Councillor T King introduced a report, which had been circulated in advance of the meeting that provided an update in relation to Markham Vale development progress.

RESOLVED to:

- 1) Note the continuing success and progress made in bringing forward development at Markham Vale and the economic activity that has taken place over the period October 2022 to October 2023; and
- 2) Note and approve the activity planned over the coming years to bring the project to completion.

180/23 GREEN TOWNS CONSULTATION OUTCOME

Councillor C Cupit introduced a report, which had been circulated in advance of the meeting that informed Cabinet of the findings of the public consultation and next steps in relation to the proposed introduction of 20mph speed limits for surrounding areas of Buxton and Long Eaton.

RESOLVED to:

- 1) Note the findings of the public consultation on the introduction of 20mph speed limits in areas surrounding the town centres of Buxton and Long Eaton; and
- 2) Approve that the Council does not proceed with the introduction of 20mph speed limits in areas surrounding the town centres of Buxton and Long Eaton.

181/23 CHARGING POLICY FOR LOCAL RESIDENTS IN RECEIPT OF ADULT SOCIAL CARE SUPPORT IN THE COMMUNITY

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting in relation to the charging policy for local residents in receipt of Adult Social Care in the community.

RESOLVED to approve:

- 1) The changes to the charging policy for people receiving Adult Social Care support in the community, as detailed in the recommended option 2 outlined in the report;
- 2) The revised Adult Social Care charging contribution policy for people receiving Adult Social Care support in the community to apply from 15 July 2024;
- 3) The procurement through G-Cloud for an external specialist provider to undertake the financial assessments at an approximate cost of £200k; and
- 4) The decision not to apply the 2024/2025 uplifts in April 2024 at an initial loss of income to the Council of approximately £142,000.

182/23 EXCLUSION OF THE PUBLIC

RESOLVED:

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

183/23 PROVISION OF INSURANCE SERVICES TENDER

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting in relation to the provision of the Insurance Services Tender.

RESOLVED:

To approve the recommendations as detailed in the not for publication report.

184/23 MARKHAM VALE DELEGATED DECISIONS

Councillor T King introduced a report, which had been circulated in advance of the meeting in relation to Markham Vale delegated decisions taken.

RESOLVED:

To approve the recommendations as detailed in the not for publication report.

The meeting finished at 2.35 pm

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 January 2024

Report of the Director - Public Health

Update on the development of a partnership agreement and collaborative approach to physical activity provision in Derbyshire.

(Cabinet Member for Health and Communities)

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 at £0.500m).

3. Purpose

3.1. The report updates Cabinet that work has been completed to set up a partnership agreement for physical activity services which include exercise by referral, led walks programme, looked after children and Jog Derbyshire, as per delegated decision to the Director of Public Health on 08 September 2021.

3.2. The paper asks Cabinet to approve the transfer of £3.201m to Active Partners Trust from 01 April 2024, for five years until 31 March 2029, to manage and implement the approach outlined in the partnership agreement to ensure improvement in physical activity outcomes for

people living with long term conditions and those with the greatest inequalities.

- 3.3. Cabinet is asked to note that the funding for the partnership agreement will come from the ringfenced Public Health Grant and supports Public Health's responsibilities to improve the health of the population.

4. Information and Analysis

- 4.1. On 8 September 2022 Cabinet approved changes to how some Derbyshire County Council physical activity services are funded, specifically those aimed at people living with long term conditions and those with the greatest health inequalities. This included moving from a model of grant funding organisations for service delivery to a collaborative model through the development of a Physical Activity Partnership Agreement.
- 4.2. Delegated decision making was given to the Director of Public Health to approve the associated service specification and partnership agreement.
- 4.3. The approval of the decision to move to collaborative delivery has been influenced by:
- Integrating the physical activity system across the county.
 - Securing best value and outcomes for the resources invested.
 - Meeting the Council's financial regulations and providing long term commissioning rather than short term grant funding.
 - Providing a more sustainable offers of activities for residents
 - Engaging new partners as part of a whole system approach to physical activity.
- 4.4. It was agreed that a partnership agreement would be formed between Derbyshire County Council and Active Partners Trust. Active Partners Trust would lead on the development of a new collaborative model and partnership approach bringing together existing physical activity partners, including district and borough councils and Peak Running to develop a more integrated approach to physical activity services across the county.
- 4.5. **Progress on developing a partnership agreement:** A legal agreement and associated specification for the partnership has been written and signed off.

- 4.6. Representatives from Derbyshire County Council and Active Partners Trust have been meeting on a weekly basis to ensure the development the necessary processes and documents are in place for the commencement of the partnership agreement and collaborative approach.
- 4.7. The Physical Activity Partnership Agreement between the Council and Active Partners Trust will come into effect on 01 April 2024, for a period of 5 years until 31 March 2029.
- 4.8. **Development of new a new collaborative approach:** Active Partners Trust are forming a collaborative partnership with existing partners who are currently delivering physical activity services. These partners will form locality consortiums, with funding allocated at a locality level from year two of the partnership.
- 4.9. Year one (2024/2025) the funding will be allocated by Active Partners Trust directly to district and borough councils to allow further time to transition to the new approach.
- 4.10. From year two (2025/2026) the funding will be allocated by Active Partners Trust to locality consortiums to allow for a targeted approach to investment that is based on the need in each locality. Alongside existing services and initiatives delivered by current partners, it is anticipated the new approach will enable greater innovation, new models of delivery and new delivery partners to participate and join the locality consortiums.
- 4.11. To facilitate the move to local consortiums, Active Partners Trust 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.
- 4.12. Active Partners Trust, as the strategic lead organisation in the partnership, are developing the relevant processes and legal documentation to set up the collaborative partnerships and relevant locality consortiums. These will be in place initially with district and boroughs councils and Peak Running, the provider to deliver the Jog Derbyshire scheme. The collaborative partnership will also allow for other partners to join the partnership as the work develops and evolves on a locality footprint.
- 4.13. The collaborative partnership will come into effective on 01 April 2024 and will be in place for a period of 5 years until 31st March 2029.

- 4.14. Ongoing engagement with representatives from current partners (including district and boroughs) has taken place to conduct this transformation work and to help develop this new approach to commissioning physical activity services.
- 4.15. Active Partners Trust have produced a mechanism for locality consortiums to outline their delivery plans which will release the funding allocation to each locality. Formal agreements will be in place between Active Partners Trust and locality consortiums by 30 March 2024.
- 4.16. An annual monitoring framework will be in place to ensure that delivery is met against the outcomes, which will be managed by Public Health Commissioners.
- 4.17. Collaborative meetings, which includes Active Partners Trust, commissioners and all existing partners will take place quarterly.
- 4.18. This new approach to commissioning physical activity services will mature over several years with the involvement of all existing physical activity partners. The collaborative partnership approach will support aims and objectives that will support the outcomes for people living with long term conditions and those with the greatest inequalities.
- 4.19. **Development of a revised funding formula:** As part of the development of the Physical Activity Partnership it was agreed to review and update the current funding formula and allocation of funding to a locality level. The review would enable public health targeting of inactive populations and those that are more deprived as these groups are known to have worse health outcomes and be less active.
- 4.20. The opportunity to review the funding formula enabled Public Health commissioners and Active Partners Trust to consider how the public health impact could be strengthened by targeting areas with inactivity, deprivation and population size.
- 4.21. The current allocation of funding is based on a formula that is over 15 years old and has not been reviewed in this time. The current funding is based on a formula that is the size of population and under 75 mortality rate in each local authority area. It is not clear as to whether this formula had any weighting attached to it.
- 4.22. To review the funding formula and develop a formula that is fit for purpose, a subgroup was established. District and borough councils were asked to nominate two representatives to represent all district and borough councils' views. North East Derbyshire District Council and

High Peak Borough Council representatives were nominated on behalf of all councils. The subgroup also consisted of representatives from Derbyshire Public Health and Active Partners Trust.

- 4.23. The group developed a set of potential funding formulas for wider engagement and discussion. The chosen funding formula was presented at a collaborative meeting led by Active Partners Trust on 26 July 2023.
- 4.24. The subgroup's preferred option was based on:
- Over 16 population size (25%)
 - Active lives survey data - proportion of inactive people living with a limiting illness (50%)
 - Indices of multiple deprivation (25%)
- 4.25. The subgroup selected this revised funding formula as it felt that it best considers the needs of Derbyshire residents, population levels and people living with long term conditions who are inactive.
- 4.26. The new financial allocations are outlined in Table 1 in Appendix 2. It was noted that to implement this option that some localities will receive a reduction in funding. It has been agreed to phase in this funding reduction, to allow for providers with reductions to adapt their services by having a maximum reduction of 10% per year until April 2026 and no reductions will take place until October 2024, this is outlined in Table 2 in Appendix 2.
- 4.27. The total funding amount across the county has not been reduced and has slightly increased on a temporary basis to allow for the transition period, by reallocating funding from within the Physical Activity budget.
- 4.28. Jog Derbyshire and Active Partners Trust funding will remain at current levels, recognising the role of the strategic lead and recognising the benefit to the population of securing the delivery of jog groups at a county level.
- 4.29. The new funding formula option was discussed with the Cabinet Member for Health and Communities on 04 September 2023 and has been shared with district and borough councils.
- 4.30. **Transfer of funds to Active Partners Trust:** Active Partners Trust will hold the funds for the new collaborative consortiums. They will distribute the funding based on the locality consortiums proposed delivery plans. Active Partners Trust will have in place the appropriate agreements and

mechanism to facilitate this and will report into the Physical Activity Partnership how the funding is being spent.

5. Consultation

- 5.1. Engagement with Active Partners Trust and current providers has taken place. A detailed service specification has been written and agreed by both DCC and Active Partners Trust.
- 5.2. Active Partners Trust have facilitated a number of meetings involving all existing partners to consult on the development of the collaborative partnership.

6. Alternative Options Considered

- 6.1 Do nothing and allow the current grant agreements to expire. This is not a preferred option as all current provision would cease leaving a gap in services.
- 6.2 Not recognise the funding transfer to Active Partners Trust. This is not a preferred option as the new Physical Activity Partnership and collaborative approach with partners is dependent on funding to allow for the development of physical activity services.

7. Implications

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

8. Background Papers

- 8.1. Cabinet paper - [Development of a partnership approach to the commissioning of physical activity provision in Derbyshire - 8 September 2021](#)

9. Appendices

- 9.1. Appendix 1 sets out the implications considered in the preparation of this report.
- 9.2. Appendix 2 sets out the breakdown on the new funding formula that will be allocated.

10. Recommendation(s)

That Cabinet:

- a) Notes the progress that has been made to develop the Physical Activity Partnership Agreement for physical activity services which include exercise by referral, led walks programme, looked after children and Jog Derbyshire, as per delegated decision to the Director of Public Health on 08 September 2021.
- b) Approves the transfer of £3.201m to Active Partners Trust from 01 April 2024, for five years until 31 March 2029, to manage and implement the approach outlined in the partnership agreement to ensure improvement in physical activity outcomes for people living with long term conditions and those with those with the greatest inequalities.
- c) Notes that the funding for the partnership agreement will come from the ringfenced Public Health Grant and supports Public Health's responsibilities to improve the health of the population.

11. Reasons for Recommendation(s)

- 11.1 To enable the Physical Activity Partnership Agreement to commence and the transformational work that Active Partners Trust is facilitating to begin.

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

- 12.1 No

Report	Rachel Green,	Contact:	Rachel.Green@derbyshire.gov.uk,
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Implications**Financial**

- 1.1 Funding for the Physical Activity Partnership with Active Partners Trust and the collaborative approach with partners will come from the ringfenced Public Health Grant.
- 1.2 The total amount of funding that will be transferred to Active Partners Trust over a period of 5 years to manage and implement the collaborative approach is £3.201m
- 1.3 The total amount is broken down into the following allocations and will be paid in quarterly instalments annually for the duration of the partnership.

Funding breakdown	01 Apr 24 – 31st Mar 25	01 Apr 25 – 31 Mar 26	01 Apr 26 – 31 Mar 27	01 Apr 27 – 31 Mar 28	01 Apr 28 – 31 Mar 29
	£	£	£	£	£
Active Partners Trust Strategic Leadership and Management of the Collaborative	0.144m	0.144m	0.144m	0.144m	0.144m
Localities consortiums	0.429m	0.436m	0.422m	0.422m	0.422m
Peak Running	0.070m	0.070m	0.070m	0.070m	0.070m
Total allocation per year	0.643m	0.650m	0.636m	0.636m	0.636m
Total over 5 years	3.201m				

- 1.4 A further breakdown of the new funding arrangements for each of the locality consortiums is detailed in Appendix 2.
- 1.5 The Physical Activity Partnership Agreement will be in line with the Council's Financial Regulations which allows partnership working to achieve the aims and objectives of the Council by the most effective means, including to improve service delivery by maximising and sharing resources, the desire to find new ways to share risk, the ability to access new resources and to forge new relationships.
- 1.6 There are prescribed financial accounting arrangements for Partnerships between local authorities and other bodies. The Corporate Finance Team will review the Partnership Agreement to determine the

correct accounting treatment and reporting in the Authority's Financial Statements

Legal

- 2.1 The Director of Legal and Democratic Services has advised on the content of the partnership agreement and the partnership's constitution in accordance with the Council's Financial Regulations.
- 2.2 The Council's Financial Regulations set out certain controls and steps based on the production of a risk assessment. The Director of Legal services is providing support and advice to ensure the partnership agreement is in-line with this policy. Any risk will be managed by Public Health and reduced through ensuring the partnership agreement reduces risk to DCC.

Human Resources

- 3.1 Derbyshire County Council accepts no employment or future redundancy liability, with all employment and related matters to be managed by the provider of the commissioned services.

Information Technology

- 4.1 There are no known information technology related implications

Equalities Impact

- 5.1 There are no known equalities impact related implications

Corporate objectives and priorities for change

- 6.1 The physical activity partnership agreement and collaborative approach will contribute to a number of corporate objectives and priorities for change including:
 - Resilient, healthy and safe communities
 - Working with partners to enable people to lead healthier lives by supporting people to take part in physical activity

Funding Allocations

1.1 Table 1 - Financial allocations for each locality based on the new funding formula

	Current annual funding amount per year (Current formula)	New funding amount per year
Amber Valley	£64,207	£64,659
Bolsover	£55,724	£54,218
Chesterfield	£80,306	£60,557
Derbyshire Dales	£27,073	£34,457
Erewash	£65,889	£57,611
High Peak	£43,734	£45,547
North-East Derbyshire	£45,425	£54,862
South Derbyshire	£39,866	£50,302

1.2 Table 2 outlines the proposed funding arrangement over the 5 years. As noted above, it has been agreed to phase in this funding reduction by having a maximum reduction of 10% per year until April 2026 and no reductions will take place until October 2024. The breakdown for each year is as follows:

- Year 1: Six months funding based on current funding formula and six months funding using the new formula but with a maximum 10% reduction for Chesterfield and Erewash
- Year 2: New formula but with maximum 10% reduction for Chesterfield and Erewash
- Years 3, 4, 5: New formula with full reduction/increases applied

Table 2 - Proposed funding allocation based on new funding formula over 5 years

District	Current Funding	Year 1	Year 2	Year 3	Year 4	Year 5
Amber Valley	£64,207	£64,433	£64,659	£64,659	£64,659	£64,659
Bolsover	£55,724	£54,971	£54,218	£54,218	£54,218	£54,218
Chesterfield	£80,306	£76,290.70	£72,275.40	£60,557	£60,557	£60,557
Derbyshire Dales	£27,073	£30,765	£34,457	£34,457	£34,457	£34,457
Erewash	£65,889	£62,594.50	£59,300	£57,611	£57,611	£57,611
High Peak	£43,734	£44,640.50	£45,547	£45,547	£45,547	£45,547
North East Derbyshire	£45,425	£50,143.50	£54,862	£54,862	£54,862	£54,862
South Derbyshire	£39,866	£45,084	£50,302	£50,302	£50,302	£50,302
Total	£422,224	£428,922	£435,620	£422,213	£422,213	£422,213



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 January 2024

Report of the Director - Public Health

Public Health Localities Approach 2024 - 2029
(Cabinet Member for Health and Communities)

1. Divisions Affected

1.1 Countywide.

2. Key Decision

2.1 This is a key decision because the decision is likely to result in the Council incurring expenditure which is significant having regard to the budget for the service or function concerned and is likely to be significant in terms of its effect on communities living in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 Cabinet is asked to:

- a. Approve the continuation of the Public Health Localities Approach across the County for five years from 01 April 2024 to 31 March 2029.
- b. Approve the allocation of £0.659m from the Public Health ring-fenced grant to the Health and Wellbeing Partnerships for the period 01 April 2024 to 31 March 2025 in the proportions set out in Table 2 in the financial considerations section of Appendix 1 of this paper.

- c. Approve that authority is delegated to the Cabinet Member for Health and Communities to approve annual funding amounts from the Public Health ring-fenced grant for the period April 2025 – March 2029 to the Health and Wellbeing Partnerships as required, up to a maximum of £0.115m.
- d. Approve the grant funding of the countywide Raising Aspirations Programme, coordinated through the Public Health Localities Team, for one further academic year 2024-25, investing £0.115m funded through the Public Health Grant and delivered on Derbyshire County Council's (DCC) behalf by the Bolsover Partnership. This will enable a longer-term review of the service and re-commissioning to take place in 2024-25 financial year.

4. Information and Analysis

Background

- 4.1 The Public Health Localities Approach has been a mechanism for delivery of key priorities for Derbyshire Public Health since 2007 at a local place level. The Public Health Localities Approach provides a Public Health presence in local communities across the County and builds and maintains local partnerships around health and wellbeing outcomes and actions. Local Health and Wellbeing Partnerships (HWP) deliver a broad range of place based projects and programmes, aimed at improving health outcomes through addressing local health priorities and reducing health disparities.
- 4.2 The Public Health Localities Approach consists of eight HWPs, each based on a district or borough council footprint, which are coordinated and facilitated by the Council's Public Health team. Membership of each HWP varies from place to place, reflecting local differences between communities. Core membership includes:
 - elected members from county, district, borough, parish or town councils
 - representatives from Adult Social Care and Health and Children's Services
 - district and borough council staff
 - NHS commissioners and providers
 - Police
 - Fire and Rescue Service
 - voluntary sector organisations

- representatives from local communities.
- 4.3 The HWP's work to improve the health of local communities through:
- agreeing local health and wellbeing priorities
 - working with partners to allocate funds for local projects to promote healthy behaviours
 - addressing the wider determinants of health, such as housing, employment and skills, and financial inclusion.
- 4.4 HWP's provide a key mechanism for ensuring the delivery of Derbyshire's Health and Wellbeing Strategy at local community level. The Derbyshire Joint Local Health and Wellbeing Strategy objectives align with system-wide ambitions to enable residents in Derbyshire to:
- Start Well
 - Live Well and Stay Well
 - Age Well and Die Well
- The longer-term population health outcomes that the HWP's seek to contribute to include:
- Increasing healthy life expectancy
 - Increasing life expectancy
 - Reducing inequalities in healthy life expectancy and life expectancy
- 4.5 An annual update on the contribution of the HWP's to the delivery of the Joint Local Health and Wellbeing Strategy priorities will be presented to Derbyshire Health and Wellbeing Board.
- 4.6 Each HWP goes through an annual cycle of planning and uses Public Health data and local insights to agree key priorities for implementation. Appendix 2 shows the current priorities for each HWP and highlights the value of determining priorities at a local level, to meet the differing needs of each geographic area.
- 4.7 Derbyshire Public Health recognises the importance of working at a local community level to improve health outcomes for the Derbyshire population. The Localities Approach allows Public Health to work with all levels of local government, the community and voluntary sector, community representatives and other partners to support people at local level. The Localities Approach also allows integration of Public Health commissioned and provided county-wide services, including Local Authority Public Health mandated services, through use of local insight and alignment with HWP funded programmes. This approach brings opportunities for additional funding and increased capacity via HWP

partners. It also creates opportunities for the local partnerships to apply for external funds together.

Common priorities across HWP

- 4.8 **Financial inclusion** continues to be a focus across the County due to the strains placed on household finances over the last two years as a consequence of the Covid-19 pandemic and subsequent cost of living pressures. Every HWP has established a Financial Inclusion Group (FIG) involving local partners, which works alongside the Council's Welfare Rights Service and the Derbyshire Discretionary Fund, along with a variety of external partners. In Erewash, the FIG involves nine partners, who distributed leaflets to 53,000 households, giving advice on where support could be accessed. In Chesterfield and North East Derbyshire, 20 partners were involved in the FIG, with over 90,000 households receiving leaflets in this area. In the first two quarters of 2020 more than 18,857 people were seen by ten of the partners in the FIG in Chesterfield and North East Derbyshire. This activity illustrates the demand for financial support and the intelligence that can be gathered through the HWPs about the key pressures felt by communities.
- 4.9 **Social isolation** is recognised to be a risk factor for a range of poor health outcomes. The number of people experiencing social isolation and loneliness increased significantly in Derbyshire and across the country during the Covid-19 pandemic. HWPs have focused on improving social connectedness over the past two years and this will continue to be a priority into 2024-25. To date, most of the HWPs focus has been on supporting the local infrastructure that helps people to connect with each other and supporting people who are digitally excluded to become more digitally confident.
- 4.10 **Place based working** is also a key priority for Joined Up Care Derbyshire Integrated Care System (ICS) which brings together health, social care and system partners to deliver improvements in health and care across Derbyshire, of which Derbyshire County Council is a key partner. The ICSs focus on place brings opportunities to work together with health, local authority and community partners in a new and innovative way at a local level. The Localities Approach aligns well and compliments the ICS approach. The Localities Approach is well placed to support and enable changes that will bring health and care closer, to deliver integrated support with people and communities at the centre and reflecting local priorities.

- 4.11 The HWPs also work alongside and complement the Council's Thriving Communities approach by offering a county-wide offer, with a focus on communities with additional needs.

Supporting the Covid-19 response and recovery

- 4.12 The Covid-19 pandemic has had a significant impact on communities across Derbyshire. Covid-19 recovery remains a key priority for the Localities Approach, particularly in terms of tackling social isolation and financial exclusion, both of which have grown since the Covid-19 pandemic.
- 4.13 During the Covid-19 pandemic, the Localities Approach provided a mechanism that enabled a rapid community response to the crisis, enabling the swift mobilisation of support to some of Derbyshire's most vulnerable residents. Community response was a key priority for Public Health. Other Council departments and external organisations were able to benefit from the existence of established local networks and to utilise the strengths and insights of different partners involved in the HWPs.
- 4.14 Due to the long-established partnerships within the Localities Approach, Covid-19 forums and a range of community messaging services were swiftly established, across the County at the beginning of the pandemic to enable the coordination of food and medicines distribution at a local level. The scale of the community response to Covid-19 was significant and local coordination of activities was vital to reach those in need of support.
- 4.15 The Localities Approach established the Covid-19 Community Champions Network at the height of the pandemic, with the network continuing through into the recovery phase, funded through the Contain Outbreak Management Fund (COMF). These local networks enabled delivery of Covid-19 and vaccination messaging directly to different local communities and to tailor communication and engagement accordingly, whilst at the same time listening to the concerns being raised by those communities. For example, the South Derbyshire Covid-19 Community Champions Network directly reached 47,000 local people through social media and other communication channels.
- 4.16 NHS partners recognised the Localities Approach was a valuable source of local insight, which helped inform the roll-out of the Covid-19 vaccination programme. Locality partners ensured that delivery of the programme met the needs of different communities, including providing information on vaccine hesitancy in local communities. The Localities Approach continues to support work to increase uptake of Covid-19 and other vaccine programmes. In particular, by continuing to support the

vaccine inequalities workstream to increase uptake in those communities with lower coverage.

The value of partnership working

- 4.17 A review was undertaken in July 2023 to assess the value of the Localities Approach to partners from different sectors and backgrounds. The findings of the review highlighted the wide variety of ways in which the HWPs created value for local partnerships, the complex and varied work of the eight HWPs, achieved through working with hundreds of partners across Derbyshire and how they were an essential part of Derbyshire's health and wellbeing infrastructure.
- 4.18 The review found that the Localities Approach added immense value to all partners involved, aided local decision making on community health and wellbeing, and was highly valued by Derbyshire partners involved. The devolved ways of working with local town, district, and borough councils, as well as community and voluntary groups also fitted with the Integrated Care System. HWPs are highly integrated with the NHS Place Alliance and neighbourhood based working approach, allowing implementation of joint programmes of work, co-ordinating engagement and operationalising joint working locally. The review highlighted the impact of HWPs in delivering the Derbyshire Joint Local Health and Wellbeing Strategy and Public Health priorities at a local level.
- 4.19 The review highlighted actions to strengthen the Localities Approach, such as consistent evaluation of funded projects to assess impact on population health outcomes and health inequalities, HWPs to further adopt a co-production approach and embrace opportunities for collaboration and learning across HWPs.
- 4.20 The Localities Approach will continue to work through HWPs to improve the health and wellbeing of Derbyshire residents, supporting discharge of the Council's statutory Public Health duties and providing insight to support commissioning and delivery of mandated and essential services.
- 4.21 In September 2024, the community champions and social connectedness Localities Approach projects will end as COMF funding expires. These projects ran through the pandemic and have been significant in establishing and maintaining community Covid-19 messaging services, a two-way community forum, use of community insights in the most appropriate placement of community vaccine clinics and take up of vaccines, and a range of interventions to reduce social isolation across

Derbyshire and increase equalities particularly in terms of the pandemic response and recovery. An options review will be undertaken to consider how to utilise the Localities Approach to continue to gather community insight to support the decision-making across Public Health and partner organisations.

4.22 An indication of the 2024-2025 health and wellbeing priorities for each HWP can be seen in Appendix 3.

4.23 In addition the Localities Approach supports a range of wider Public Health departmental initiatives that are delivered across all areas of Derbyshire, as noted in table 1:

Countywide Public Health Programmes


<p style="text-align: center; color: purple;">Healthy Lives</p> <ul style="list-style-type: none"> ▪ Live Life Better Derbyshire: <ul style="list-style-type: none"> ▪ Advice for managing weight and healthy eating ▪ Advice to help stop smoking ▪ Support on getting more active ▪ Help for a happy, stress free life ▪ Advice and factors around drinking ▪ How to make changes to prevent a fall ▪ Advice for housing problems ▪ Advice on money, debts and benefits ▪ Tips for a healthy working environment ▪ Gym and Swim for Looked After Children & Families ▪ Walk Derbyshire and Jog Derbyshire ▪ Exercise By Referral ▪ Fit4Life ▪ Health Visiting ▪ NHS Health Checks ▪ Diabetes education ▪ Quality Conversations ▪ Derbyshire Integrated Sexual Health Services/Your Sexual Health Matters ▪ Derbyshire Recovery Partnership (DRP) ▪ Tobacco Control (incl. illicit & illegal tobacco) 	<p style="text-align: center; color: purple;">Mental Health and Wellbeing</p> <ul style="list-style-type: none"> ▪ Reducing stigma of mental health ▪ 5 ways to wellbeing ▪ Mental Health and Suicide Prevention training ▪ Suicide Prevention ▪ Perinatal Service ▪ My Life, My View ▪ Video Interactive Guidance to improve sensitive parenting and attachment ▪ Space 4 U 	<p style="text-align: center; color: purple;">Wider Determinants of Health</p> <ul style="list-style-type: none"> ▪ IPS scheme for substance misusers in recovery ▪ Recovery Grants ▪ Locality Programme ▪ Advisory Services in GP Surgeries ▪ Advisory Services for Community Wellness Approach ▪ School breakfast clubs ▪ School holiday food programme ▪ Food bank support ▪ Support for welfare assessment ▪ Credit Union development ▪ Affordable warmth programme ▪ Healthy Homes ▪ Mode Shift Stars ▪ Cycle to work schemes ▪ Subsidised public transport ▪ Healthy Workplaces Derbyshire ▪ Dementia Friendly Communities 		
				
<p style="text-align: center; color: purple;">Children and Young People</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ▪ 0-19yrs Public Health Nursing - Health Visiting and School Nursing ▪ Family Nursing Service ▪ Oral Health Promotion Service ▪ Breastfeeding Framework for Action ▪ Infant and Toddler Nutrition Service ▪ School Readiness </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ▪ HENRY – Health, Exercise and Nutrition for the really young ▪ National Child Measurement Programme ▪ Obesity prevention and management ▪ CGL - CYP substance misuse service ▪ 1625 YP Substance Misuse Outreach Service </td> </tr> </table>			<ul style="list-style-type: none"> ▪ 0-19yrs Public Health Nursing - Health Visiting and School Nursing ▪ Family Nursing Service ▪ Oral Health Promotion Service ▪ Breastfeeding Framework for Action ▪ Infant and Toddler Nutrition Service ▪ School Readiness 	<ul style="list-style-type: none"> ▪ HENRY – Health, Exercise and Nutrition for the really young ▪ National Child Measurement Programme ▪ Obesity prevention and management ▪ CGL - CYP substance misuse service ▪ 1625 YP Substance Misuse Outreach Service
<ul style="list-style-type: none"> ▪ 0-19yrs Public Health Nursing - Health Visiting and School Nursing ▪ Family Nursing Service ▪ Oral Health Promotion Service ▪ Breastfeeding Framework for Action ▪ Infant and Toddler Nutrition Service ▪ School Readiness 	<ul style="list-style-type: none"> ▪ HENRY – Health, Exercise and Nutrition for the really young ▪ National Child Measurement Programme ▪ Obesity prevention and management ▪ CGL - CYP substance misuse service ▪ 1625 YP Substance Misuse Outreach Service 			

Table 1 Public Health programmes and initiatives supported by the Localities Approach

Raising Aspirations Project

4.24 The Raising Aspirations project was initially developed by the Bolsover Partnership in 2009 and has since been rolled out across Derbyshire. It is a programme of co-ordination and interventions that addresses

barriers relating to aspiration and engagement amongst vulnerable groups of young people.

- 4.25 Public Health grant fund the Bolsover Partnership, who subsequently contract the delivery of the programme via Derbyshire Education Business Partnership (DEBP), who provide the programme in 16 schools across Derbyshire. Delivery includes the Key Stage 3 Shine programme which is designed to support young people who have been identified as lacking in confidence or who did not have the levels of resilience needed to manage with the challenges they were facing. DEBP provide quarterly activity data and other monitoring information, including provision of case studies, to the Raising Aspirations Steering Group, and each HWP.
- 4.26 A formal evaluation of the project is underway with the results due in early 2024. The outcome of the evaluation will inform longer-term commissioning intentions from the start of the 2025-26 academic year, and this paper asks for approval for funding to grant fund the existing Raising Aspirations Programme for one further academic year starting September 2024 for 12 months.

5 Consultation

- 5.1 No formal consultation is required. Through the HWPs, the Localities Approach co-produces plans and identifies projects for funding with partners and communities.
- 5.2 The recent review of the HWPs demonstrate the value of this approach to partner organisations.

6 Alternative Options Considered

- 6.1 Do nothing – The Localities Approach has been established for 15 years. The do-nothing option would result in the removal of the programme and associated activity from the communities of Derbyshire and reduces the Council’s ability to stand up community response quickly in future outbreaks and pandemics.

If the programme did come to an end, there is a reputational risk due to the high number of partners involved across the County, and loss of additional funding, resources, and capacity that town, district and borough councils, community and voluntary groups bring to the partnership.

The needs of local communities are best determined at the local level and the loss of this mechanism, and its associated partnerships would be detrimental to the ability of Public Health to deliver effective locally designed interventions. The Public Health Localities Approach is working in a backdrop of an ICS that is driving towards a place based approach which HWP are well placed to influence and support.

- 6.2 The Localities Approach is the key mechanism through which Public Health connects with and understands local communities and uses community insight to shape the local health offer areas across the HWPs. Commissioning health initiatives in isolation would remove the direct link between Public Health, local partners, and local communities. It would also make the ability to flex and respond quickly to changing needs (e.g., the Covid-19 pandemic) much more difficult to implement.

7 Implications

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

8 Background Papers

- 8.1 None

9 Appendices

- a. Appendix 1 – Implications
- b. Appendix 2 - Current HWP agreed priorities and activities
- c. Appendix 3 – Indicative HWP priorities 2024-2025

10 Recommendation(s)

- 10.1 That Cabinet:

- a) Approve the continuation of the Public Health Localities Approach across the County for five years from 01 April 2024 to 31 March 2029.
- b) Approve the allocation of £0.659m from the Public Health ring-fenced grant to the Health and Wellbeing Partnerships for the period 01 April 2024 to 31 March 2025 in the proportions set out in Table 2 in the financial considerations section of Appendix 1 of this paper.
- c) Approve that authority is delegated to the Cabinet Member for Health and Communities to approve annual funding amounts from the Public

Health Grant for the period April 2025 – March 2029 to the Health and Wellbeing Partnerships as required up to a maximum of £0.115m.

- d) Approve the grant funding of the countywide Raising Aspirations Programme, coordinated through the Public Health localities team, for one further academic year 2024-25, investing £0.115m funded through the Public Health Grant and commissioned on Derbyshire County Council's (DCC) behalf by the Bolsover Partnership.

11 Reasons for Recommendation(s)

- 11.1 To enable the Localities Approach to continue to improve the health and wellbeing of Derbyshire residents, reducing inequalities in a place-based approach, and to support discharge of the Council's Public Health statutory duties.
- 11.2 To enable continued engagement and support to vulnerable people across Derbyshire.
- 11.3 To support the communities of Derbyshire in the recovery from Covid-19, integrating with the Thriving Communities Approach and the Integrated Care System.
- 11.4 To enable a timely response to support communities to recover from the longer-term impact of the Covid-19 pandemic with efficient and effective decision-making. Furthermore, this puts the Council in a stronger position to be ready to respond to future outbreaks and pandemics, and to stand up future community response, messaging or support services quickly across Derbyshire.
- 11.5 To commit to continuous improvement of the Localities Approach working with our partners across Derbyshire.

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

- 12.1 No

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Implications

1 Financial

- 1.1 A one-year 2024-25 academic school year investment of £0.115m for the Raising Aspirations Programme.
- 1.2 A one-year investment from the Public Health ring-fenced grant for 01 April 2024 to 31 March 2025 £0.659m, to be allocated to the eight organisations working on behalf of Health and Wellbeing Partnerships as per table 2 below. This allocation includes £0.010m per annum, to facilitate a Health & Wellbeing Community Small Grants scheme in each Locality. The allocations have been determined using a fair-share formula; a weighted calculation, considering population size, health outcomes, and key determinants of health, to achieve an equitable distribution of resources across the County.
- 1.3 A five year forward commitment to support the Localities Approach, future annual funding amounts from the Public Health Grant to be agreed annually by the Director of Public Health and Cabinet Member for Health and Communities.
- 1.4 All HWPs will be required to use their financial allocations to deliver the Public Health priorities set out in their partnership action plan. Local partnership action plans are agreed annually by each locality HWP. Governance arrangements will ensure that the investment is used to complement and not duplicate other work of the Council, including other Public Health programmes.
- 1.5 Performance of the Localities Approach is accountable to the Localities Leadership Group, the Public Health Performance and Governance Group, and regular reporting into the Derbyshire Health and Wellbeing Board.
- 1.6 Currently all Localities Approach funds are transferred to local partners who hold the funds locally on behalf of the HWPs. All partnerships have terms of reference in place and local governance arrangements to ensure that pieces of work are fairly commissioned and that monitoring and evaluation is in place.

Health and Wellbeing Partnership	Partnership fund	Small Grants	Overall Total	Receiving Organisation on behalf of the HWP
Amber Valley	£89,685.51	£10,000	£99,685.51	Amber Valley CVS
Bolsover	£78,097.35	£10,000	£88,097.35	Bolsover District Council
Chesterfield	£104,176.25	£10,000	£114,176.25	Chesterfield Borough Council
Derbyshire Dales	£35,615.53	£10,000	£45,615.53	Derbyshire Dales District Council
Erewash	£89,012.69	£10,000	£99,012.69	Erewash CVS
High Peak	£58,245.47	£10,000	£68,245.47	High Peak Borough Council
North East Derbyshire	£69,501.46	£10,000	£79,501.46	North East Derbyshire District Council
South Derbyshire	£54,382.18	£10,000	£64,382.18	South Derbyshire District Council
			TOTAL PER ANNUM: £658,716.44	

Table 2: Proposed Health and Wellbeing Partnership Funding for 2024-25

2 Legal

- 2.1 The Council has power to provide grants under the general power of competence set out in section 1 of the Localism Act 2011.
- 2.2 The Council's Financial Regulations state that grants to external organisations in excess of £0.100m require Cabinet authorisation while grants up to £0.100m (such as all but one of the payments proposed in this report) are to be approved by Cabinet Members.

2.3 The Constitution permits any body or person with decision-making powers to delegate any of those functions such as to a Cabinet Member or to any officer of the Council.

2.4 The Council's standard grant agreement shall be used to set out the terms and conditions for which the grant is made. This includes conditions for clawback of funding in certain circumstances and states that the Council is not liable for any employment liabilities.

3 Human Resources

3.1 The funding will enable local providers to deliver projects and services. Derbyshire County Council accepts no employment or future redundancy liability, with all employment and related matters to be managed by the providers.

4 Equalities Impact

4.1 The Localities Approach is focused on reducing inequality and therefore is considering equality impact as an ongoing function.

4 Corporate objectives and priorities for change

5.1 Delivers against the Derbyshire County Council Plan outcome of resilient, healthy and safe communities.

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Appendix 2

Current Health and Wellbeing Partnership agreed priorities and activities

Health and Wellbeing Partnership	Current Locally agreed Health and Wellbeing Priorities	Examples of Local Projects and activities supported against priorities
Amber Valley	<ul style="list-style-type: none"> Financial Inclusion Active Amber Valley Mental Health Social Connectedness Community Wellness 	<ul style="list-style-type: none"> Coordination and improved access to financial advice and assistance. Covid-19 Community messaging Role in Heanor to reach those less active with or without a disability. Supporting a local CIC in Ironville in a community led approach bringing community together through food and social interaction.
Bolsover	<ul style="list-style-type: none"> Building Healthy Communities Promoting Healthy Lifestyles Supporting access to effective Health and social care 	<ul style="list-style-type: none"> Walking and Cycling coordinator Small grants fund focused on 5 Ways to Wellbeing Physical activity sessions for children and young people Childrens oral health promotion
Chesterfield	<ul style="list-style-type: none"> Building Social Capital Financial Inclusion Mental Health and Wellbeing Healthy Lifestyles People (Reaching seldom heard) 	<ul style="list-style-type: none"> Digital Money Management programme with North East Derbyshire and Chesterfield Credit Union Investment in 'Year of Outdoors' programme to encourage physical activity and improved mental health RAY Holiday activity programme for children and young people Investment in Spireites Active for Life programme to support people with mental health issues
Derbyshire Dales	<ul style="list-style-type: none"> Financial Inclusion Physical Activity Social Connectedness/prescribing Community Food Mental Health Golden Opportunity Think Tank- Emotional Health of YP Ageing Well - Team Up End of Life Care 	<ul style="list-style-type: none"> Citizen Advice drop-in for Farming community. A post to support End of Life Care for the residents in the Dales. Project manager to oversee the development of the Hurst Farm estate.
Erewash	<ul style="list-style-type: none"> Community Wellness Networks Active Erewash Children and Young People's Mental Health Social Connection Financial Inclusion Digital Inclusion 	<ul style="list-style-type: none"> Financial support information sent to every household in Erewash Funded a community activator role to support work in Kirk Hallam Supported 5 Community Wellness networks, plus developing a 6th network
High Peak	<ul style="list-style-type: none"> Financial Inclusion Supporting Younger People Supporting Older People Mental Health & wellbeing Increasing Physical Activity Access to activities, volunteering and services 	<ul style="list-style-type: none"> Digital and Financial Capability Support – CAB Buxton Glossop Arts Project -arts therapy, arts for wellbeing Agricultural Chaplaincy project – supporting farmers in High Peak Junior Leadership Academy for children with additional needs

North East Derbyshire	<ul style="list-style-type: none"> • Older people, dementia, long term conditions and independence • Build Social Capital • Support for carers • Financial Inclusion, worklessness, housing • Social Connectedness • Mental wellbeing • Self-Harm and Alcohol 	<ul style="list-style-type: none"> • Young people personal development project • Health and Wellbeing Small Grants fund • Free digital training for age 50+ • Investment into Walking into Communities programme • Investment into Vulnerable Adults Risk Management programme
South Derbyshire	<ul style="list-style-type: none"> • Reduce Health Inequalities • Supporting people to make healthy choices • Improve quality of life for older people, people with dementia and long-term conditions • Social Connectedness • Community resilience and Covid-19 recovery • Financial Inclusion 	<ul style="list-style-type: none"> • Accessible Learning in Creative Environments (ALICE) • Community based work club • Investment in 5 Ways to Wellbeing promotion • South Derbyshire Dementia Friendly Communities • Falls Friends training package delivery

Indicative Health and Wellbeing Partnership Priorities 2024 – 2025

Locality	Indicative HWP Priorities 2024 – 2025
Amber Valley	Physical Inactivity/Healthy Weight Reducing social isolation and loneliness Ageing Well/Older People Emotional Well Being/Mental Health Cost of Living Crisis/Financial Inequality/Health inequalities
Bolsover	Building Healthier Communities Promoting Healthy lifestyles Supporting Effective Health and Social Care
Chesterfield	Financial Inclusion: aiming to enable people to have more choice and control over their lives Mental Health and Wellbeing: aiming to enable people to build resilience and benefit from positive mental wellbeing Healthy Lifestyles: aiming to support people in taking opportunities to have healthier lifestyles and improve their overall wellbeing
Derbyshire Dales	Mental Health and wellbeing Financial Inclusion Addressing barriers created by digital exclusion and rurality Ageing Well
Erewash	Community Voice Social Connect Financial Inclusion Physical Activity Mental health
High Peak	Improving Mental Health and Wellbeing Increasing Physical Activity Improving Financial Inclusion Supporting Younger People Supporting Older People Access to activities, volunteering, and services
North East Derbyshire	Build social capital Improving the quality of life for carers Reducing the impact of external wider determinants on health and wellbeing Promoting Positive mental wellbeing and reducing social isolation Support the emotional health and wellbeing of children and young people Increasing physical activity Assisting people who live with a limiting long- term illness or disability Support the Integrated Care Agenda to reduce hospital admissions Reduce the high incidence of hospital stays (self-harm and alcohol related harm)
South Derbyshire	Health inequalities between different communities are reduced People are supported to move more and become more active in everyday life People are supported to age well, including those living with dementia and other long-term conditions, and their carers Improving emotional health and mental wellbeing Building community responses and resilience to meet life's challenges

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 January 2024

Report of the Executive Director - Adult Social Care and Health

Reviewing the scope of the Derbyshire Discretionary Fund
(Cabinet Member for Health and Communities)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 This report asks Cabinet to:

- a. Note the current demand on the Derbyshire Discretionary Fund (DDF) and the need to re-shape DDF policy to ensure that the fund can operate within agreed budget parameters
- b. Approve consultation with residents and wider stakeholders to explore the four proposals outlined in section 4.19 that will inform future policy changes
- c. Note that a further report, including an Equality Impact Analysis, will be submitted to Cabinet following the conclusion of the consultation process.

4. Information and Analysis

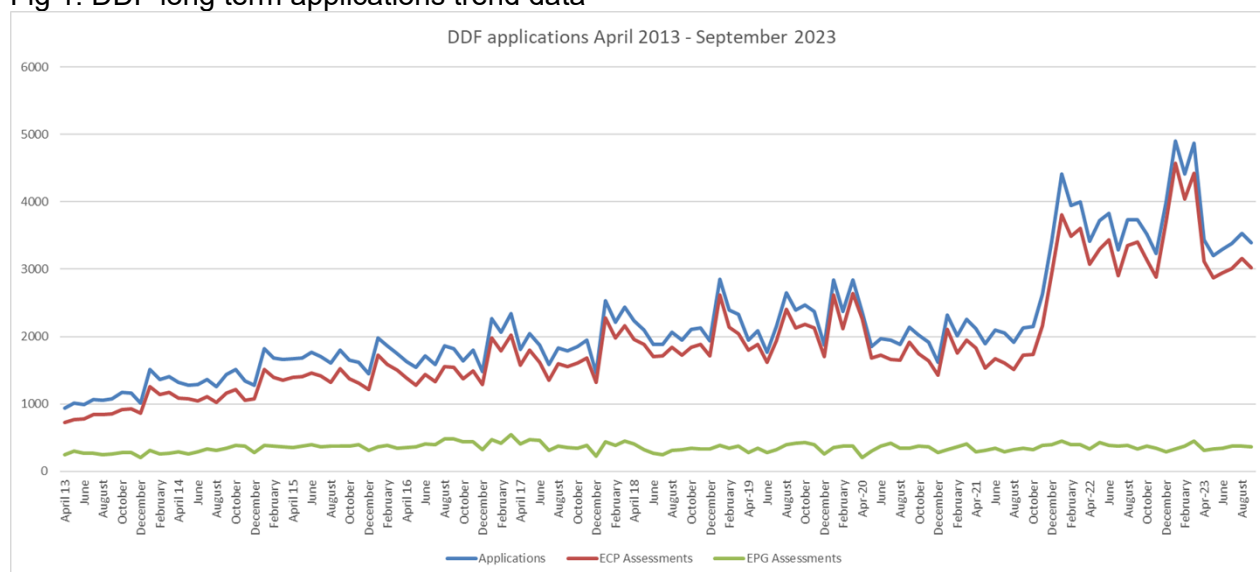
Background and context

- 4.1 The Welfare Reform Act 2012 abolished the discretionary element of the Department for Work and Pension's 'Social Fund' in April 2013. Funding was instead transferred to local authorities to deliver welfare provision tailored to local needs. The funding was not ring-fenced, and local authorities were able to determine how it should be used to meet the needs in their areas. The Government's expectation was that funding was intended to offer flexible help to those in genuine need.
- 4.2 In government legislation, schemes like the Derbyshire Discretionary Fund (DDF) are referred to as 'Local Welfare Assistance Schemes'.
- 4.3 The DDF was established by Derbyshire County Council in 2013 to fulfil this remit. The scope of the current operation of DDF and a brief explanation of the volume of applications and awards and operational challenges is set out in Appendix 2.
- 4.4 The DDF, with its established direct payment mechanism, is also deployed at times of crisis as a hardship fund, to support residents as part of the Council's Emergency Response – most recently for periods of flooding and to offer 'welcome payments' to those coming to the UK from Ukraine.
- 4.5 Since October 2021 (and including the period up to 31 March 2024) the Council has been allocated £27.0m Household Support Grant funding (HSF) from the Government to support residents with cost-of-living pressures. A significant amount of this funding (£6.043m) has been discharged by the Derbyshire Discretionary Fund, as part of the wide range of measures to support residents. As a result, HSF has significantly raised the profile of DDF with residents which has increased demand on the service.

Current demand for service and budget pressure

- 4.6 Q4 of 2022/23 was the busiest ever recorded for DDF. Whilst Q4 is always the busiest in any given year, the following chart [Fig1] shows the continued rising trend of applications.

Fig 1: DDF long term applications trend data



4.7 Fig 1 also demonstrates that rising demand is driven by applications for support with food and heating (Emergency Cash Payments [ECP]), and that requests for support with re-settlement / exceptional pressure (Exceptional Pressure Grants [EPG]) remain relatively constant.

4.8 The base budget for the grant fund is £1.315m. In this current year (23-24) this is being supplemented by £2.25m of HSF monies.

4.9 The base budget for staffing is £0.564m. In this current year this is being supplemented by £0.446m of Contain Outbreak Management Funds (COMF). This additional funding is supporting additional fixed term case assessors; agency case assessors; and additional Team Leaders to support increased demand and discharge of HSF funding.

4.10 6 FTE Customer Care Assistants and 0.75 FTE Business Services Officer capacity are funded by ASCH at Call Derbyshire to deliver the application telephone line service.

What is known from April 2024

4.11 There is no formal confirmation of further HSF funding beyond the end of March 2024. This paper sets out why DDF policy needs to adapt to the end of HSF and COMF.

During the parliamentary debate following the Chancellor's Autumn Statement on 22nd November 2023, he was asked if there was to be further HSF funding for next year. Although not covered in the statement itself he answered 'Yes there will' to this question, but no

further information is currently available.

This may be provided to councils as part of the funding settlement information, expected during December 2023, or may be issued separately.

- 4.12 If HSF funding ends, DDF decision making will revert to the existing framework set out in the core DDF policy. This differs from HSF in two main ways:
- 4.12.1 the value of awards is lower, (as during the COVID-19 pandemic and cost of living pressures the value was increased); and
 - 4.12.2 consideration of 'hardship' does not take into account financial pressures in the same way (as it requires evidence of an emergency, disaster or change of circumstance).
- 4.13 Modelling has indicated that even with these two adjustments back to core policy, at current levels of demand the DDF grant budget and base staffing levels will not be sufficient to meet this demand. This would mean that DDF budget would be allocated within months, rather than supporting residents over a year.
- 4.14 Current modelling indicates that to deliver existing DDF core policy next year the grant budget required is £1.76m. based on Emergency Cash Payment awards reverting to core policy level of £54 per applicant plus £10 for every household member.
This figure includes the estimated £0.660m allocated to Exceptional Pressure Grants each year which is relatively consistent.
- 4.15 There is no provision in the current policy to "not award" an applicant because the budget is exhausted or depleted. This paper provides options for policy amendments.

Work towards policy review and change

- 4.16 A policy review is needed as increased demand for support cannot be met from within the DDF base budget within the current policy framework.
- 4.17 It is recognised by the Council that at times there are some challenges in 'getting through' to Call Derbyshire to access the fund. This can result in call dropouts and disengagement particularly for EPGs. This is an ongoing piece of work and will be explored further as the review progresses.

4.18 A thorough post COVID-19/COMF/HSF review has taken place reflecting on data; a literature search to explore national commentaries and wider practice nationally; DDF client survey; modelling of demand; and listening exercises with partners and the system about what is valued and what can be improved.

Proposed policy amendments to be consulted on.

4.19 This review work has been distilled into a set of policy proposals outlining how the DDF offer could be re-shaped to operate within budget. This includes consideration of potential prioritisation options to manage competing demands when funding resource is limited. These proposals are outlined in Table 2 below (Further context about each element is provided in Appendix 3)

Table 2 Proposed policy amendments to be consulted on

P1	Develop criteria for a “budget brake” to enable prioritisation of applications
	<p>This is an approach used by local authorities in Scotland as part of The Scottish Welfare Fund. Each local authority identifies whether they are working at a high, medium, or low level of priority. If a local authority is approaching the limits of its budget, it can publicise that it is only considering “high priority” applications for a period of time, for example at the end of the financial year or if there has been a widespread event that has meant more than usual has been spent from the fund’s budget.</p> <p>This measure is cost-neutral in itself but would create a mechanism for DDF to prioritise applications in the future at times of intense budget pressures or high demand.</p> <p>This proposal is fundamental to shaping future provision. It will consider the questions of how the Council should focus the limited resource available in the DDF grant pot, and how the Council sets out a transparent framework that avoids creating service demand for staff to transact that is out of scope, and therefore does not lead to a positive outcome for the applicant.</p> <p>It is proposed to develop and consult on a framework for the prioritisation of applications according to the vulnerability of the applicant and their family, and the nature of the application</p>
P2	Reduce the maximum number of Emergency Cash Payments to two in any twelve month period

	<p>When the DDF began in April 2013, ECPs were limited to two in a twelve month period. The limit was increased to three payments in November 2013 as the budget was underspent.</p> <p>Since that time the base policy of DDF has been a maximum of three ECP payments in a twelve month period. There has been a period of additional payments on top of this funded by Household Support Fund monies but this ended in March 2023.</p> <p>It is proposed to consult on returning the maximum number of ECP payments that can be made in any twelve month period back to two.</p>
P3	<p>Increase the amount payable in an Emergency Cash Payment in line with either inflation or increases in benefit rates.</p>
	<p>The base policy amount awarded for an ECP is currently £54, with an additional £10 for every affected household member and has not changed since 2014.</p> <p>During the operation of the Household Support Fund the value of a payment has been increased to £64 plus an additional £20 for every affected household member</p> <p>It is proposed to consult on increasing the amount of the ECP payment either in line with the increase in benefits rates levels, or in line with inflation, and to maintain the additional £20 household member rate, to ensure that applicants receive adequate support to address their immediate issues.</p>
P4	<p>Reduce the scope of items that can be awarded</p>
	<p>Three areas of simplification or reduction of scope have been identified for consideration:</p> <ul style="list-style-type: none"> • Stop payments for rent in advance (EPG) • Remove reference to travel from scope of the fund (EPG and ECP) • Wind down provision of some items of furniture, and flooring, in social housing contexts over a period of 12months (EPG) <p>It is proposed to consult on adopting these three changes in scope.</p>

5. Consultation

- 5.1 Legal Services have confirmed that proposals to change DDF policy will need to go through a comprehensive eight week consultation process.
- 5.2 Subject to approval of this report, it is proposed that formal consultation will commence on 22nd January 2024 and end on 18th March 2024. A public consultation exercise would be carried out seeking views on the options available.
- 5.3 The Council will support current residents, including those accessing the DDF, to understand and engage in the consultation process, and the potential implications for them, by offering information in a range of formats to make engagement as accessible as possible.
- 5.4 The Council will also invite stakeholders across the system to give their views recognising that partners working with some of the most vulnerable residents in our communities will have insight to offer.
- 5.5 The Public Health Knowledge and Intelligence Team will support the consultation and engagement process and with analysis of the outcomes of the consultation.

6. Alternative Options Considered

- 6.1 Make no changes to the current DDF policy.

This is not recommended as it would leave the Council in a position where there was insufficient allocated budget to deliver the fund. This would result in DDF budget being exhausted within months, leading to unmet demand, detrimental impact on other services, and would not be financially responsible.

- 6.2 End the provision of the Derbyshire Discretionary Fund entirely.

This is not recommended as it would remove support from the most vulnerable residents in our communities at a time of increased cost of living pressures, and drive service need to other services – both within the Council and in partner organisations.

- 6.3 Change the DDF from an open access service to a referral only service.

This is not recommended as it would create considerable additional work for partner agencies in the wider system. It would be contrary to

the role of DDF as a service that prevents service demand for health and care agencies and mitigates pressure.

6.4 Make changes without consultation.

This is not recommended as it could expose the Council to legal challenge whilst at the same time weakening consideration of the changes proposed. The views of the persons affected are important to properly inform and support a transparent decision making process.

6.5 Consult on more or different proposals.

Recommended. The Council is entitled to consult on its proposed options, but other suggestions made during the consultation process will be considered and responded to, so as not to limit the scope of possible ways forward.

7. Implications

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

8. Background Papers

8.1 27.11.2012 Proposal for the local administration of the Social Fund in Derbyshire – Cabinet – Item 354/12

8.2 27.05.2014 Derbyshire Discretionary Fund (DDF) Budget - Cabinet

8.3 Household Support Fund Leader of Council Decision

[Decision - Household Support Fund Grant Extension - 1 April 2023 to 31 March 2024 - Derbyshire County Council](#)

9. Appendices

9.1 Appendix 1 - Implications

9.2 Appendix 2 - Background Information and Analysis

9.3 Appendix 3 - Supporting information in relation consultation options

10. Recommendation(s)

10.1 It is recommended that Cabinet:

- a. Notes the current demand on the Derbyshire Discretionary Fund (DDF) and the need to re-shape DDF policy to ensure that the fund can operate within agreed budget parameters

- b. Approves consultation with residents and wider stakeholders to explore the four proposals outlined in section 4.19 that will inform future policy changes.
- c. Notes that a further report, including an Equality Impact Analysis, will be submitted to Cabinet following the conclusion of the consultation process.

11. Reasons for Recommendation(s)

11.1 The reasons for the recommendation

- a. The report detailing current demand gives context for the need to consider future policy in this area. The work to re-shape the policy is led by the need to operate within agreed budget parameters.
- b. Proposals to make significant changes in policy require consultation with the public and those directly affected to ensure their views are considered. Consultation for 8 weeks is proposed to ensure the Council complies with its legal obligations.
- c. A further report following the conclusion of the consultation is recommended to ensure that Cabinet is fully informed of the outcome of the consultation and Equality Impact Analysis when it makes the decision on the future shape of policy.

12 Is it necessary to waive the call in period?

No

Report Lois Race
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Implications**Financial**

1.1 The base budget for the DDF grant fund is £1.315m.

The staffing budget of the DDF assessment team is £0.564m and the staffing costs of associated posts at Call Derbyshire are £0.218m.

In the past two years significant amounts of the Household Support Fund grant to the Council have supported demand, while Contain Outbreak Management Funds (COMF) have supported associated staffing costs in order to maximise the HSF and Council funds directly supporting residents.

1.2 SAP records show the gross expenditure through the DDF Grant cost centre over the past three years to be as follows:

Table 3 – SAP gross expenditure

2021-22	£2.539m
2022-23	£4.174m
2023-24 (to 23.11.23)	£2.776m

1.3 However, a significant amount of this expenditure is transacted by DDF on behalf of other aspects of the Council (eg Support to the Ukrainian resettlement programme; flooding hardship; and Children's Services support within the Household Support Fund) and is recharged to those departmental cost centres.

1.4 Local financial management records show financial spend across DDF specific activity as follows:

Table 4 – Expenditure on DDF specific activity

2021-22	£2.374m
2022-23	£3.188m
2023-24 (to 30.10.23)	£1.779m

1.5 Staffing costs for this period have been as follows:

Table 5 – Staffing costs

2021-22	£0.601m
2022-23	£0.774m
2023-24 (to 30.10.23)	£0.602m

1.6 Contain Outbreak Management Funds of £0.223m have been identified to continue to cover the additional staffing costs for DDF for the period

April – September 2024 when the COMF funding ends.

- 1.7 If the Household Support Grant is not extended by the Government for 2024-25 there will be a shortfall of budget compared to modelled demands (see para 4.14 of the main report). This will be made up of a shortfall on the grant pot for the year 2024-25 of an estimated £0.446m and a shortfall on staffing budget of an estimated £0.223m

The expected shortfall for 2024-25 to deliver base policy but without HSF funding is therefore £0.67m and this has been requested to be funded from a Council Revenue Pressure Bid.

- 1.8 If HSF funding is made available by the Government for 2024-25, depending on the scheme guidance issued by the Department for Work and Pensions, the Council will have the option to utilise some of this to support delivery of DDF.

Legal

- 2.1 The Welfare Reform Act 2012 abolished the discretionary element of the Department for Work and Pensions Social Fund in April 2013. This funding was instead transferred to local authorities to deliver welfare provision tailored to local needs. The funding was not ring-fenced and local authorities are able to determine how funding should be used to meet the needs in their areas. The Government's expectation is that funding is intended to offer flexible help to those in genuine need.
- 2.2 Since 2021 the Government has made further local welfare assistance funding available to councils in the form of the Household Support Grant, and the DDF has been instrumental in the Council's response to delivering that support to local residents.
- 2.3 The Localism Act of 2011 created the power of general competence. This gives councils the power to do anything an individual can do provided it is not prohibited by other legislation. The proposed payments fulfil a discretionary and not a statutory duty.
- 2.4 The DDF was implemented by Derbyshire County Council in 2013 and has been available to Derbyshire residents since that date. Given the demand, the types of needs being addressed, the fund's role in mitigating demand for other services, and the limited alternative provision in Derbyshire, proper consultation is required of residents and stakeholders. Consultation must be undertaken at a time when proposals are at a formative stage.

- 2.5 An Equality Impact Analysis is required to consider the implications of any changes being proposed. People from different ethnicities, disabled people, younger people and women are most likely to be impacted to changes to local welfare provision which can increase poverty and financial precarity of these groups.

Human Resources

- 3.1 None directly arising.

Information Technology

- 4.1 None directly arising.

Equalities Impact

- 5.1 The proposals in this report affect people who are currently accessing support from the DDF or could do so in the future. These include people who are in protected groups under Equality legislation.

Any changes to the DDF will have a disproportionate effect on the groups who use the DDF most: working age people and their families in poor and disadvantaged communities are likely to be affected, with a disproportionate effect on 18-34 year olds, children in single parent families, women, people with a disability or health condition and people from some black and minority ethnic groups.

- 5.2 The Council has a duty to recognise and mitigate the impact of any changes it proposes upon people in protected groups. The Council must also take account of the challenges people may face in participating in the consultation. If this report is approved, a range of approaches will be adopted during the consultation to seek as wide a range of engagement as possible.
- 5.3 A full Equality Impact Analysis will be undertaken, and this will be reported to Cabinet upon completion of the consultation on the proposals in this report, should a consultation exercise be approved by Cabinet.

Corporate objectives and priorities for change

- 6.1 In the refreshed Council Plan (2023-2025) in relation to 'Resilient, healthy and safe communities' the Council sets out intentions to "provide support to people and communities in need, including financial

help from our Discretionary Fund.....” and performance in relation to this is reported quarterly in the Council Plan monitoring.

- 6.2 The Values of the Council, as set out in the Council Plan include that the Council will “listen to, engage, and involve local people in ensuring we are responsive and take account of the things that matter to them most”
- 6.3 The Council also commits to work together with partners and local communities to tackle complex problems, to be an enterprising council delivering value for money and enabling local people and places to thrive, and to spend money wisely making best use of the resources that it has.

Other - Health

- 6.4 Consideration should be given to the role of the DDF in reducing the impact of health inequalities for disadvantaged individuals, particularly in relation to food poverty and housing. Cost of Living pressures are resulting in more people becoming financial precarious or becoming destitute. These people are more likely to experience mental health issues, communicable diseases, hunger and under-nutrition and respiratory illness. Children and disabled people are particularly at risk of the impacts of poverty.

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DERBYSHIRE COUNTY COUNCIL

CABINET

27th November 2012

Report of the Strategic Director Adult Care

**Proposal for the local administration of the Social Fund in Derbyshire –
to be known as the Derbyshire Discretionary Fund**

1. Purpose of the Report

To seek agreement on a proposal for Adult Care, on behalf of the Council, to deliver local welfare provision for Derbyshire citizens through a Derbyshire Discretionary Fund (DDF), following the abolition of part of the national Social Fund from 1st April 2013 and the transfer of responsibilities to the County Council under provisions of the Welfare Reform Act 2012.

To seek approval to waive Standing Orders to allow the County Council to enter into a contract with the Family Fund Trust (FFT) to facilitate qualifying citizens to purchase certain goods following an emergency or disaster, such as a fire or flood in the home, through the FFT pre-paid goods procurement/fulfilment service.

2. Information and Analysis

As part of the coalition Government's welfare system reforms as set out in the provisions of the Welfare Reform Act 2012 (see Appendix One), the County Council is required to make provision to replace the Community Care Grant and Crisis Loan schemes, which form part of the current Department of Work and Pensions (DWP) administered discretionary Social Fund with a scheme for local welfare provision.

Community Care Grants are non-repayable grants awarded for a range of items including household equipment. They support vulnerable people to return to, or remain in the community, or to ease exceptional pressure on families. Eligibility is currently dependent on individuals being in receipt of a means tested benefit. The profile data of Community Care Grant awards in Derbyshire available for 2010/11 and the first half of 2011/12 indicate that:

- 69% of awards were made to applicants who did not have children under 16, of the remaining 31%, the majority (22%) were to families with children under age 5
- 20 - 25% of awards were made to couples
- 46 - 49% of awards were made to single men
- 29 - 31% of awards were made to single women
- 95% of the awards made were to people under age 65 years

Crisis Loans are interest free loans available to anyone (whether or not they are in receipt of a benefit) who cannot meet their immediate short term needs in an emergency (e.g. leaving care, emergency travelling expenses, lost or stolen money, reconnection of fuel supply, imposed Jobseekers Allowance disallowance), or as a consequence of a disaster (e.g. fire, flood). The profile data of Crisis Loan awards in Derbyshire available for 2010/11 and the first half of 2011/12 indicate that:

- 72-86% of awards were made to applicants who did not have children under 16, of the remaining group the largest section is those who had children under 5
- 13-15% of awards were made to couples
- 99% of awards made were to people under age 65 years

The common view amongst 1st tier local authorities taking on the responsibility for local welfare provision (based on attendance at a recent DWP run workshop on the changes to local welfare provision, which involved Cambridgeshire CC, Derby City, Leicester City, Leicestershire CC,

Lincolnshire CC, Norfolk CC, Northamptonshire CC, Nottingham City, Rutland CC, and Suffolk CC) is that a scheme based on loans would be difficult to implement and would not be cost effective in the local government context. The costs of debt recovery would very likely outweigh the gains in the context of seeking to recover loans from a client group that is obviously struggling to meet everyday living expenses. It is therefore proposed to make grants only, with the majority of awards being made through payments in kind and limited provision of cash payments in emergencies.

Social Fund payments associated with maternity, funeral expenses, and cold weather payments, will be retained by the Department for Work and Pensions, as will payments needed to support alignment issues between different types of benefit payments.

The Government expects the localised funding to be concentrated on those citizens facing greatest difficulty in managing their income and to enable a more flexible response to unavoidable need, perhaps through a mix of cash or goods and aligning with the wider range of local support that the County Council and other agencies already offer.

The Derbyshire settlement is as follows:

2012/13	Set up funding	£15,310
2013/14	Programme funding	£1,531,041
	Administrative funding	£323,520
2014/15	Programme funding	£1,531,041
	Administrative funding	£296,541

Given the tight timescale for the set up and delivery of local welfare provision/ the Derbyshire Discretionary Fund and the uncertainties over future demand, the current approach of the DWP will be applied wherever practicable and appropriate; for example, adapting the established Social Fund 'direction and

guidance' to Derbyshire in the initial period. It will allow the Council to gauge the adequacy of the funding relative to presenting needs. The intention is, however, that the Derbyshire system to administer the Fund will be reviewed over the next two years, as better local data is collected and analysed on the nature and level of applications. This timeframe corresponds with the DWP intention to review local welfare provision in 2014/15.

It is proposed to establish a stand-alone Derbyshire Discretionary Fund Team (DDF) within the existing Welfare Benefits Information and Advice Section structure, as part of the Prevention Group in Adult Care. Operational management responsibility for the DDF Team would fall to the Service Manager - Income Maximisation.

It is proposed the DDF will primarily be accessed by citizens through Call Derbyshire but the mechanistic details of this are yet to be confirmed. Call Derbyshire Customer Care Assistants would take initial information for applications for DDF support. It is proposed that the DDF funding be split into two parts, namely Emergency Cash Payments (as opposed to Crisis Loans) and Exceptional Pressure Grants (as opposed to Community Care Grants). Both of these would be non-repayable.

Customer Care Assistants will electronically send the collated information onto the specialist DDF Team for assessment. The Derbyshire scheme will be designed to minimise the number of cash payments awarded and maximise the number of Exceptional Pressure Grants (EPG). EPG's will be paid out in the form of a pre-loaded payment card against which specified items can be redeemed up to the value on the card. How this works is explained in more detail later in the report.

The latest DWP data from April 2011 to September 2011 for Derbyshire, suggests that there will be approximately 400 applications for support per

week. Over this period there were 2,450 Community Care Grant applications, which resulted in a spend of £569,000, and 9,560 Crisis Loan applications, resulting in a spend of £501,000. However, the Derbyshire scheme will be designed to minimise the number of cash payments that will be awarded, and maximise the use of grant payments, administered via the payment card.

In order to be able to process this level of demand, the following new staffing structure is proposed.

Derbyshire Discretionary Fund Team Structure

1 x Team Manager @ Grade 11	£41,327
1 x Welfare Benefits Information and Advice/Business Services Officer (dual role) @ Grade 9	£31,938
5 x Finance Assistants @ Grade 7 (to process and assess DDF applications)	£124,610
1 x 0.5 Business Services Assistant @ Grade 4	£9,205
Plus:	
5 x Call Derbyshire Customer Care Assistants @ Grade 6	£110,825
Total	£317,905

All figures stated above are at grade maximum (including on costs) and include an element of travel expenses where appropriate to ensure costs are met going forward.

These staffing costs will be funded from the DWP allocated administration/new burdens funding.

It is proposed that the processing of Exceptional Pressure Grants will be via the Family Fund Trust (FFT) (see Appendix 2). The Family Fund Trust provide a unique service whereby via their web-based procurement system,

successful applications would be sent from the DDF Team to the FFT, who would issue a pre-loaded payment card which is redeemable for specified items. For example, a successful EPG applicant who requires a washing machine receives a payment card for, say, Curry's (the electrical retail store). The card is sent directly to a client from the Family Fund Trust and the client has to activate the card using a Personal Identification Number. They go and select a washing machine up to the value held on the card, which may include installation, and present the card to purchase the washing machine in store.

The Family Fund Trust package to enable this process has a one off cost of £4,750 (excluding VAT) and an annual support cost of £1,000 (excluding VAT) to the FFT. The FFT estimates that on a grant spend of around £500,000 DCC will receive a discount on all contract orders, saving an estimated £22,000 a year.

It is proposed that the processing of Emergency Cash Payments (ECPs) will be via the Post Office's 'Payout' scheme or the national PayPoint scheme via local shops, whereby citizens using a secure Personal Identification Number can access cash over the counter during business hours. This will alleviate the need for the County Council to handle cash payments with the inherent set-up costs and risks to staff. The most cost effective solution will be sought for this element of the service, and a recommendation will subsequently be made to Cabinet. This will be the subject of a further report to Cabinet. It is anticipated that the cost of the service will be in the region of £1,250 per annum (plus transaction costs).

The £15,310 set up funding available in the current financial year will be used for:

- Furniture
- Equipment – including ICT
- Staff training

The proposals set out above, it is anticipated, will be able to deliver the DDF. Work needs to commence immediately to start to put the system in place. This includes recruiting staff, identifying accommodation, obtaining equipment, setting up budgetary monitoring and tracking processes and the associated Information Technology, then undertaking end to end stress testing, to give confidence in the Team being able to effectively administer the DDF [at a rate of approximately 400 applications per week] from day one. It is worth noting that this level of demand could increase over the next few years due to the challenging national economic climate.

In recognition of the significant financial risks and uncertainties which arise for the Council and vulnerable individuals and families in Derbyshire it is proposed that an inter-departmental advisory group is established involving Adult Care, Children and Younger Adults and Finance colleagues, to provide strategic oversight, monitoring and review of all aspects of the Derbyshire Discretionary Fund.

3. Financial Considerations

The funding and costs of the Derbyshire Discretionary Fund as set out in this report will be met from the 'new burdens' monies being allocated to the County Council from central Government via the DWP (as set out in page 3 of this report). The intention is that the implementation of local welfare provision in Derbyshire will be cost neutral to the County Council.

4. Legal Considerations

The Local Government Act 1972 permits the waiving of Standing Orders Relating to Contracts where good reasons exist.

Research has shown that, insofar as can be established, the Family Fund Trust is the only organisation currently providing a pre-paid goods fulfilment service suitable for local welfare provision application. The Director of Legal Services has advised that in the circumstances it is reasonable and

appropriate to waive Standing Orders in Relation to Contracts and the proposal is therefore to offer the Family Fund Trust a two year contract, initially worth £6,750 over two years to deploy their service as part of the DDF.

5. Equality of Opportunity

An Equality Impact Analysis will be undertaken for the DDF initiative and will inform the development of the service going forward.

6. Other considerations

In preparing this report the relevance of the following factors has been considered: prevention of crime and disorder, human rights, human resources, environmental, health, property, and transport considerations.

7. Key Decision

Yes

8. Is it required that call-in be waived in respect of the decisions proposed in the report?

No

9. Background Papers

Settlement Letter – Abolition of the discretionary Social Fund and transfer of funding for a new provision – DWP, 6th August 2012.

10. OFFICER'S RECOMMENDATION'S

- That Cabinet approves the proposals set out in this report to deliver local welfare provision for Derbyshire citizens through a Derbyshire Discretionary Fund from 1st April 2013.
- That Cabinet approves the waiving of Standing Orders to enable the purchase of the Family Fund Trust's pre-paid goods procurement/fulfilment service.

- That Cabinet approves the establishment of an inter-departmental advisory group to provide strategic oversight, monitoring, and review of the Derbyshire Discretionary Fund.

-

Bill Robertson – Strategic Director Adult Care

County Hall

Matlock

Welfare Reform Act 2012 - Summary

The Welfare Reform Act 2012 contains provisions:

- to replace a number of benefits currently paid to working age claimants with a “Universal Credit”;
- to replace Disability Living Allowance with a new Personal Independence Payment;
- to replace the national framework of the Social Fund by allocating funds to Local Authorities (unitary and upper tier level) to create discretionary localised systems;
- to replace Council Tax Benefit with localised schemes at the district council level.

1. Universal Credit

Universal Credit will replace Income Support; Income based Jobseeker’s Allowance (JSA); Income based Employment and Support Allowance (ESA); Housing Benefit; Child Tax Credit and Working Tax Credit. These are all means tested benefits available to working age claimants. Each is payable to a different group of claimants as they have specific criteria associated with jobseeking; being unable to work through illness, or working in low waged employment. Currently Housing Benefit could be paid in addition to each of the others as it is specifically paid to assist with rent, but is equally means tested taking into account the wider financial circumstances of the household.

Benefits for working age claimants that will remain include Carer’s Allowance; Contributory Jobseeker’s Allowance (JSA); Contributory Employment and Support Allowance (ESA); Statutory Sick/Maternity/Adoption/Paternity Pay; Child Benefit; and Bereavement Benefits and Payments (although a separate consultation has just begun on these).

It is estimated by the Department for Work and Pensions (DWP) in the DWP Universal Credit Impact Assessment that 7.9M households nationally will be affected by the change in the benefits system over the implementation period commencing October 2013 and ending October 2017.

The Government’s stated policy objective for this change is:

“.....to create one single income-replacement benefit for working age adults which unifies the current system of means-tested out of work benefits, Tax Credits and support for housing. It will improve work incentives by allowing individuals to keep more of their income as they move into work, and by introducing a smoother and more transparent reduction of benefits when they increase their earnings. It will reduce the number of benefits and the number

of agencies that people have to interact with and smooth the transition into work. This will make it easier for customers to understand their entitlements and easier to administer the system, thus leaving less scope for fraud and error. The effects of the policy will be to reduce the number of workless households by always ensuring that work pays”

(Universal Credit - DWP Universal Credit Impact Assessment Feb 2011)

Payment of Universal Credit will be administered by the DWP using an on-line system with alternative access kept to a minimum, and an on-line system for reporting of changes of circumstances. Payments will be made *monthly* directly into bank accounts. The plan is for Her Majesty’s Revenue and Customs (HMRC) to have a new IT system for ‘real time’ PAYE information from claimants who are working to be fed in, to allow benefit payments to be auto-adjusted. This is not yet built and there are widespread concerns about timescales.

‘Housing support’, replacing Housing Benefit, will be part of the centralised Universal Credit system although amounts will be variable as the rent limits become more localised. Housing Support will be reduced for working age tenants in Social Housing who have extra bedrooms beyond that which are they regarded as needing. The DWP impact assessment identifies that nationally 32% of working age tenants in the social rented sector will be affected by this measure. This rises to 37% when the focus is placed solely on the East Midlands area. Additional discretionary support will be available from local district councils from a nationally allocated resource. Examples being given include disabled people who have accommodation adapted to their needs, and foster carers between placements.

The ‘switch-over’ point between working age benefits and Pension Credit will be defined by the age of the *youngest* partner in a couple as opposed to the oldest as now. The age for accessing Pension Credit is already rising annually in line with increasing State Retirement Age. This will also mean that the (lower) capital limit of working age benefits will apply to a couple until both reach retirement age.

Child Tax Credit and Working Tax Credit, currently paid to families and lower paid workers, do not have capital rules based on an absolute cut off point. Universal Credit will adopt the capital rules approach of most other means-tested benefits and apply an absolute cut off, excluding from benefits those with capital of over £16,000.

2. Personal Independence Payment

Disability Living Allowance (DLA) is to be replaced with a new benefit called Personal Independence Payment from June 2013.

DLA is a non mean tested non taxable benefit that is awarded according to a person's care needs (care component) and/or mobility difficulties (mobility component). There are currently three levels of care component and two levels of mobility component.

The Personal Independence Payment (PIP) is to be maintained as non means tested and non taxable. The assessment of care and mobility needs is to shift to one undertaken by an independent health professional (ie not the claimant's GP or specialist) and to focus around new criteria. The new PIP structure has two levels of care component and two levels of mobility component. The lower level of DLA care need is a major area not addressed by the draft regulations for the PIP assessment.

All existing claimants of DLA will be re-assessed under this new framework between autumn 2013 and 2016. As set out in the June Budget of 2010 and subsequently in the DWP Personal Independence Payment Impact Assessment, the government intention is to reduce the 'caseload' (ie number of claimants), and the overall cost of DLA by 20% through the introduction of PIP.

DWP claimant data for August 2011 indicates that there are between 25,000 and 27,000 claimants of DLA of working age in Derbyshire, all of whom will be subject to re-assessment.

3. Social Fund – Community Care Grants and Crisis Loans

The Social Fund is a system of grants and loans paid to individuals – usually with criteria about receiving means-tested benefits

The national framework for some parts of the Social Fund is to be replaced with local provision administered by upper tier and unitary authorities – these being Community Care Grants, and Crisis Loans for living expenses and items following a disaster. Other aspects of the 'discretionary social fund' are to be rolled into the Universal Credit as Short Term Advances, and Budgetary Advances.

Social Fund payments associated with maternity, funeral expenses, and cold weather payments will be retained by the DWP.

4. Localised system for Council Tax Benefit

Council Tax Benefit (CTB) is a means tested benefit available to people on low income to assist them to pay for their Council Tax Bill. It is not specific to working age or pensioner groups. It is administered locally by district and borough councils according to regulations set by parliament and guidance issued by the DWP.

The Welfare Reform Act abolished Council Tax Benefit which will be replaced by localised systems devolved to district and borough councils from April 2013 with each council being responsible for designing its own criteria for who receives assistance with their Council Tax bills and to what extent. Within that design three policy aims have been set out by the government:

- Protection of work incentives

- Protection of pensioners from any reduction in support

- Reduction of 10% in the overall budget for CTB.

The responsibility for overseeing this new system is being passed from DWP to the Department for Communities and Local Government.

The Family Fund

The Family Fund is a registered charity covering the whole of the UK and mainly funded by the national governments of England, Northern Ireland, Scotland and Wales.

It was formed in 1973 by the UK Government to give practical help to families with severely disabled children under the age of 16. For over 20 years the Family Fund operated under the wing of the Joseph Rowntree Foundation but in 1996 became an independent charity.

Today it is the largest independent grant-giving organisation helping families across the UK who are raising a disabled child or young person with additional complex needs or children and young people with a serious illness.

They support families by providing grants that relate to the need of their disabled child or young person. In 2011-12, the Fund distributed over £33 million to over 59,000 families.

DERBYSHIRE COUNTY COUNCIL

CABINET

2 JUNE 2014

REPORT OF THE STRATEGIC DIRECTOR – ADULT CARE

DERBYSHIRE DISCRETIONARY FUND (DDF) BUDGET

ADULT SOCIAL CARE

1. Purpose of the Report

To seek approval to for the setting up of a revenue reserve from the remaining balance of the 2013/14 Derbyshire Discretionary Fund budget, to support and strengthen the continued operation of the Fund during 2014/15 and to assist the Council manage the budget for 2015/16, when as recently announced the Coalition Government funding for this important welfare scheme will cease.

2. Information and Analysis

Since 1948 and until The Welfare Reform Act 2012 ended the Social Fund and transferred responsibility for “local welfare assistance” with reduced funding to upper tier councils, responsibility for the provision of one off payments for people facing exceptional pressures was the responsibility of central Government. The County Council became responsible for this function from April 2013 and established the Derbyshire Discretionary Fund (DDF).

The Department for Work and Pensions confirmed the funding and details for the transfer of the function on 6th August 2012. As a result the DDF had to be set up with very limited time for planning and publicity of this significant change to the long-established arrangements for essential welfare support. The scheme approved by Cabinet in November 2012 aimed to replicate the scope of the Community Care Grant and Crisis Loan schemes, which were part of the Department of Work and Pensions (DWP) administered discretionary Social Fund.

In common with other upper tier councils, it was decided that a scheme involving loans would be difficult to implement and would not be cost effective in the local government context. The costs of debt recovery were considered to be very likely to outweigh the gains in the context of seeking to recover loans from local people obviously struggling to meet everyday living expenses.

It was therefore proposed to make grants only, with the majority of awards being made through payments in kind and limited provision of cash payments in emergencies.

The DDF that has operated from April 2013 is administered for the Council by the Adult Care department. It provides limited Emergency Cash Payments of up to £43 for the applicant, plus £10 per qualifying family member, to help people at times of crisis and where there is no alternative source of help. These payments can only be used to pay for food, heating, or emergency travel, (e.g. leaving care, emergency travelling expenses, lost or stolen money, reconnection of fuel supply, imposed Jobseekers Allowance disallowance). The DDF also provides Exceptional Pressure Grants where people are under exceptional pressure, to allow them to buy essential household equipment. They also support vulnerable people to return to or remain in the community, or to ease exceptional pressure on families (where they have no other means to do so themselves), to help secure a permanent tenancy, and assist people leaving institutional care.

The DDF is the ultimate safety for Derbyshire's poorest citizens and an important contribution to the Council's priority to tackle poverty affecting Derbyshire communities. Many families are struggling to cope with changes to the welfare system and the cost of living crisis. The DDF is the 'back-stop' for some of the most vulnerable people in Derbyshire, providing essential practical help when no other source of assistance is available.

The cost of the DDF is currently met by a Government grant of £1.53 million for both 2013/14 and 2014/15. This figure was the Derbyshire proportion of the amount distributed to upper tier councils and determined by the Department for Work and Pensions based on 2010/11 and 2011/12 expenditure. It is worth noting that this was a reduction of 34% on the DWP expenditure for 2011/12. In addition each council received a grant for administration costs. The DWP determined this simply as a pro-rata amount of the grant fund and for Derbyshire this was circa £324,000.

Prior to the transfer of responsibility for local welfare provision in April 2013, there was no central government guidance about the way local schemes should operate. The DDF was therefore developed working with other upper tier councils, Derbyshire district and borough councils, local advice agencies and community groups. The DDF has been widely promoted and the basic information leaflet produced by the Council was widely distributed throughout Derbyshire is **Appendix 1**.

The administration of the DDF is through a team of Customer Care Assistants (6 FTE) at Call Derbyshire, who deal with calls through a dedicated DDF phone number, or via an on-line application form. The CCA's collect initial

information from applicants and then pass this onto the DDF Team for processing and decision making. The DDF Team is a sub-team of the Welfare Rights Service and comprises a Team Manager, Assistant Finance Officer, Finance Assistants (5.8 FTE), and a Business Services Assistant.

Since 1st April 2013 to 28th March 2014, a total of 30,435 calls have been made to the DDF, averaging at 590 calls per week. The average number of calls for the first six months of the DDF was 546 calls per week and for the second six months of the year it was 625 calls per week. This indicates that need for the assistance provided by the DDF has increased steadily since it was set up.

13,744 applications for assistance have been made; 11,080 applications for and Emergency Cash Payment and 3,191 for an Exceptional Pressure Grant. (N.B. Figures include dual applications.) This is similar to the number of claims processed by the DWP in 2011/12 prior to the transfer of responsibility for local welfare provision to the Council.

The modelling done prior to implementation anticipated on average 376 applications per week – the demand on the DDF has matched or exceeded this number every week for the last three months of 2013/14, following a steady building of demand over the previous months. What was not known in any detail prior to implementation, was the volume of calls that would give rise to this number of applications (many applicants make more than one call), and the amount of staff time needed to respond fairly and consistently to applicants, with many facing complex difficulties.

As stated earlier, Emergency Cash Payments are paid to help with food, heating or emergency travel and Exceptional Pressure Grants cover a wider set of needs. The table set out in **Appendix 2** shows the type of help given through Exceptional Pressure Grants.

The DDF has assisted a significant number of local people. The age profile of applicants is shown at **Appendix 3**. The evidence from the past year shows that 98.6% of applicants seeking DDF assistance are aged between 18 and 64 years. 72% of applicants do not have children noted in their applications.

Monitoring of DDF application decisions made during the first six months of the Fund confirms that the ratio of awards made to applications received is very similar to the DWP Social Fund scheme. Details are shown at **Appendix 4**. This is provisional data and it is likely that the final figure will confirm that the DDF has awarded assistance at a higher rate than the DWP scheme it replaced.

Whilst the aim of the DDF has been to provide support on an equivalent basis to the old DWP scheme, during this first year and following a review completed in November, the assistance available through the DDF was increased and the scope extended to households that would have been ineligible under DWP Social Fund criteria but who none-the-less face challenging financial circumstances. The adjustments made to the DDF were as follows:

1. Increase the Exceptional Pressure Grant capital limit from £500 to £1000.
2. Increase the maximum number of Emergency Cash Payments that can be awarded in a twelve month period from 2 to 3. On occasion the DDF team have already used discretion to allow this, usually when there is another professional/support worker involved and trying to resolve the underlying financial situation for the client. Another reason to allow a third payment is as a result of the recently introduced 'mandatory reconsideration' rules, brought in as part of the Welfare Reform programme. These are anticipated to cause an increase in demand for Emergency Cash Payments – particularly from those who have been refused Employment and Support Allowance.
3. Enable those on the contributory benefits of Jobseekers Allowance and Employment and Support Allowance, where the amount they receive is the same as those on the income based (means tested) versions to access the Exceptional Pressure Grants.
4. Extend the Qualifying Benefits for Exceptional Pressure Grant to include Savings Pension Credit, in addition to Guarantee Pension Credit. This would create a situation where people over pension age could have up to an additional £15 of income and still qualify for funding.

These changes were made in the light of the level of expenditure committed during the first six months and were consistent with the balance of the approved budget available to support the increase to the level of assistance and the extension of the scope of the scheme. The performance of the scheme will continue to be closely monitored to ensure it delivers the assistance local people need and the budget is properly managed.

Expenditure per month is now at the level equivalent to an annual expenditure of just over £1m and is forecast to continue to increase. The current forecast is that as central Government continues to restrict welfare assistance and DWP tightens decision making for individual claimants, the number of people needing Emergency Cash Payments and Exceptional Pressure Grants will increase.

Despite this fact the Government has announced that the grant funding provided to the Council to support the transfer of responsibility for local

welfare provision will cease after 2014/15. The Council has resolved to work with other councils and community groups and to lobby Derbyshire MP's as part of a campaign to seek to reverse this decision.

It is therefore proposed that a reserve should be created of £790,164 which will support the continuation of the scheme during 2014/15. This reserve will also contribute to contingency funding for 2015/16 in the event that the Government refuses to change the decision to withdraw funding for local welfare provision that supports those Derbyshire people and communities most vulnerable to the cost of living crisis and the impact of cuts to welfare benefits.

3. Financial Considerations

The total budget (including the administration element) was £1,854,561. Of this, £129,385 was transferred to Call Derbyshire to fund the Customer Care Assistants, leaving a balance of £1,725,176. The outturn expenditure for 2013/14 was £935,012 leaving a balance of £790,164.

4. Other Considerations

In preparing this report the relevance of the following factors has been considered: financial, legal, prevention of crime and disorder, equality of opportunity; and environmental, health, human resources, property and transport considerations.

5. Key Decision

No

6. Call-in

Is it required that call-in be waived for any decision on this report? No.

7. Background Papers

Derbyshire County Council Cabinet, 27th November 2012: Report of the Strategic Director Adult Care: Proposal for the local administration of the Social Fund in Derbyshire – to be known as the Derbyshire Discretionary Fund.

7. OFFICER'S RECOMMENDATION/S

That Cabinet approves the establishment of a revenue reserve from the remaining balance of the 2013/14 Derbyshire Discretionary Fund budget as referred to in this report, to support and strengthen the continued operation of the Fund during 2014/15 and to assist the Council manage the budget for 2015/16, when it is expected that Coalition Government funding for this important welfare scheme will cease.

Mary McElvaney
Acting Strategic Director – Adult Care
County Hall
MATLOCK



Derbyshire County Council



Derbyshire Discretionary Fund



What you need to know



With effect from December 2013

Derbyshire County Council has a fund to help people in emergency or crisis situations, or who need help to continue to live independent lives or cope with exceptional pressure and they have no money of their own to help the situation.

This kind of support was previously available from the Department for Work and Pensions as Crisis Loans and Community Care Grants.

The Derbyshire Discretionary Fund aims to assist applicants to resolve their immediate difficulty, but also to put them in touch with other appropriate support/services, so that crises or difficulties are less likely to happen again.

What are the payments?

There are two types of payment potentially available from the Derbyshire Discretionary Fund, called:

- Exceptional Pressure Grant
- Emergency Cash Payment

Exceptional Pressure Grant

An Exceptional Pressure Grant can help people who are on one of the following means-tested benefits:

- Income Support
- Income-related Employment and Support Allowance
- Income-based Jobseeker's Allowance
- Guarantee or Savings Pension Credit
- Contributory Employment and Support Allowance or Contributory Jobseeker's Allowance where household income is the same as income based benefit level

An Exceptional Pressure Grant can help people who have particular difficulties because they need help to:

- Return to living in the community after a time in care
- Remain living at home or in the community rather than going into care
- Ease the exceptional pressure that they and their family are facing
- Settle in the community as part of a re-settlement programme
- Meet certain travelling expenses.



If an Exceptional Pressure Grant is awarded, it will usually be paid to the applicant in the form of a pre-loaded payment card, which can be taken to a specified shop to purchase the item/s that the grant has been awarded for.

Emergency Cash Payment

An Emergency Cash Payment can help people when they are not able to meet an urgent need for food, heating or emergency travel that means there is clear, immediate and serious risk to the health and safety of the person or their family. This could be because of a disaster or crisis.

If an Emergency Cash Payment is awarded, it will be paid to the applicant via a voucher, which they will need to take to a Post Office with proof of ID.

How are applications made?

All applications are made via the telephone to the Derbyshire Discretionary Fund team. Their phone number is 01629 533399 and they can be contacted Monday – Friday 10am – 4pm.

The team will take some personal information during this phone call and then a financial assessor will phone the applicant back to discuss their application in more detail.

What information will the assessor need?

- What DDF payment is being applied for?
- If the application is for an Emergency Cash Payment for food, heating, or emergency travel – how a person/family is in crisis and what will happen if help is not quickly made available.
- If the application is for an Exceptional Pressure Grant, which of the particular difficulties listed previously applies to the situation.
- For both types of payments the assessor will ask about what money and/or savings might be available.



Other things to bear in mind

- The Derbyshire Discretionary Fund can only make a payment to someone who is over 16, and who is resident in Derbyshire.
- We cannot accept a second application for an Exceptional Pressure Grant for the same item within a 12 month period – whether or not the first application was successful.
- We cannot make more than three awards for Emergency Cash Payments to the same person within a 12 month period.
- We have a limited amount of money and all applications will be assessed on the basis of need, urgency and risk.
- We will seek to share information with applicants about other forms of help and support that are available, which could improve their situation still further.

Derbyshire Discretionary Fund

Application Line

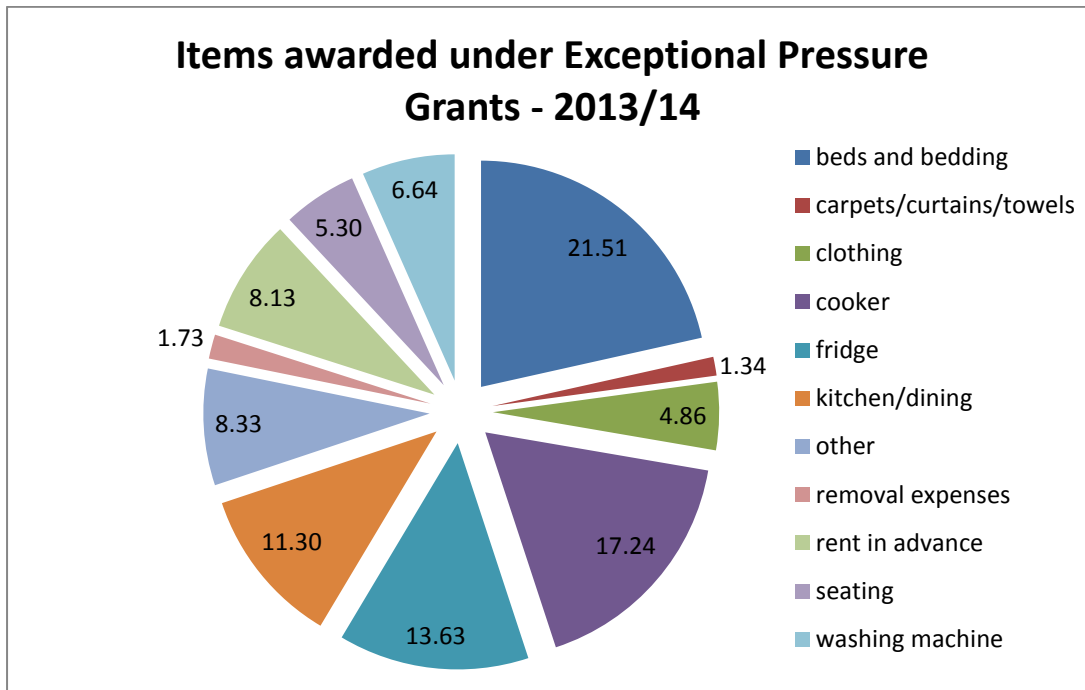
01629 533399

Monday – Friday 10am – 4pm

Written and produced by
Derbyshire County Council,
County Hall,
Matlock,
Derbyshire,
DE4 3AG
December 2013



APPENDIX 2



APPENDIX 3 - DDF Applicant Age Profile

Age profile and family profile, of ECP applicants:

Age of applicant/number of children	0	1	2	3	4	5	6	7	8	Total	as %
Under 18	86	10								96	0.85
18 to 24	2306	402	166	36	10	1				2921	25.91
25 to 34	2315	447	413	179	66	13	8	1		3442	30.54
35 to 44	1530	291	288	149	57	13	1	1	2	2332	20.69
45 to 54	1364	267	108	39	7	2		1		1788	15.86
55 to 64	556	50	23	4						633	5.62
65 to 69	31	2								33	0.29
70 to 79	14									14	0.12
80 to 89	6	1								7	0.06
No age known	2	2	2							6	0.05
Total	8210	1472	1000	407	140	29	9	3	2	11272	
as %	72.84	13.06	8.87	3.61	1.24	0.26	0.08	0.03	0.02		

Age profile and family profile, of EPG applicants:

age of applicant/number of children	0	1	2	3	4	5	6	7	Total	as %
Under 18	9	8							17	0.57
18 to 24	420	190	69	13	2	1			695	23.38

25 to 34	405	161	148	76	27	11	5	4	837	28.16
35 to 44	324	105	98	56	26	2	4		615	20.69
45 to 54	347	89	48	12	2	2	1		501	16.86
55 to 64	182	23	8						213	7.17
65 to 69	51	2							53	1.78
70 to 79	32	1							33	1.11
80 to 89	4	1							5	0.17
No age known	1	1	1						3	0.10
Total	1775	581	372	157	57	16	10	4	2972	
as %	59.72	19.55	12.52	5.28	1.92	0.54	0.34	0.13		

APPENDIX 4

Emergency Cash Payment – Award Rate

Award rate on ECP decisions over 2013/14 is as follows:

	Total	Not awarded	%	Awarded	%
Apr-13	675	181	26.81	494	73.19
May-13	807	185	22.92	622	77.08
Jun-13	838	193	23.03	645	76.97
Jul-13	843	214	25.39	629	74.61
Aug-13	886	223	25.17	663	74.83
Sep-13	872	234	26.83	638	73.17
Oct-13	946	278	29.39	668	70.61
Nov-13	975	256	26.26	719	73.74
Dec-13	877	182	20.75	695	79.25
Jan-14	1221	240	19.66	981	80.34
Feb-14	1167	251	21.51	916	78.49
Mar-14	1165	285	24.46	880	75.54
	11272	2722	24.15	8550	75.85

Background Information and Analysis

1. Scope of current DDF support

- 1.1. The DDF provides ECPs and EPGs to Derbyshire residents experiencing financial hardship.
- 1.2. ECPs are cash payments which people can apply for when they are unable to meet an urgent need for food, heating or emergency travel due to a disaster or crisis; and/or where there is immediate and serious risk to the health and safety of the applicant or their family.

Cash payments are typically processed within 1 or 2 working days and awards can be collected on the same day from the Post Office. ECPs are currently limited to three awards in a 12 month period.

In the DDF policy, ECPs are of the value £54 for a single person, plus £10 for other affected members of the household, however, funding from the Government (HSF) has temporarily allowed these to be uplifted to £64 for a single person and £20 for other affected members of the household.

- 1.3. EPGs are usually awarded in the form of goods delivered to the home or a payment made directly to a supplier (for example a landlord or removal company).

To be eligible people must be in receipt of means tested benefits (with a small number of exceptions).

EPGs can help people who need help to:

- return to the community after a time in care,
- remain living at home or in the community rather than going into care,
- settle in the community as part of a resettlement programme, including following domestic abuse
- ease exceptional pressure,
- or meet certain travelling expenses.

2. Application Process

DDF applications are taken over the phone by Call Derbyshire and are passed to a team of case assessors to be considered.

The DDF Team has assessed over 280,000 applications in ten years of operation.

Applications are accepted online from professionals and work is being scoped to move forward with an online offer for residents as part of the hosted Mosaic service, to reduce pressure on Call Derbyshire and waiting times for residents.

3. **Emergency Cash Payments – 2022/23 data**

- 3.1. 32,756 awards for ECPs were made in 2022/23 totalling £2.83m. This was considerably higher than previous years due to the implementation of HSF. This additional funding allowed for awards to be made in a greater range of household circumstances, an increase in award value and an increase in the number of awards that could be made.
- 3.2. The profile of ECP applicants is predominately working age, the most frequent groups are single men (30.5% of ECP applications) and single parents (32.5% of ECP applications). An estimated 30% of ECP applications are from someone who has a disability or health condition.
- 3.3. The most common reasons for applying are due to either a new claim for benefits or a problem with an existing benefit claim, altogether 26.3% of ECP applications. In 66% of those applications, the applicant is claiming Universal Credit.

The second most common reason for applying for an ECP is due to increased costs and the rising cost of living. This is where an applicant has been in receipt of their usual income but rising costs have meant that they are not left with enough money to adequately cover the need for food and heating. “Increased costs” accounted for 19.7% of applications in 2022/23.

4. **Exceptional Pressure Grants- 2022/23 data**

- 4.1. 658 Exceptional Pressure Grants EPGs were awarded in 2022/23 totalling £0.54m
- 4.2. The pressure grant applicant profile differs from the ECP applicant profile in that there are more single parents (37.3% of EPG applications) and more applicants who are disabled or have a health condition (43% of EPG applications). Care leavers, people with drug or alcohol issues, people who are homeless or sofa surfing and people who have recently left prison are over-represented in EPG applicants compared to population as a whole. 64% of EPG applicants are vulnerable in some way.

5. **Alternative provision**

- 5.1. There is limited alternative provision to ECPs in Derbyshire, other than direct provision of food through food banks. However, the foodbank network in Derbyshire is not comprehensive and has grown up in specific localities from a grassroots response to local need, The Fund collaborates with local foodbanks where appropriate, and where the foodbanks have capacity.
- 5.2. There are more alternative provisions to EPGs, such as Budgeting Loans and Advances through the Department of Work and Pensions, Credit Union Loans, furniture re-use projects and charity funding. These may not be as comprehensive as DDF provision.

Few applicants to the DDF are able to access alternative provision and when surveyed, 42% of applicants who did not receive an award when they applied, did not solve their problem in another way.

The Fund works closely with the Public Health Affordable Credit Project to support unsuccessful applicants to the Fund to access loans via Credit Unions if appropriate, other ethical lenders and to access other forms of advice and support.

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Supporting information in relation consultation options

P1: Develop criteria for a “budget brake” to enable prioritisation of applications

Two possible criteria for prioritising DDF to address budget pressures could be ‘vulnerability’ and ‘reason for application’.

Vulnerability

Analysis has shown that 45% of applicants have one of a number of factors that could mean they could be regarded as vulnerable, including for example people experiencing domestic abuse; residents with mental health issues; families impacted by the benefit cap; and those recently released from prison (not an exhaustive list).

Reason for application

ECPs support residents in range of challenging circumstances. Applications can cite a number of challenging circumstances, including lack of income during a new benefit claim; fleeing a violent or abusive situation; cost of living pressures; a domestic fire or flood; and taking in an additional family member (not exhaustive list).

EPGs are awarded for specific items. In 2022-23 these items were as follows:

Table 5 – Exceptional Pressure Grant awards 2022-23

Item	Number awarded 2022/23	% of awarded items
Cookers	785	18.4%
Fridges/freezers	736	17.2%
Beds and Bedding	648	15.2%
Washing Machine	479	11.2%
Carpeting or Curtains	419	9.8%
Seating	363	8.5%
Kitchen and Dining Utensils	322	7.5%
Rent in Advance	209	4.9%
Clothing	120	2.8%
Other	119	2.8%
Removal Expenses	69	1.6%

Prioritisation Framework

There may be scope within a prioritisation framework to recognise that some of the items (EPG) or circumstances (ECP) may be more crucial when funds are limited, and that differing levels of vulnerability of the applicant may be considered. The consultation will engage with residents and stakeholders to

inform how this could be made transparent within a revised policy.

P2: Reduce the maximum number of Emergency Cash Payments to two in any twelve month period

Current data analysis indicates that a proposal to reduce payments, back to two from three, in a twelve month period would affect 38.6% of ECP applicants. Any reduction in support is inevitably likely to cause difficulties for applicants facing a crisis or emergency situation. All applicants are currently advised and signposted towards alternative sources of support and ways of preventing future issues when they speak with a decision maker. This has been identified as an area which could be improved, which could mitigate some of the negative effect of reducing ECPs to two awards.

Applicants claiming Universal Credit are potentially disadvantaged by this proposal to reduce the number of ECP awards that can be made, as Universal Credit has longer waiting times to receive benefit payments built into it than previous 'legacy benefits' and is paid monthly, whilst the benefits it replaces are paid fortnightly or weekly.

A proposal to reduce ECP awards to two in any twelve month period would overlap with some of the other proposals in this document, in particular proposal P1 to prioritise applications within a budget-brake framework.

P3: Increase the amount payable in an Emergency Cash Payment in line with either inflation or increases in benefit rates.

The ECP amount was originally set in 2013 at 60% of an individual's standard out-of-work benefit entitlement (£43) and this was increased to 75% (£54) in 2014. This has not been updated since.

The same calculation of 75% of the current rate for basic out of work benefit entitlement would increase an ECP to £63.60. However, benefit rates have not risen in line with inflation. If the ECP amount had risen with inflation, it would have been £80 in April 2023.

Utilising HSF monies the basic value of an ECP has been £64 per person since October 2021.

Additional household members (partner and dependent children) are reflected in an ECP award by an additional £10 per person. This has increased to £20 per person with HSF monies.

Stakeholder engagement has found that applicants and other professionals feel that the increased value of ECPs has been important in helping households' meet their needs when needing to apply for emergency support.

Wider literature also points to the importance of the value of an award being sufficient to meet a household’s emergency needs¹.

This option would be funded from the savings made under other proposals and would potentially work in conjunction with a move to a scaled back, more focussed offer in terms of the *number* of awards an applicant could receive, and the work to increase and promote the wider prevention offer.

P4: Reduce the scope of items that can be awarded

Rent in Advance (EPG)

Rent in advance used to be paid by DWP as Crisis Loans. The DDF pays these as EPGs if applicants meet the criteria in terms of benefit eligibility, residency and being under exceptional pressure.

Around 20% of EPG applications include rent in advance (this data is not routinely captured but has been sampled at different times). Awards that include rent in advance awards accounted for 11.1% of awarded EPGs in 2021/22 and 11% of awarded EPGs in 2022/23.

The profile of applications for rent in advance has shifted throughout the operation of DDF in terms of who the landlords are. Figure 6 shows this change - with a move away from awards for private tenancies towards awards that help in securing a social tenancy.

Fig 6 – DDF awards for rent in advance by landlord type 2013 - 2023

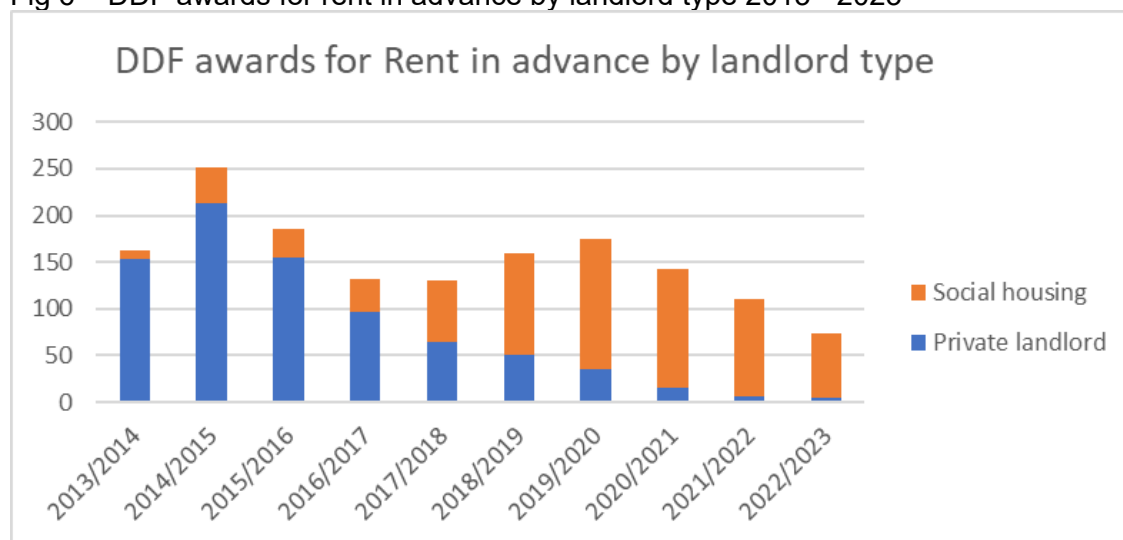


Figure 7 shows that there has also been a shift in social landlords requiring four weeks’ rent in advance rather than one week, leading to an increase in the average amount spent on rent in advance for social tenancies (average has increased from under £100 for social landlords to approximately £350).

¹ Policy in Practice (2023) *Evaluation of Local Welfare Assistance* [Publications \(policyinpractice.co.uk\)](https://www.policyinpractice.co.uk/publications)

This reflects policy changes by social landlords in response to the roll out of Universal Credit.

Fig 7 – Average rent in advance by landlord type 2013 - 2023

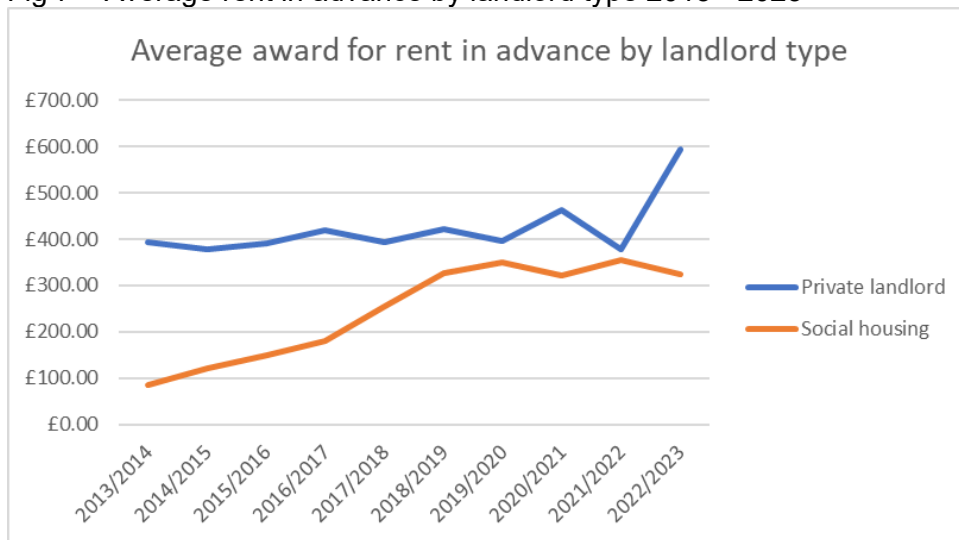
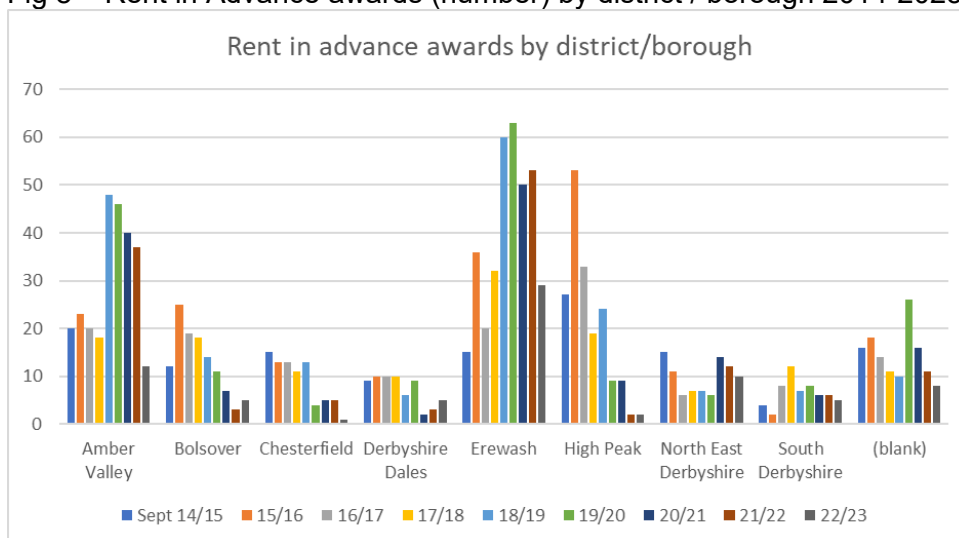


Figure 8 shows analysis of awards for assistance with rent in advance by area of the county, and show sthat these awards are particularly concentrated in Erewash and Amber Valley boroughs

Fig 8 – Rent in Advance awards (number) by district / borough 2014-2023



Rent in advance support from DDF is uneven across the county, with Erewash and Amber Valley taking up most of the support, but to a low number of people (73 people in total in 2022/23). This suggests that other areas are finding alternative solutions

Work will take place with housing partners during the consultation process to understand the alternative provision in place, and better understand the discrepancies across the county.

Travel (EPG and ECP)

Travel is referred to in the current policy in relation to emergency circumstances (ECP) and a specific reasons list (EPG).

18% of ECP applications reference travel concerns but all of these also reference needing help with food and heating. Less than 1% of ECP awards mention travel – because these residents were awarded on food and heating need.

A representative sample of EPG applications were reviewed, and these contained no requests for assistance with travel, and no EPG awards were made for travel in 2022/23.

The type of support with travel referenced in the original DDF policy is covered by assistance in other places, for example hospital travel costs and travel to interview expenses. The DDF team signpost to these sources of support.

The language of the 2013 policy is therefore out of date and risks confusing applicants about where to obtain assistance from.

Removing this item from the policy would create no cost saving as no awards are made for this reason.

Furniture and Flooring in Social Housing contexts.

56.4% of the DDF spend on EPGs was for furniture and flooring into social housing settings. Whilst this covered a range of items, specifically £212,432 (or 43.7% of all EPG award spend) was for fridges; cookers; washing machines and floor coverings.

Research shows that around 2% of social tenancies are let furnished compared to 30% of private lettings². Typically, socially let properties do not include carpets or flooring other than in kitchens and bathrooms, and whilst some landlords clean flooring and gift this to incoming tenants, this is not standard practice and even adequate flooring and items can be removed from a property³.

There are options available for social landlords to support tenants by providing flooring and basic household items, including via Eligible Service Charges which can be claimed back through Housing Benefit and Universal Credit

² End Furniture Poverty, (2021) A Blueprint for Furniture Provision in Social Housing) [EFP-Blueprint-vr2.pdf \(endfurniturepoverty.org\)](#)

³Hill, K., Padley, M. and Stone, J. Hill, K., Padley, M. and Stone, J. Exploring Affordability: what can housing associations do to better support their tenants? (2020) [Exploring affordability \(lboro.ac.uk\)](#)

where residents are in receipt of these benefits.

An example of a furnished tenancy: Derby City Homes & Derby City Council

Derby City Homes provide the option for tenants to apply for a furnished tenancy, which supplies carpets, a furniture pack and white goods for an agreed amount payable each month. The items remain the property of Derby City Homes and the charge is a permanent addition to the rent account. A typical price for three white goods is £10.75pm

As tenants of Derby Homes properties are able to access alternative support for household items, the Derby City Single Discretionary Award Scheme does not routinely support people moving into a Derby Homes property with furniture, and instead supports residents with beds, sofas, bed linen, crockery and cutlery where required.

Support is available from third sector organisations to assist social landlords to establish furnished tenancy solutions based on best practice and scheme sustainability. If this change was to be pursued it would take some time to effect and therefore could need a 'sunset' clause to enable the transition across social landlords to be promoted and implemented.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 January 2023

Report of the Executive Director of Children's Services

Procurement of a block contract for Children's residential placements

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a key decision due to it being over £500,000. However, this is diverted spend and not additional spend on the current Children's Services budget.

3. Purpose

3.1 The purpose of this report is to outline the current needs within the Children's home residential sector and propose how block contract agreement could help towards meeting those needs.

3.2 Cabinet are asked to:

- a) Review and approve a block contracting arrangement to ensure more contracted spend for children's residential placements. (See part 9 for further details).

4. Information and Analysis

In 2022, we externally commissioned almost 75% of our children's residential care settings (at an approximate cost of £23.7 million per year). In 2023, the externally commissioned percentage has increased, with 79% of residential settings being external providers, and 21%

internal children's homes. The current projected spend for externally commissioned residential settings is £26.4 million and therefore also demonstrates an increase from 2022. This proposed block contract arrangement would be utilising a proportion of this spend.

As with the national trend, Derbyshire's number of children in care continues to rise, with currently 1036 children in care (September 2023). Compared to 711 in March 2018, there has been a 31% increase in just under five and a half years.

We currently use a framework to call off for our residential placements in collaboration with 3 other authorities – Derby City, Nottingham City and Nottinghamshire – known as the D2N2. We are two years into the framework and whilst it is improving our levels of contracted spend, we still have additional capacity needs outside of this framework.

The forward procurement plan for 2022-23 outlined funding of £8 million to contract with a provider to deliver residential provision over 4 years (CCS011 – “D2N2 Block Contract Arrangement for Residential and IFA Placements”).

Further market testing has demonstrated that providers want a longer contract to deliver a block residential service and therefore the funding identified in the forward plan of procurement is not enough to meet these needs.

The Social Care Review has outlined the volatility in the children's residential sector, and it is therefore crucial we find new ways to respond to this to ensure the safety of our children, deliver good quality care, to create further efficiencies and to allow us to do all of these things in a timely and cost effective manner. This contracting arrangement would be an attempt to begin towards 'fixing the broken care market' and to control spend and ensure that we begin to respond to the market to show our firm belief that 'providing care for children should not be based on profit'. (McAllister, May 2022, page 5).

5. Consultation

- 5.1 Consultation with the external market has already taken place. Originally, the forward plan outlined £8 million over 4 years for engagement on block contracting arrangements (CCS011) which was then altered to £31.5 million over 7 years to encourage more bidders. Through market research with external providers and other authorities, it has been made clear that this is still not viable to the market.

Experience from going out to tender of a contract period over 7 years delivered poor levels of interest.

Communication from small and medium sized enterprises, not for profit and voluntary sector organisations revealed that the contract length of 7 years still did not allow it to become a financially viable bid for them, and therefore interest was only shown by private equity owned companies (where some of these failed financial vetting).

The same round of market testing has also revealed that the overnight short breaks provision for children with disabilities would be financially viable and is still deliverable within the original outlined parameters. Therefore, as permission has already been sought for this element and approved, this will go to re tender as a separate arrangement and block contract via the approved process of CCS011 (original approval for £31.5 million over 7 years for the four lots) and now under the new retender reference of CCS048 (with a total contract value of £7.35 million over 7 years for one lot).

The market currently is extremely buoyant, and a lot of providers are therefore not engaging in block contract or framework arrangements, as they are easily able to fill their placements through off contract arrangements – where there is more flexibility for the provider, meaning less flexibility for an authority. Therefore, for it to become more attractive to the market, (and more in line with our current needs), the contract needs to increase in the number of beds and contract length.

6. Alternative Options

- a) Go out to tender as planned and agreed in the forward plan (maximum value of £31.5 million over 7 years): From reviewing our current needs and market engagement, it is clear this is not attractive, and will receive very few bids (if any) and more importantly, will not fully address the current issues around placement sufficiency.
- b) Do nothing and continue to purchase placements as we are – through framework and non-framework arrangements, with limited control over the external market. This option is not preferred as it gives us less control over the market and leaves us vulnerable to rising costs in the residential market.

Implications

- 6.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.
- 6.2 The main aim of implementing this varied block contract for children's residential home provision is to ensure we can begin to meet our needs

within this sector whilst allowing us to also ensure the following through this becoming contracted spend:

- Better quality of provision delivered for our children in care.
- Better monitoring and management of contracts and therefore ensuring our Children in Care receive improved outcomes.
- Increasing efficiencies around residential placements and stimulating the local market to encourage new local provision.
- Better Value For Money placements, linking into being an enterprising council.
- Increasing opportunities of cost avoidance.

7. Background Papers

7.1 D2N2 Market Position Statement

8. Appendices

8.1 McAllister, J. "Social Care Review, Executive Summary", May 2022.

8.2 Extract from 'CS 2021 -25 service plan (refresh)'

8.3 CCS011 Appendix A Specification

8.4 Final Cabinet report – Procurement of a block contract... Sept 2022

9. Recommendation(s):

That Cabinet:

- a) Approve a procurement solution of a block contract for children's residential placements by (CCS047):
 - Contract term: 10 years + 5 years
 - Maximum contract value: £3.579 million per year (for first 5 years of contract)
 - Maximum contract value at end of life of 15 year term is estimated at £4.8 million per year-(anticipated increases within costs over 15 year term incorporated within this)
 - (An estimated maximum of £58.5 million over a 15 year term – with anticipated increases from fee uplifts within this.)
- b) Approve a procurement solution of a block contract for children's with disabilities overnight short breaks (CCS048) via the previous agreement of cabinet paper 'Procurement of a block contract for Children's residential placements' on 17 November 2022
- c) Delegate authority of the award decision to Executive Director of Children's Services.
- d) Approve the spend for both procurements from the current placement budget.

10. Reasons for Recommendation(s)

- 10.1 This recommendation will support an increase in placement sufficiency in a more measured and monitorable approach. It will help address some of the needs around placements and facilitate better engagement with the external market. This recommendation is not for 'new spend' and will be met from the existing placements budget. A block contract will ensure we receive better value for money and improved outcomes for our children in care.

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

- 11.1 No

Report Author: Louise Frensham, Head of Service - Commissioning.
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Implications

a) Financial

The cost of the block contract is £3.579m per annum for 12 beds, up to £4.112m per annum for 14 beds, an average of £5,633 - £5,720 per placement per week, if fully occupied.

The costs are fixed for the first 3 years of the contract, subject to changes in legislation such as in the minimum wage. In subsequent years any uplifts would be subject to agreement of a price variation request.

The block contract would ensure between 12 and 14 beds are available to meet the care needs of Derbyshire children. The financial risk of incurring additional spend from having to pay for unoccupied beds is reduced by the inclusion in the contract of a KPI of 95% occupancy and the clause through which there is no charge for an unoccupied bed if 3 consecutive referrals are not matched.

b) Legal

Legal implications have been analysed through risk analysis with procurement colleagues and will continue to be involved and advice sought if permission for this arrangement is granted.

c) Human Resources

No internal posts affected, therefore no anticipated Human Resources implications.

d) Equalities Impact

N/A.

e) Corporate objectives and priorities for change

Enterprising council will be addressed by ensuring we are responding to current challenges and that we are prepared for the future, ensuring value for money whilst improving contracting arrangements and outcomes for our children in care.

Vision Derbyshire will also be addressed by working with partners in new and powerful ways, which will help create more resource.

It would also be anticipated that Thriving Communities work can feed into our local areas (due to this being desired to be a locally focussed contracting arrangement) to ensure people and places thrive.

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Executive Summary

This moment is a once in a generation opportunity to reset children’s social care. What we need is a system that provides intensive help to families in crisis, acts decisively in response to abuse, unlocks the potential of wider family networks to raise children, puts lifelong loving relationships at the heart of the care system and lays the foundations for a good life for those who have been in care. What we have currently is a system increasingly skewed to crisis intervention, with outcomes for children that continue to be unacceptably poor and costs that continue to rise. For these reasons, a radical reset is now unavoidable.

Achieving this reset starts with recognising that it is loving relationships that hold the solutions for children and families overcoming adversity. While relationships are rich and organic, children’s social care can be rigid and linear. Rather than drawing on and supporting family and community, the system too often tries to replace organic bonds and relationships with professionals and services.

Without a dramatic whole system reset, outcomes for children and families will remain stubbornly poor and by this time next decade there will be approaching 100,000 children in care (up from 80,000 today) and a flawed system will cost over £15 billion per year (up from £10 billion now).¹ Together, the changes we recommend will shift these trends and would mean 30,000 more children living safely and thriving with their families by 2032 compared to the current trajectory.²

A revolution in Family Help

For families who need help, there must be a fundamental shift in the children’s social care response, so that they receive more responsive, respectful, and effective support. To reduce the number of handovers between services, we recommend introducing one category of “Family Help” to replace “targeted early help” and “child in need” work, providing families with much higher levels of meaningful support. This new service would be delivered by multidisciplinary teams made up of professionals such as family support workers, domestic abuse workers and mental health practitioners - who, alongside social workers, would provide support and cut down on referring families onto other services. These Family Help Teams would be based in community settings, like schools and family hubs, that children and families know and trust, and the service they offer will be tailored to meet neighbourhood needs based on a robust needs assessment and feedback from the families.

To achieve this vision, a temporary injection of roughly £2 billion is needed over the next five years, targeting about half a million children who require extra support.³ By 2030, this will have

1 These costs approximate children’s social care spend by local authorities. There is no agreed definition of children’s social care spend, but the aggregate presented here includes all those children and young people’s services lines from the Section 251 return except: 3.4.5 Universal family support, 3.5.1 Universal services for young people, 3.0.1 Spend on individual Sure Start Children’s Centres, 3.0.2 Spend for services delivered through Sure Start Children’s Centres, 3.0.3 Spend on management costs relating to Sure Start Children’s Centres, 3.0.4 Other spend on children under 5, and 3.6.1 Youth justice.

2 See Chapter Nine Figure 3 for more details of our cost benefit analysis of our recommendations.

3 Throughout the report, we refer to the ‘next 5 years’. This means the 5 years ending at the end of financial year 2026-27.



achieved a complete rebalancing of spending within the system so that over £1 billion more every year is spent on Family Help.⁴ After the five year reform programme, there should be a dedicated ring-fenced grant to ensure this extra spending continues to be prioritised in the long term. To increase the quality and consistency of help, funding should be accompanied by a clear national definition of eligibility for support and the outcomes Family Help should achieve, alongside a focus on the use of the best evidenced interventions to realise these outcomes.

A just and decisive child protection system

Whilst the risk of harm to children cannot be eliminated, the system of child protection can and must do better for children. The wider system improvements we recommend will all help to do this - including a more generous multidisciplinary help offer, improved workforce knowledge and skills, more decisive intervention for inadequate and drifting authorities, and strengthened multi-agency arrangements.

Where concerns about significant harm of a child emerge, an 'Expert Child Protection Practitioner', who is an experienced social worker, should co-work alongside the Family Help Team with responsibility for making key decisions. This co-working will provide an expert second perspective and remove the need for break points and handovers. Expert Practitioners will have demonstrated their knowledge and skills through time in practice, and in the future by completing a five year Early Career Framework. There will be clearer expectations on multi-agency capabilities for child protection so that different professionals, including child protection paediatricians and specialist police officers, inform decisions. Information sharing should be strengthened through a five year challenge to address cultural barriers, clarify legislation and guidance, and use technology to achieve frictionless sharing of information.

A more tailored and coherent response is needed to harms outside of the home, like county lines, criminal or sexual exploitation or abuse between peers. We recommend a bespoke child protection pathway – through a Child Community Safety Plan – so that the police, social care and others can provide a robust child protection response.

To boost parental engagement where there are serious concerns, parents should have representation and support to help navigate the child protection process. To enable learning, there should be more transparency about decisions made and outcomes of children in the family courts.

Unlocking the potential of family networks

There are already thousands of grandparents, aunts, uncles, brothers and sisters who care for their family members. However, this group of carers are a silent and unheard majority in the children's social care system and they need far greater recognition, and support.

Before decisions are made which place children into the care system, more must be done to bring wider family members and friends into decision making. This should start with a high quality family group decision making process that invites families to come up with a family led plan to care for the child or children. In some cases, this should lead to a "Family Network Plan", where a local authority can fund and support family members to care for the child.

4 See the 'A revolution in Family Help' recommendation annex

The dysfunction of the current system means that many relatives are forced to become foster carers in order for them to receive financial support to look after their kin. Special guardians and kinship carers with a Child Arrangement Order should receive a new statutory financial allowance, legal aid and statutory kinship leave. A wider set of informal kinship carers should get a comprehensive support package.

Fixing the broken care market and giving children a voice

When finding a home for a child in care, our obsession must be putting relationships around them that are loving and lasting. Providing care for children should not be based on profit. The current system is a very long way from these principles and ambitions being realised.

Local authorities need help to take back control of this system through establishing new Regional Care Cooperatives (RCCs). They will take on responsibility for the creation and running of all new public sector fostering, residential and secure care in a region, as well as commissioning all not-for-profit and private sector provided care for children as necessary. The scale and specialist capabilities of RCCs will address the current weaknesses in the system and establish organisations able to transform the care system for the future. Local authorities will have direct involvement in the running of RCCs but to work they must be mandated rather than voluntary arrangements. Children will continue to be in the care of local authorities.

There are many children living in children's homes today who would be better suited to living in a family environment with a foster carer if we had enough foster carers in the right places, with the right parenting skills to meet the varying and complex needs of children. This will require a "new deal" with foster carers. We must give foster carers the support networks and training needed to provide the best care for children, and then have greater trust in foster carers making the day to day decisions which affect children's lives. In parallel, we are calling upon government to immediately launch a new national foster carer recruitment programme, to approve 9,000 new foster carers over three years so that children in care can live in family environments.⁵ The overwhelming public response to the Homes for Ukraine programme is a signal of how willing people are to open their hearts and homes to others.

It is paramount that children have a powerful voice in the decisions that affect them. Children in care currently have a plethora of different professionals in their lives, but too few adults who are unequivocally on their side and able to amplify their voice. This system should be simplified by replacing a number of existing roles with truly independent advocacy for children that is opt-out, rather than opt-in.

Five 'missions' for care experienced people

The disadvantage faced by the care experienced community should be the civil rights issue of our time. Children in care are powerless, are often invisible and they face some of the greatest inequalities that exist in England today. In spite of these injustices so many care experienced people go on to run businesses, start families, earn doctorates, produce drama, write poetry, become government ministers and contribute to the world in countless ways.

5 See the 'New Deal on Fostering' recommendation annex for more details on our cost benefit analysis of this recommendation.



Five ambitious missions are needed so that care experienced people secure: loving relationships; quality education; a decent home; fulfilling work and good health as the foundations for a good life. Central government and local authorities, employers, the NHS, schools, colleges and universities must step up to secure these foundations for all care experienced people. This will require a wider range of organisations to act as corporate parents for looked after children, and the UK should be the first country in the world to recognise the care experience as a protected characteristic.

Realising the potential of the workforce

The package of recommendations in this report create a radically new offer for social workers. As first priority, the professional development we offer social workers should be vastly improved with training and development which provides progression through a five year Early Career Framework linked to national pay scales. This new framework will provide a desirable career pathway to remain in practice, specialise and be rewarded through higher pay that reflects expertise.

Second, we must identify and remove the barriers which needlessly divert social workers from spending time with children and families. This needs to include action on improving case management systems, reducing repetitive administrative tasks which do not add value and embedding multidisciplinary teams at the heart of local communities who can deliver, not just commission, the help that is needed. Just as senior doctors and nurses work directly with patients, social work managers, leaders and academics should be required to continue working directly with children and families so that the whole system is rooted in the realities of practice. Finally, we need to reduce the use of agency social work, which is costly and works against providing stable professional relationships for children and families, by developing new rules and regional staff banks. Taken together, this will mean social workers work with a smaller number of children and families, with more knowledge and skill, and with more available time and resources to do intensive life changing work for children families.

Finally, we should not forget the importance of a wider workforce that supports children and families and includes, but is not limited to, family support workers and children's home staff. Action is needed to improve the knowledge and skill of these crucial workforces so that they can provide better help and care for children and families - and as a first step this should include a Knowledge and Skills Statement for family support workers, a leadership programme and professional registration for children's home managers.

A system that is relentlessly focused on children and families

There is currently a lack of national direction about the purpose of children's social care and national government involvement is uneven. A National Children's Social Care Framework is needed to set the direction and purpose for the system, supported by meaningful indicators that bring transparency and learning. The government should appoint a National Practice Group, to build practice guides that would set out the best known ways of achieving the objectives set by the National Framework.

Multi-agency safeguarding arrangements should be clarified to put beyond doubt their strategic role, supported by improved accountability, learning and transparency. In too many

places the contribution and voice of education is missing from partnership arrangements, and so schools should be included as a statutory safeguarding partner.

The government should update the funding formula for children's social care to better direct resources to where they are most needed. Inspection should be aligned to take a more rounded understanding of "being child focused" and to better reflect what matters most to children and families, alongside greater transparency about how judgements are made. Government should intervene more decisively in inadequate and drifting authorities, with permanent Regional Improvement Commissioners to oversee progress across regions. Green shoots of good work on data and technology should be mainstreamed through a National Data and Technology Taskforce, which would support three priority actions - drastically reducing social worker time spent recording cases; enabling frictionless sharing of information; and improving data collection and its use in informing decisions.

Implementation

All of this should be delivered at pace and with determination through a single five year reform programme. A Reform Board should be established to drive this programme, includes people with lived experience of children's social care. It should report openly on progress quarterly and the government senior official leading the programme must be given the explicit delegation and backing to accelerate through processes and controls that would jeopardise delivery. The Secretary of State for Education should be responsible for holding other government departments to account and should report annually to parliament on progress.

There is a great deal of implementation that can be initiated by the government now, ahead of new investment.⁶ However, achieving this whole system reform programme will require £2.6 billion of new spending over four years, comprising £46 million in year one, £987 million in year two, £1.257 billion in year three and £233 million in year four.⁷ Government may well provide details of different or better ways to achieve the same ambitions and aims in their response to this review, but the costs of inaction are too high. The time for a reset is now, and there is not a moment to lose.

6 An implementation plan has been included at Chapter Nine, which sets out a phased approach to delivering the package of reform in this report.

7 Our costings have been modelled on the basis that year one corresponds to financial year 2023/24.



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Forward Plan of Procurement Projects – up to 31 March 2024

In line with the Council's Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £50,000 which are planned to commence over the next 24-month period. The table shows the estimated procurement start date and the estimated contract start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations

Table One: Forward Plan of Procurements

(above £50K less than Find a Tender threshold of £189,330) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Review of PFI Contract	55,000	01/06/2022	01/06/2023
Independent Travel Training	70,000	01/04/2022	01/10/2022
Children's Participation App	75,000	01/04/2022	01/10/2022
Placement Management System	130,800	01/04/2022	01/04/2023

Table Two: Forward Plan of Procurements

(above Find a Tender threshold of £189,330) due to commence prior to April 2024

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Supply and Delivery of Light Equipment	200,000	01/05/2022	01/11/2022
Supply of Fresh Meat	200,000	01/04/2022	01/10/2022
Strategy, Transformation and Development	250,000	01/04/2022	01/05/2022
Supply and Maintenance of Reverse Vending Machines	290,000	01/06/2022	01/06/2023
Children at Risk of Exploitation	300,000	13/02/2022	13/01/2023
SEN Specialist Seating/Equipment Framework	650,000	01/04/2022	01/10/2022
Derbyshire Support Service for Young Carers and their Families	1,000,000	01/04/2022	01/04/2023
PAUSE Derbyshire	1,000,000	01/01/2023	27/07/2024
Supply Delivery and Installation of Catering Heavy Equipment	1,280,000	01/05/2022	01/11/2022
D2N2 Framework for Supported Accommodation	2,000,000	01/04/2022	01/06/2022
Block Contract Residential Accommodation for Complex Needs	4,000,000	01/04/2022	01/04/2023
D2N2 Block Contract Arrangement for Residential and IFA Placements	8,000,000	01/04/2022	01/04/2023

Contract Title	Estimated Value (£)	Estimated Procurement Start Date	Estimated Contract Start Date
Holiday Activity Fund	8,000,000	01/04/2022	01/07/2022
Supply and Delivery of Groceries and Provisions	10,000,000	01/03/2023	29/02/2024
Children's Accommodation Support Service	10,000,000	01/06/2022	01/10/2023

Please note: The above procurement plans includes for the replacement of existing contracts and also an early indication of new projects which may require procurement activity to commence within 2021-23. All values are estimated and may change when projects are tendered

Major Departmental Risks

The table below summarises the major risks (i.e. those uncertainties with the greatest negative impact and likelihood of occurrence) that the department will manage to ensure the successful delivery of this plan. Full details of all risks are contained in the departmental risk register which is reviewed regularly by the department's senior management team in accordance with the Corporate Risk Management Strategy 2021-2025.

[The principal risks (uncertainties) for all deliverables should be identified, assessed and recorded in the Departmental Risk Register (DRR). The major risks (i.e. the principal risks currently assessed as red or amber) from the DRR are recorded in this Appendix.]

Risk: A clear and succinct statement of the risk describing both the cause and potential impact. This should follow the format: [Cause] leading to [Impact]. Please contact the risk and insurance team if you have any concerns about including a specific risk in a public document.

Related deliverables: The number(s) of the deliverable(s) in the previous sections to which the risk is related.

Risk	Deliverable Ref	Risk type	Management actions	Risk owner

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Appendix A1 Specification

CS0011 Provision of Block Contract for Children's Residential Placements

Definitions and Abbreviations

The Council	Derbyshire County Council.
Emergency Placement	A placement required on the same day.
Child / Children	Child or Young Person / Children or Young People.
CSE	Child Sexual Exploitation.
IPA	Individual Placement Agreement.
ICB	Integrated Care Board.
KPI	Key Performance Indicator.
OFSTED	Office for Standards in Education, Children's Services and Skills.
Service Provider	Organisation who is awarded a contract.
PEP	Personal Education Plans.
SGO	Special Guardianship Order.
Standard Placement	Placement of between 12 weeks and 1 year.
Short Term Placement	Placement of less than 12 weeks.
Long Term Placement	Placement of 1 year or more.
Registered Manager	Registered Manager of the home (as defined by Ofsted).
Responsible Individuals	Responsible Individuals of the service/organisation (as defined by Ofsted).
Supervisor	Staff member with responsibility for the supervision of other staff members.
Staff	Staff who work within the residential setting, whether directly or in directly with the child.
Care Team	Team around the child, this could include but is not limited to the service providers staff and social care staff.
IRO	Independent reviewing officer.
Requirement A	Six placements across a service.
Requirement B	A two or three bed residential home.
Requirement C	A two bedded complex children's home.
Requirement D	A three-bed residential home to offer short breaks for children with disabilities.
Requirements A-C	Six placements across a service; A two or three bed residential home; and A two bedded complex children's home.
Requirements A-D	Six placements across a service; A two or three bed residential home; A two bedded complex children's home; and A three-bed residential home to offer short breaks for children with disabilities.

Specification

Introduction

Background to local area and population need:

Derbyshire lies in the centre of England and forms the north-west part of the East Midlands region. The county is a place of geographical and social contrasts with more densely populated areas in the east and more rural, sparsely populated areas in the south, west and north. Pockets of deprivation has contributed to a number of inequalities in the region.

As of 2020 the total population of Derbyshire was 807,183, with 17.1% (137,780) being under the age of 16. The number children in care fluctuates from day to day however in October 2022 this figure reached 1000.

The Council seeks to commission services from Service Providers, who are OFSTED registered for the supply of children's residential homes, which shall ideally be within Derbyshire's boundaries.

To enable the Council to advise Tenderers if a location outside of Derbyshire would be deemed to be acceptable, Tenderers should communicate the proposed location to the Council through the Questions & Answers process.

This Service will assist the Council improve the availability of suitable children's home placements at the right time and right location, delivering the right support for Derbyshire's Children.

Overview of Service Requirement

Derbyshire County Council (the Council) seeks to commission a small number of residential children's homes which offer high quality care and excellent outcomes for children in care.

The number of children who live in care is rising nationally, with Derbyshire being no exception, having seen an increase of 25% during the last four years. Rates of children entering care continue to rise year on year, having increased considerably since 2020.

Residential care is not the most appropriate option for many children in care, with fostering and connected care being a better option for most. However, where children's needs are best met by a residential home it is better if that home is local to them and well connected with the Child's team of professionals and related networks.

The Council has a statutory duty to provide sufficient and suitable accommodation for children in care and to improve outcomes for this vulnerable group of children. There are several children's residential homes managed by the Council, however in 2022 this met approximately 25% of the Derbyshire's requirements with the Council commissioning approximately 75% through external Service Providers.

There are also high numbers of disabled children who require overnight short breaks in a suitably registered and regulated setting, and the existing service offer is not currently meeting the demand.

Service Offer

The service offer shall include the following requirements:

- **Six placements across a service.**

These placements shall be standard residential placements and are intended to be long-term placements (1 year or more).

- **A two or three bed residential home**

This is a provision which can be used to place one or more children, to support those with additional needs or to use for shorter-term placements.

- **A two bedded complex children's home**

This is a provision placing one child or two children, to support those with complex needs.

- **A three-bed residential home to offer short breaks for children with disabilities.**

These placements aim to offer short break accommodation for children. the average usage per child would be 24 nights per year, and this should therefore be able to offer this service for up to 45 children per year.

Delivery models

Standard delivery model

The Council believes that in respect of interoperability, economies of scale, contract management and flexibility of resources, the optimum service delivery model would be for a single provider to deliver all the requirements.

- Standard delivery model

- Delivery of requirements A to D

Variant delivery models

It is understood that there may be a limited number of providers in the market that will be able to meet all the requirements in the geographical area of Derbyshire, therefore within this tendering process there are options for tenderers to submit variant bids based on the models as set out below:

- Variant delivery model 1

- Lot V1(a-c) - Delivery of requirements A to C
- Lot V1(d) - Delivery of requirement D

- Variant delivery model 2

- Lot V2(a) - Delivery of requirement A
- Lot V2(b) - Delivery of requirement B
- Lot V2(c) - Delivery of requirement C
- Lot V2(d) - Delivery of requirement D

Creative and Innovative Solutions:

It is anticipated that there may need to be elements of flexibility in order to fully deliver these requirements in Derbyshire and the Council welcomes creative and innovative solutions for increasing capacity of residential homes and meeting the requirements set out in this specification.

To enable the Council to advise Tenderers if a creative and innovative solution (that varies from the service offers outlined above) would be assessed to meet the core requirement (of a

Delivery Model, Lot or Lots) and would be acceptable, Tenderers should communicate the proposal to the Council through the Questions & Answers process providing an outline of the proposed solution.

Part 1 - Aims and Objectives

1.1 Aims and principles:

- 1.1.1 The central aim of all requirements is to provide children with high quality residential care, placement stability and a place to call home.

For children to:

- 1.1.2 be happy, healthy and heard;
- 1.1.3 be safe, cared for and achieve their individual outcomes;
- 1.1.4 have good physical and emotional wellbeing and access to appropriate education, leisure and social activities, being supported in preparation for adulthood; and
- 1.1.5 make a positive contribution, develop, thrive and fulfil their potential.

For the Council to:

- 1.1.6 develop homes and services which exceed the Children's Homes (England) Regulations 2015;
- 1.1.7 increase capacity in the Derbyshire area to improve the availability of suitable children's home placements at the right time and right location, delivering the right support for Derbyshire's Children;
- 1.1.8 develop positive relationships with external Service Providers to ensure that we can deliver 'Good' and 'Outstanding' care for our children.
- 1.1.9 improve the collaboration between the Council and external Service Providers to create sufficient and sustainable homes for our children;
- 1.1.10 work in collaboration with the Council's inhouse residential and fostering services, commissioning and social work teams; and
- 1.1.11 further strengthen the relationship with external Service Providers by increased engagement and meaningful contract management.

1.2 Objectives

The homes shall:

- 1.2.1 ensure that the environment facilitates the delivery of the objectives set out in 2.1.2 – 2.1.5.
- 1.2.2 be underpinned by a model of trauma informed care and staff shall adopt nurturing, PACE informed practice;
- 1.2.3 be safe, secure and high quality, allowing for privacy as well as living spaces to be active and share activities; and

- 1.2.4 provide stability within the placement and as required support a move into independent living, fostering or rehabilitation home, in line with the Child's care plan.

The Service

- 1.2.5 The service shall promote equality, community inclusion and support each child's growing independence.

Staff and Managers

Staff shall:

- 1.2.6 value each individual child, recognising and developing their talents, strengths and capabilities;
- 1.2.7 act as part of a Child's network and work with other professionals, adopting a 'team around the child' approach to an agreed care plan, and help the Child work towards agreed outcomes;
- 1.2.8 support children to understand and maintain their life story narratives;
- 1.2.9 be trained to meet each child's specific or identified needs (additional training may be supported by the Council);

Staff may:

- 1.2.10 be asked to facilitate the maintaining or building of positive relationships between a child and their family where appropriate;
- 1.2.11 be expected to work alongside other external Service Providers to support transition periods from or to the service;

and

- 1.2.12 Managers shall have an excellent oversight of the homes, the needs of the children and the quality and skills of all staff.

Part 2 - Service Specific Requirements

2.1 Service Outline

The Service Provider shall supply the Council with the specified amount of quality, registered children's Residential Care Placements. The Service Provider shall ensure that the Placements shall be compliant with Children's Homes Regulations, National Minimum Standards and be Ofsted judged 'good' or 'outstanding' (with the exception of newly registered provision, which has an initial Ofsted registration).

The service shall operate 365 days per year for 24 hours per day and shall provide same day, short-term and long-term placements as relevant to the specific type of home.

Homes will have an approved Statement of Purpose which recognises the specialism of each Requirement:

2.1.1 Requirement A: Six placements across a service.

These placements shall be standard residential placements and are intended to be long-term placements (1 year or more). These placements can be delivered

through 'virtual' beds across a service or by allocating a specific home(s) to meet this requirement.

Whilst every effort will be made for these placements to be planned moves for children, there may be some instances where these are used in emergency situations. This shall be avoided wherever possible

The Council is not seeking to Block Contract places within specific homes (under this requirement) and is instead seeking "virtual" places across the Service Provider's whole estate (subject to the minimum number of places within the stated geographical locations). Providers shall be free to optimise occupancy by matching referrals from other commissioners when appropriate

2.1.2 Requirement B: A two or three bed residential home which can be used as a provision placing one or more children, to support those with additional needs.

These placements could also be standard residential placements and are intended to be short-term placements (between 12 weeks and 1 year). This provision is aimed to be flexible within the type of placement that can be offered, focussing on children who maybe new into care particularly, where gaining an understanding of them is key, or these may be used as a placement for children where the aim is for reunification back to their family.

Please note: Whilst every effort will be made for these placements to be planned moves for children, there may be some instances where these are used in emergency situations. This shall be avoided wherever possible but are quite likely within this provision.

The Council is seeking to Block Contract these placements within one specific home. The Council shall be open to creative suggestions around this number of placements being within one home. The overall aim being that these are smaller provisions where more therapeutic and assessment-based work can be facilitated to demonstrate a faster rate of progress.

2.1.3 Requirement C: A two bedded complex children's home placement.

This is a provision to place one child or two children, to support those with complex needs. These placements shall be specialist residential placements and are intended to be short-term placements (between 12 weeks and 1 year).

This provision shall be very bespoke to the child and shall always aim to support them in living with others in the future, wherever that is possible.

Please note: Whilst every effort will be made for these placements to be planned moves for children, there may be some instances where these are used in emergency situations. This shall be avoided wherever possible but are quite likely within this provision.

2.1.4 Requirement D: A three bed residential home to offer short breaks for children with disabilities.

These placements aim to offer short break accommodation for children with disabilities. An average of usage per child would be 24 nights per year and this should therefore be able to offer this service for up to 45 children per year.

Please note: Whilst every effort will be made for these placements to be planned breaks for children, there may be some instances where these are used in emergency situations. This shall be avoided wherever possible.

2.2 Service Description: Admissions and matching process

- 2.2.1 Assessments and care plans conducted by the Child's professional network shall identify those who are suitable for the services. Referrals shall be sent to the Service Provider by the Councils Central Placements or Commissioning Team. Where additional information is required, the Service Provider shall request this from the Central Placements Team;
- 2.2.2 The Service Provider shall work with the Council to agree a matching matrix. Whilst the responsibility of referral acceptance remains at the discretion of the Registered Manager. The Service Provider shall work in collaboration to ensure that the Council can make effective and timely placement decisions;
- 2.2.3 Where planned placements are sought the Service Provider shall work in collaboration with the Council to ensure transition plans are timely, safe and effective;
- 2.2.4 In this instance of planned referrals, the Service Provider shall acknowledge and respond to referrals within 24 hours. Where an emergency (same day) placement is required, responses shall be within one hour; and
- 2.2.5 To support children's needs, there may be additional services required. Additional services shall be at the discretion of the Council, and wherever possible sourced via the Council's existing commissioning arrangements.
- 2.2.6 The homes planned admission procedures shall incorporate as a minimum:
- The homes registered manager and Child's named key worker to visit the Child's place of residence;
 - At least one introductory visit by the Child to the home, in which the Child shall be introduced to staff members and other children living in the home (where applicable); and
 - Each child shall be given a copy of the homes "children's guide" or "welcome pack."

2.3 Service Delivery

- 2.3.1 Throughout the Child's time in the home the Registered Manager and Key Worker shall work to assist the Child's network in progressing their care plan, personal education plan, and as applicable the education, health and care plan and the pathway plan;
- 2.3.2 The care team shall ensure that decisions are centred around the needs of the child, supporting to promote the Child's values, identity, wishes and feelings;
- 2.3.3 The care team must always exercise their duty of care for all children in the home;
- 2.3.4 The Service Provider shall be responsible for the day-to-day monitoring and recording of children's progress whilst in their care;
- 2.3.5 The Service Provider shall maintain its statutory duty to safeguard children from harm by:
- Having high quality policies, procedures, standards of practice and operational principles and values;

- Ensuring there are effective safeguarding and whistleblowing procedures and practices;
- Ensuring the home has a culture of listening and being heard, and children are actively involved to participate in decision making in the home;
- Ensuring that all children are treated as individuals with due attention being given to a Child's specific religious, cultural, diversity, or identity needs; and
- Working in partnership with Derby and Derbyshire Safeguarding Partnership and all professionals within the Child's network.

2.3.6 The key worker shall develop a plan with each child which shall identify the overall outcomes as identified in their care plan. This shall include promoting the Child's physical and emotional wellbeing, sense of self-esteem, worth and positive sense of identity;

2.3.7 The care team shall deliver a service which offers flexibility and supports the Child to increase their independence and work towards their long-term goals, with a primary focus on accommodation goals; and

2.3.8 The Service Provider shall:

- promote opportunities to enable children, including those with disabilities, to achieve their full potential;
- provide a safe and supportive environment where children are listened to and encouraged to express their needs, wishes and feelings;
- promote confidence and independence and provide the opportunities, framework and support necessary for children, including those with disabilities, to make their own choices, regards their future and wellbeing;
- develop individual care programmes to the meet the needs of each child, and reassess the care programmes as and when their needs and abilities change;
- work in partnership with children, including those in the Council's care their families, colleagues and co-professionals;
- assess and take acceptable risks in order to enable the children to develop to their full potential;
- develop the 'whole' child, intellectually, physically, emotionally, socially, and spiritually;
- provide a safe, caring, stable, yet stimulating and happy environment conducive to thriving;
- promote positive attitudes towards building up children's self-image and feelings of worth, while also instilling respect for others and their property;
- help children to understand, cope with and interact with the world in which they live in, in an autonomous way; and
- offer equality of opportunity.

2.3.9 The Service Provider shall actively involve young people in service delivery and improvement.

2.4 Accommodation Requirements

The homes shall:

2.4.1 be of high quality, a high level of decoration and standards of maintenance.

- 2.4.2 be suitably furnished, feel homely and appealing for children;
- 2.4.3 meet all legal standards and requirements to conform with the regulatory body.
- 2.4.4 ensure the indoor and outdoor area shall receive daily health and safety checks by the care team;
- 2.4.5 include a garden and safe outdoor recreation space; and
- 2.4.6 have adequate private facilities, including reasonably sized private bedrooms. Kitchen, bathroom and leisure areas may be communal.

and the following requirements shall also be met:

- 2.4.7 Children shall have their own room which shall not be changed except where the child has requested this or for safeguarding or health and safety reasons;
- 2.4.8 The short breaks for children with disabilities home shall be suitably adapted and meets the needs of disabled children.

This shall be a specialised living environments designed to meet a wide range of needs (including communication difficulties and in particular Autism and challenging behaviour, as well as a specialist unit for children with profound disabilities) and to enable children and young people to develop to the full; and
- 2.4.9 The location of the homes should be fully considered in terms of potential risk to children and each home shall have a location risk assessment.

2.5 Staffing Requirements

- 2.5.1 Staffing including staffing ratios should always be in line with Ofsted regulations, and it is anticipated that the large majority (and ideally all) of the service is delivered by directly employed salaried staff, rather than agency workers:
 - The Service Provider shall be responsible for ensuring there are sufficient staff of the appropriate ability, experience, skill set and qualification; and
 - The Registered Manager shall ensure there is sufficient staff to cover periods of holiday and staff sickness.
- 2.5.2 The Registered Manager and Responsible Individuals shall manage the service and act as Supervisor to residential care staff, and shall be responsible for the selection, training, their professional support, and the administration of the service.
 - All new staff shall receive an induction and enhanced supervision for their first 6 months in employment;
 - Agency staff shall receive an induction when they commence an assignment in a home they have not previously worked in (or if they have not worked in the home for a period of three month or more) and enhanced supervision through the course of their assignments.
- 2.5.3 All staff shall have access to regular supervision and performance monitoring processes should be in place. Qualifications of staff working in homes, including managers shall meet the requirements outlined in Children's Homes Regulations including quality standards Guide 2015 Annex A;
- 2.5.4 The Service Provider shall ensure that robust recruitment processes are in place for staff recruited to deliver the service and that all relevant staff (including volunteers used to deliver service outside of the core service offer) engaged in the delivery of this service have a Disclosure and Barring Service check carried at the

appropriate level, and that it is renewed every three years. The Registered Manager shall be responsible for all aspects of safer recruitment and recruiting managers shall receive Safer Recruitment training;

- 2.5.5 The Service Provider shall ensure that all staff engaged in care delivery are suitably qualified and experienced to deliver their role effectively and evidence that all staff have access to training in order to maintain such qualifications, knowledge, and experience to an appropriate standard;
- 2.5.6 Staff shall be trained in the following as a minimum: Safeguarding Children and Vulnerable Adults, Child Sexual Exploitation (CSE), Child Criminal Exploitation, Missing Children, Health and Safety, Substance and Alcohol Misuse, Sexual Health Awareness, Mental Health Awareness, Ligature Training, Assessment and Support Planning, Trauma Informed Care;
- 2.5.7 Staff shall be well trained and experienced and should be paid a salary which reflects the challenging nature of the work and promotes retention of staff;
- 2.5.8 The Service Provider shall try to retain a consistent staff team and build a workforce that feel confident to challenge inappropriate behaviours;
- 2.5.9 The Service Provider shall aim to match staff skills, knowledge and other attributes to service users' needs and preferences. This shall include a range of skills relevant to engaging with people from different backgrounds and circumstances; and
- 2.5.10 Out of hours and overnight staff shall be appropriately trained to deliver the support and intervention required to safeguard children and prevent escalation of behaviours that would have a significant impact on the Child or others including neighbours.

2.6 Keeping Children Safe and Well

- 2.6.1 The Service Provider shall ensure that they keep up to date with key messages and priorities for the Derby and Derbyshire Safeguarding Childrens Partnership (DDSCP);
- 2.6.2 Care staff shall be trained in de-escalation and physical intervention. There shall be evidence of least restrictive practice and physical intervention shall only be used in accordance with the specific training provided;
- 2.6.3 The Service Provider shall work with the network to meet the child's physical and emotional health needs and support children and young people to access universal and specialist therapeutic services as required. Additional therapeutic interventions shall be sourced at the discretion of the Council and the local Integrated Care Board (ICB); and
- 2.6.4 Where possible children will be supported to accessed mainstream education services. The Service Provider shall contribute to Personal Education Plans (PEP) and support with the social and emotional targets as outlined in the PEP.

2.7 Placement Stability

- 2.7.1 The Council may request placement stability meetings to support young people in placement and ensuring the best care possible is being delivered. These meetings shall review outcomes and monitor any difficulties to ensure stability is maintained as much as possible;

- 2.7.2 The Service Provider shall work with the Council to overcome problems and maintain the Child the accommodation by providing additional support or alternative approaches;
- 2.7.3 No termination of any placement is to take place without there being clear evidence of at least two disruption meetings and time for agreed strategies implemented to be monitored to see if they are effective;
- 2.7.4 Termination of accommodation shall, wherever possible, only be made in accordance with the young person's Pathway Plan and following consultation between the Service Provider and the Council or its agent;
- 2.7.5 Where any of the following apply:
- the Service Provider proposes to discontinue the operation of its business and no arrangements have been made for the transfer of it as a going concern;
 - the behaviour of the young person is so prejudicial to the welfare of other residents, him/herself or the staff, as it would be unreasonable to continue the accommodation; or
 - where there are reasonable grounds to conclude that the young person represents a serious physical danger to staff or to other residents who are living in the accommodation, the Service Provider may, in agreement with the Council or its agent reduce the period of notice to one week;
- The Service Provider shall be required to take all reasonable steps to offer/find alternative accommodation for a young person whose accommodation has been terminated in such circumstances.
- 2.7.6 Notices shall be kept to an absolute minimum and need to be agreed with the Council, and will be subject to a next stage plan being in place;
- 2.7.7 When the Child leaves the care of a Service Provider, at the Service Provider's instigation, the Council shall stop paying the Service Provider with immediate effect;
- 2.7.8 The Council or Service Provider shall give notice in writing of their intention to terminate an Individual Placement Agreement (IPA), if a placement does not finish as expected, after having formally explored and discussed all available options to resolve any difficulties with the placement. This written communication shall clearly justify the decision made; and
- 2.7.9 The Council is not required to give notice if a Child is prevented from remaining at, or returning to, a specific placement due to Police or Court decisions.

Part 3 - Legislation, Regulations and Guidance

3.1 Regulations and Guidance

- 3.1.1 All homes, that are intended to be used as part of the block shall ensure compliance with all applicable legislation, statutes, registration standards, regulations and guidance (including amendments, re-enactments and updates);
- 3.1.2 This shall include, but is not limited to, compliance with Regulation 31(1A) and (1B) of the Children's Homes Regulations, which requires Providers to ensure that premises used for the purpose of a children's home are appropriately and suitably

located, so that children cared for by the home are effectively safeguarded and able to access services to meet the needs identified in their care or placement plans;

- 3.1.3 Service Providers shall review the appropriateness and suitability of the location of the premises at least once in every calendar year.
- 3.1.4 Service Providers shall also follow the Department for Education's 'Advice for children's homes providers on new duties under amendments to regulations that came into effect in January and April 2014';
- 3.1.5 Service Providers shall consult with the Council's Commissioning Manager regarding the potential location for the home(s);
- 3.1.6 Following internal and partner agency consultation where appropriate, the Council will advise the Service Provider on whether or not the proposed location is deemed appropriate for the purposes of this contract.
- 3.1.7 Service Providers shall be responsible for progressing planning consent and engaging with the local community to minimise disruption caused by the opening of new provision; and
- 3.1.8 If homes are not available as planned, the Council shall not be liable for any fees until the placements are available.

3.2 Legislation

The Service is required to be provided in line with the following Statutory Policies, Guidance and Frameworks. This list is indicative for guidance only and is not exhaustive and subject to change:

- [Children's Homes \(England\) Regulations 2015](#)
- [Care Standards Act 2000](#)
- [Health and Social Care Act 2012](#)
- [Children Act 1989 and 2004](#)
- [Children Act 1989 Guidance and Regulations Volume 5: Children's Homes. Statutory Guidance for Local Authorities 2013](#)
- [Care Planning, Placement and Case Review \(England\) Regulations 2010](#)
- [Care Planning, Placement and Case Review The Children's Homes and Looked After Children \(Miscellaneous Amendments\) Regulations 2013](#)
- [Sufficiency Statutory Guidance 2010](#)
- [Children and Families Act 2014](#)
- [Working Together to Safeguard Children 2018](#)
- [United Nations Convention on the Rights of the Child \(Article 12\)](#)
- [Health and Safety at Work Act](#)
- [Equality Act 2010 amended 2016](#)
- [The Data Protection Act 1998](#)
- [General Data Protection Regulation 2018](#)
- [Public Services \(Social Value\) Act 2012](#)
- [Freedom of Information Act](#)
- [Derbyshire's Children's Social Care Procedures](#)
- [Derbyshire's Safeguarding Children Procedures](#)

- 3.3** The Service Provider shall comply with all legislation that is relevant to the operation of its business as specified in the terms and conditions of this contract;
- 3.4** In carrying out its functions the Service Provider shall adhere to the principle contained in the Children Act 1989 that the welfare of the child is paramount; and
- 3.5** For further detail on the expected minimum core service offer, please refer to parts 4, 5, 6 & 7 as applicable to the delivery model, lot or lots to be tendered for.

Part 4 – Standard Provision Minimum Core Service Offer (Applicable to Requirements A-D)

The following shall be applicable to Requirements A-D:

All service provision shall:

- 4.1** be in full compliance with Ofsted;
- 4.2** be in full compliance with all requirements in the contract and the Child's assessed needs in their plan;
- 4.3** provide 24-hour care and accommodation. This shall be clean, well maintained and well-presented it shall be a homely environment and rooms are to be personalised where appropriate. The service provision shall be adequately heated, there shall be sufficient healthy food available for the child and they should receive good care in a safe environment (including all dietary needs and all school lunches). These all shall comply with each Child's needs;

The Service Provider shall:

- 4.4** be able to offer 24-hour support within the unit and additional on call Service;
- 4.5** provide equipment, resources and attendance fees for the child's interests, sports and extra-curricular activities, within reason;
- 4.6** ensure children of school age are fully supported in receiving access to education, to include
- transport, encouragement and clear expectations in relation to attendance; and
 - facilitating homework and having access to a computer in the home that is principally for education and homework. It can be shared but it shall be connected to the internet, appropriately safeguarded and located in a quiet Child focused area;
- 4.7** provide resources relating to religious and heritage needs;
- 4.8** provide resources and equipment, within reason, to support the Child develop their talents and life chances;
- 4.9** Where applicable, provide appropriate equipment for a disabled Child;
- 4.10** ensure initial and on-going assessment and reporting requirements are met, to include (but not limited to):

- General assessment of needs (full report to be provided after 4 weeks of Placement commencing);
- Monthly written progress reports/assessment reports on individual Children for the Case Accountable Worker, and for planning and review meetings, or more frequently if required;
- Attendance at virtual or face to face meetings and reviews (at the Home or at the Council's premises) to cover all placements;
- Record keeping, includes keeping records up to date and ensuring all previous records are accessible; and
- Utilising recording systems and pro-formas as required by the Council.

4.11 Ensure Children are able to call family members, significant others (as agreed in the Care Plan) or by the Council, contact to friends as appropriate and unrestricted access to call relevant professionals and Services e.g. example social workers; and to 'Childline' and OFSTED;

4.12 Provide all toiletries and cosmetics, including skin and hair care products, as appropriate;

4.13 Ensure all of the Child's travel and transport needs are met, up to a maximum of 300 miles per week, to include transport in private vehicles as well as accompanying the child on public transport for safety and supervision as appropriate to their needs and development.

Where the required mileage is anticipated to be above the maximum 300 miles, the service provider should discuss this with the Council, who will give consideration to paying additional mileage at prevailing HMRC mileage allowance rate per mile.

If, after discussions with the Service Provider prior to agreeing a placement, the Council agrees to provide alternative transport, for all or part of the total requirements, Service Providers shall credit the Council as agreed mutually (in line with the prevailing HMRC mileage allowance rate per mile);

4.14 Prepare individualised programmes of work/assistance/preparation for independent living/preparation for a family placement and support children in line with their pathway plan; to include:

- teaching and supporting the child in developing their life skills;
- supporting the opening of bank accounts and assisting them in managing their finances; and
- supporting them in seeking education, training or employment.

4.15 Support children with their move on plan from this service;

4.16 Collect and return a missing Child to their placement and support the Council to ensure an independent return to home interview is undertaken within 72 hours as defined in the 'DfE statutory guidance on children who run away or go missing from care 2014' and comply with the Council's missing from care policies and procedures;

4.17 take all reasonable steps to avoid the criminalisation of the Child, including following the ten-point protocol.

4.18 ensure appropriate attendance at court and police stations as required; and

4.19 have adequate insurance to cover the personal belongings of the Child.

Please note: This would may be covered by contents insurance cover; however, the service provider should confirm with their insurance company / broker.

Part 5 – Standard Provision Minimum Core Service Offer (Applicable to Requirements A-C)

The following shall be applicable to Requirements A-C:

In addition to the requirements set out in part 4, the service offer should include:

The service provider shall:

- 5.1** ensure school resources are provided, to include funding and transportation for school outings and overnight trips.
- 5.2** Attend Personal Education Plan (PEP) meetings, parents evening, sports days, and other meeting requested by the school.
- 5.3** all day-to-day clothing and school uniforms appropriate to the seasons, including general sports activity clothing. Clothing shall be at all times in good repair and all children should have sufficient changes of clothing. Where applicable special clothing requirements shall also be met, e.g., where there is a requirement for unusual sizes or a specific clothing need for a child with disabilities;
- 5.4** ensure all children attend appropriate health checks including eye tests (minimum once a year); Dental checks (minimum twice a year), Statutory Children’s looked after health checks; and any other checks as required;
- 5.5** ensure that all children receive a minimum of 2 weeks holiday per year, facilitating these as appropriate:
- 5.6** Regular haircuts; and
- 5.7** support the Council to undertake supervised contact visits to family members and appropriate others as identified in Care Plan
- 5.8 Pocket Money /Savings / Allowances / Holiday Payments**

5.8.1 The figures (table below*) are the minimum amounts expected to be spent on Children. The Council expects that as the Child reaches the age of 11, they shall be given more responsibility with their own money as part of the move towards independence.

Service Providers should use discretion to increasingly entrust the Child to decide how they spend their money, either on a weekly basis or as required.

5.8.2 Pocket money**:

The service provider shall:

- Provide pocket money weekly as set out in the table below;
- Ensure the owning and operating of a mobile phone is funded from the child’s pocket money allowance, if the Care Plan states this to be appropriate; and

- Ensure all such payments are included and agreed to at the time of Placement or at subsequent IPA review meetings, and they shall not be less than the Council's recommended amounts

5.8.3 Bank Accounts and Savings:***

The service provider shall ensure:

- The Child has a bank account in their own name.
- The Child has a savings account, which may be an ISA, in their own name.
- The Child saves no less than the Council's recommended weekly savings allowance; and
- Savings transfer with the Child, in a timely manner.

Please note: If at the time of the initial placement the Child does not already have the required bank accounts set up, then this shall be done within six months and deposits shall be back dated to the start of the placement;

5.8.4 Birthday and Festival:

The payment detailed (*Table 1 below) are the minimum amount to be spent on the celebrations, including presents, party, etc, and are applicable for each Birthday and religious festival (e.g. Christmas, Diwali, etc.).

This shall be limited to one religious festival per year or divided between one or more if required and agreed with the Child's social care team.

5.8.5 Holiday Payment:

The payment detailed (*Table 1 below) is the total amount recommended to be spent on the holiday(s) within a twelve-month period, including the cost of the holiday(s), spending money, etc.

***Table 1: Payments Table**

Age	Pocket Money: Weekly	Savings: Weekly	One Birthday and One Festival Payment Per Year	Holiday Payment: Per Year
0 to 4		£5.00	£130	£260
5	£3.50	£2.00	£130	£260
6	£4.00	£2.00	£130	£260
7	£4.50	£2.00	£130	£260
8	£5.00	£2.00	£130	£260
9	£5.50	£2.00	£130	£260
10	£6.00	£2.00	£130	£260
11	£6.50	£3.00	£190	£260
12	£7.00	£3.00	£190	£380
13	£7.50	£3.00	£190	£380
14	£8.00	£3.00	£190	£380
15	£8.50	£3.00	£190	£380
16	£9.00	£4.00	£190	£380
17	£9.50	£4.00	£190	£380

18	£10.00	£4.00	£190	£380
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** The Council anticipates that there may be some discretion required when allocating pocket money and savings to Children in the 0 – 5 bracket. As Service Providers will see from the table above, the Council has combined the pocket money figure, with the savings figure, for these Children, although as long as the minimum saving of £2.00 per week is made for the Child, there is no reason why pocket money could not be given if it is felt appropriate.

*** The allocation of payments and savings shall be discussed with the Child's Social Worker at the relevant planning and review meetings, to ensure that every Child's individual needs and capabilities are taken into account, regarding these decisions. Any query should be discussed with the Social Worker first, and then confirmed in writing to ensure acceptance by each party. These arrangements shall be monitored as part of the Council's review process.

Part 6 – Specialist Provision Minimum Core Service Offer (Applicable to Requirement C)

The following shall be applicable to Requirement C.

In addition to the requirements set out in parts 4 and 5, the service offer should include:

Service Providers shall:

- 6.1** Provide appropriate specialist resources to meet the needs of specialist placements relevant to the presenting needs of the individual Child; these resources are in addition to existing mainstream or specialist NHS and Council funded services already available to children, which are free at point of delivery;
- 6.2** Ensure all staff are appropriately qualified and experienced, and receive a high level of supervision and ongoing training;
- 6.3** Utilise a flexible staffing model with staff who will:
 - step up and step down when and as necessary;
 - respond to individual child's needs as necessary, e.g.
 - responsive supervising social workers to provide increased intensive support when required; and/or
 - a robust and accessible pool of consistent support carers that can provide responsive additional support care at short notice to stabilise placements if required.
- 6.4** Ensure employees and carers are trained in the specialism specific to the cohort of children in their care; e.g., Autism; CSE; high level of emotional health needs, and that this is reflected in the training and qualifications of employees and managers;
- 6.5** Work closely with NHS including CAMHS;
- 6.6** Improve and effectively manage behaviour; utilising evidenced-based approaches to do this effectively, with input for staff from behaviour management therapists/specialists;
- 6.7** adapts to the needs of the Child and always puts needs-led strategies in place to demonstrate improvement in outcomes;

6.8 Have in place high levels of structure and routine, including providing a high level of activities accessed daily; and

6.9 except in exceptional circumstances, work with children to ensure that they are not criminalised in order to address damage/anti-social behaviour.

This should include applying the CPS '[10 Point Check](#)' and the 'Reasonable Parent Test' when determining whether to involve the police.

Part 7 – Overnight short break minimum core offer (Applicable to Requirement D)

The following shall be applicable to Requirement D:

In addition to the requirements set out in part 4, the service offer should include:

7.1 Service Providers shall be Ofsted registered to accommodate Children aged 8 and over.

- It is a requirement that all Service Providers are able to offer the service to children and young people across the full age range.;
- state clearly what age groups they can work with and whether they are able to provide for children and young people identified as having complex health and care needs as detailed below. Service requirement – residential activity breaks for disabled children.

7.2 The Service Provider shall:

- 7.2.1 Organise and deliver overnight, weekend or longer breaks for individual children or young people, families and/or groups of disabled children/young people;
- 7.2.2 Work with the Council's referral team to coordinate bookings.
- 7.2.3 Enable children/young people and families to express a preference about where, how and when they take their breaks, and try to accommodate their preferences where possible;
- 7.2.4 Ensure that children/young people have the opportunity to participate in a range of varied activities appropriate to their age and interest, and consult children/young people on what those activities will be;
- 7.2.5 Plan how to get to know the referred disabled children/young people in advance of their stay and identify how to meet their individual needs;
- 7.2.6 Contact the family within 5 working days, following acceptance of the referral, to arrange an introductory meeting. If support is being put in place to respond to a crisis situation, contact should take place within 24 hours or other timescales which may be specified;
- 7.2.7 Ensure that an introductory meeting with the family and child/young person takes place within 15 working days following acceptance of the referral (earlier timescales shall be specified in crisis situations);
- 7.2.8 Ensure the first overnight short break is offered within 4-6 weeks from referral (earlier in crisis situations). Timescales from referral to the child/young person receiving their first overnight break shall be monitored, bearing in mind any

constraints Service Providers may be operating under. (e.g., size of building; need to ensure safe and appropriate peer groups);

- 7.2.9 Ensure that children and young people are kept safe from harm, e.g., through planning appropriate peer groups, identifying and managing risk and robust care planning;
- 7.2.10 Ensure that staff are appropriately trained, including to carry out health-related procedures for individual children/young people where required. This includes robust moving and handling skills through specific policy and training for staff;
- 7.2.11 Ensure that premises are appropriately adapted, and that specialist equipment is available to meet the needs of referred children and young people;
- 7.2.12 Ensure that equipment is checked and safely maintained and subject to PAT testing where required and that staff receive training and supervision in its use;
- 7.2.13 Give feedback to parents/carers after each short break, about what the child/young person has done and what they have enjoyed.
- 7.2.14 Provide feedback to the Council about progress and achievement of outcomes;
- 7.2.15 Ensure the tender price is inclusive of the cost of transport, including to and from the placement if necessary (up to 43 miles per day per child), food/drink and activities for staff and young people during their short break; and

Please note: For the avoidance of doubt, this service specification does not require the provision of nursing care. However, Service Providers who offer nursing care as part of their service delivery or can arrange for nursing care at an additional cost when required, shall be eligible to apply;

7.3 Abortive and Cancelled Services

An abortive service is when a child/young person does not attend a pre-arranged short break or cancels with less than 10 days' prior notice.

In the event of an abortive services with less than 10 days' prior notice, the Service Provider shall make every reasonable effort to re-schedule the break, but if this is not possible may charge as though the service has been delivered; and

If a service is cancelled with 10 days or more than 10 days' notice, no costs shall be incurred by the Council.

Part 8 – Responsibilities and General Contract Requirements

8.1 The Council shall be responsible for:

- 8.1.1 Issuing instructions, implementing a management plan and managing performance meetings Monitoring and recording performance (see Appendix G and H);
- 8.1.2 Engaging in transparent communication with the Service Provider;
- 8.1.3 Ensuring that monitoring activity undertaken by the Council is done so by its suitably skilled and experienced officers, with the required DBS clearance;
- 8.1.4 The Council's Commissioner shall be the primary day to day contact for the Project;
- 8.1.5 Issuing an Individual Placement Agreement IPA per placement to the Service Provider. This shall be child specific and detail placement costs and contracting elements.

8.1.6 The Council aims to continually improve performance over the duration of the contract and welcomes specific and constructive comments and suggestions about how it could improve. All comments and suggestions shall be treated seriously, and the Council will be prepared to consider and/or investigate suggestions that have the potential to enable the Council to better satisfy the needs of children and achieve value for money.

8.2 The Service Provider shall be responsible for:

- 8.2.1 Providing information and data about the Services supplied, to enable the Council to accurately monitor and measure the Service Provider's performance;
- 8.2.2 Providing suitable representatives to attend contract management meetings;
- 8.2.3 Making available the required information and reports in advance of each contract management meeting;
- 8.2.4 Undertaking self-assessments that are conducted thoroughly and presenting the results to the Council in advance of each contract management meeting;
- 8.2.5 Supporting self-assessment audits by the Council;
- 8.2.6 Supporting and challenging the Council regarding aspirations for the children in the Council's care;
- 8.2.7 Ensuring compliance with the requirements under this generic specification and associated schedules, appendices and any referenced documents;
- 8.2.8 Maintaining an Ofsted rating of "good" or "outstanding" (and where this is not achieved, clear and detailed liaison with the Council's Quality Assurance Team is required, along with providing action plans on how the Service Provider is going to get to Good or Outstanding again);
- 8.2.9 Maintaining registration with Ofsted;
- 8.2.10 Providing the services with all reasonable skill and care and ensuring it has the appropriately qualified staff to perform the services including and their effective recruitment, approval, supervision, and review of residential homes are undertaken.
- 8.2.11 Compliance with all relevant guidance and regulations;
- 8.2.12 Ensuring that once a placement is made, that the Service Provider regularly monitors the effectiveness of the placement and that it continues to conform to the Regulations and any other legislation, particularly when there are any changes to the home. Where there are concerns, these are to be reported to the Council immediately;
- 8.2.13 Making arrangements for the placement of children;
- 8.2.14 Ensuring that Staff understand and fulfil the obligations of care placed upon them through the Child's care plan, pathway plan, placement plan including health plan and EHCP/PEP.

Should the home be unable to do so for whatever reason, then the Service Provider shall be responsible for making and funding alternative support services to meet the obligations of care;
- 8.2.15 Working towards the delivery of improved Care Leaver outcomes, articulated in Keep on Caring and underpinned by the Children and Families Act 2014;

8.2.16 Providing the Council with an overview of its management structure and how it will support and successfully deliver the requirements of this specification.
Where there are changes in the management structure these should be reported to the Council immediately; and

8.2.17 Dedicating at least one named staff member to be the primary day to day contact for the Service. Changes to this contact shall be communicated to the Council.

8.3 The Council and the provider are collectively responsible for:

8.3.1 Achieving positive outcomes for the child placed in line with their assessed needs. This shall include working together to secure permanency plans for the child, including, but not exclusive to SGO, adoption and long-term fostering in accordance with the Child's needs;

8.3.2 Ensuring that the wishes and feelings of the child are taken into account in reaching any decision about that child; and

8.3.3 Completing statements for court or to support assessments, where required.

8.4 Voids

Voids will be in use where the anticipated maximum capacity of a requirement is not utilised.

8.4.1 In the event that an IPA (within the Block Contract) comes to an end and a Placement becomes vacant, the Council shall make a referral to the Service Provider and the parties shall follow the Matching Process in order to match a Placement to the specific child in care. In the event of a match, the Service Provider shall enter into a new IPA with the Council;

If a match cannot be made the Council shall continue to pay for the empty Placement ("Void") until such time as it is filled (subject to 8.4.2); and

8.4.2 In the event that a match is not achieved on three consecutive referrals, the Council shall cease to pay for that Void until a match is made.

Part 9 – Contract Value and Term

9.1 Contract / Lot Value

9.1 Standard delivery model

(a) Delivery of all requirements (A to D):

- Where requirement B delivers 2 beds - maximum £3,825,740 per annum

Please note: For this figure includes a supplement of 40% of the requirement C placement cost (£246,926) to paid if both beds in the requirement C home are utilised, and the maximum cost if this home if used as a single bed home shall be £3,578,814

- Where requirement B delivers 3 beds – maximum £4,111,740 per annum

Please note: For this figure includes a supplement of 40% of the requirement C placement cost (£246,926) to paid if both beds in the requirement C home are utilised, and the maximum cost if this home if used as a single bed home shall be £3,864,214

9.2 Variant delivery model 1

(a) Lot V1(a-c) - Delivery of requirements A to C:

- Where requirement B delivers 2 beds – maximum £2,840,240 per annum
Please note: For this figure includes a supplement of 40% of the requirement C placement cost (£246,926) to paid if both beds in the requirement C home are utilised, and the maximum cost if this home if used as a single bed home shall be £2,593,314
- Where requirement B delivers 3 beds – maximum £3,126,240 per annum
Please note: For this figure includes a supplement of 40% of the requirement C placement cost (£246,926) to paid if both beds in the requirement C home are utilised, and the maximum cost if this home if used as a single bed home shall be £2,879,314

(b) Lot V1(d) - Delivery of requirement D:

- maximum £985,500 per annum

9.3 Variant delivery model 2**(a) Lot V2(a) - Delivery of requirement A:**

- maximum value of £1,404,000 per annum

(b) Lot V2(b) - Delivery of requirement B:

- Where requirement B delivers 2 beds – maximum £572,000 per annum
- Where requirement B delivers 3 beds – maximum £858,000 per annum

(c) Lot V2(c) - Delivery of requirement C:

- maximum £864,240 per annum

Please note this figure includes a supplement of 40% of the placement cost (£246,926) to paid if both beds in the home are utilised, and the maximum cost if this home if to be used as a single bed home shall be £617,314

(d) Lot V2(d) - Delivery of requirement D:

- maximum value of £985,500 per annum

9.2 Contract term:

The maximum contract term(s) shall be 7 years (3+2+2).

9.3 Contract Extension**9.3.1 Extension to contract term:**

9.3.1.1 The Council may extend this Contract beyond the Initial Term by two further periods of 24 months (each an “Extension Period”) (maximum 48 months Extension Period).

9.3.1.2 If the Council wishes to extend the contract, it shall give the Service Provider approximately six (6) months written notice of such intention before the expiry of the current term.

9.3.1.3 The decision to extend the contract shall be dependent on the satisfactory performance of the Service Provider and the contract price remaining value for money.

Please note: Where contracts are awarded based on Delivery model variant 1 or variant 2 contract extensions for lots will be independent of each other.

9.3.2 Increase to the minimum number of placements –

9.3.2.1 The Council shall regularly conduct sufficiency reviews during the course of the contract. Should these reviews recommend an increase in minimum placement numbers then Service Providers shall be invited to submit proposals and implementation plans detailing how they would deal with these numbers.

9.3.2.2 The Council will evaluate any proposal put forward and if deemed to meet Council’s needs, will discuss the option of extending the scope of the contract with the service provider.

9.4 Contract Pricing

9.4.1 The price per placement per week shall remain fixed for the initial three-year period of the contract, subject to changes in legislation such as the Minimum wage. In subsequent years, the Council shall consider price variation requests submitted by Service Providers;

9.4.2 Price variation requests shall be submitted a minimum of 20 weeks in advance of the date where the variation is to come into effect. Variations shall only come into effect if agreed by the Council;

9.4.3 The Council shall not consider any price increase that exceeds the applicable market indices/inflation rate for the cost category as set out in the Appendix B Price Schedule; and

9.4.4 Any addition or extension to the minimum number of placements shall be at the same price per placement per service.

Part 10 –Outcome Measure, Monitoring Matrix and KPI’s

10.1 KPIs

10.1.1 The service shall be Outcome-based commissioning focusing on the results that should be achieved for Children.

10.1.2 **Table 2: Service Overview KPI Table.**

KPI/Outcome	KPI Ref:	Indicator	Evidence	Target	Remedy
Required Ofsted Rating Held and maintained	A1.1	Report Good or Outstanding (Based on Full Inspection)	Latest Ofsted judgement and report	100%	Escalation to contract manager
Safeguarding Concerns are actioned / reported	A1.2	Appropriate process and procedures and in place and followed.	Annex A, Regulation 44, 45 and QA visits	100%	Escalation to contract manager and LADO
Operational Meetings and Panels	A1.3	Attendance at all required meeting	Meeting minutes	100%	Escalation to contract manager
Induction and core training and	A1.4	All staff receive appropriate training and	Annex A, Regulation 44, 45 and QA visits	100%	Escalation to contract

development of staff		development opportunities			manager and Ofsted if appropriate
Reporting	A1.5	Meeting the reporting requirements set out in part 11	Contract management review meeting minutes	100%	Escalation to contract manager
Respond to correspondence from the Council and telephone messages	A1.6	Response to be provided to the Council within 4 working hours for urgent requests and 1 working day for standard request	Mosaic case note logs and emails	100%	Escalation to contract manager
Issues/Complaints	A1.7	Resolved within 5 working days	Report including findings and actions from findings	100%	Escalation to contract manager
Progress updates	A1.8	Unresolved queries/enquiries to be responded to with progress updates every 48 hours	Mosaic case note logs and emails and Contract management review meeting minutes	100%	Escalation to contract manager
Social Value	A1.9	Delivery of the Social Value Commitments made by the Tenderer	Social Value Reporting	*100%	Escalation Contract Manager

**This KPI will be monitored but will not be measured against the performance target for the purposes of the KPI's for a period of 12 months, and the Council will advise the bidder of when measurement of this KPI will be implemented.*

10.1.3 The above KPIs will be subject to review, but could in the future be expanded to include (but is not limited to):

- Occupancy Rates of 95%;
- Utilisation of placement of 95% and
- Missing episodes
- Notices
- Recruitment and Retention of Staff of 90%.

10.1.4 Persistent failure of KPIs could result in early termination or suspension of contract, this will be based on the Council's assessment of the severity and potential impact of the failure. e.g., Where the KPI's are safeguarding specific this could result in immediate termination.

10.1.5 **Table 2: Outcome KPI Table**

These outcomes fit under the broad headings of:

- I am supported to be healthy
- I am supported to stay safe
- I am supported to enjoy and achieve
- I am supported to make a positive contribution
- I am supported to achieve economic wellbeing and prepare for adulthood
- My voice is heard

KPI/Outcome	KPI Ref:	Indicator	Evidence	Target	Remedy
I am supported to be healthy:	B1.1	Children meet their health outcomes.	Documented feedback from Children to demonstrate that they are happy, healthy and able to lead a healthy lifestyle.	100%	Escalation to contract manager and other child welfare services as appropriate (for example: Ofsted; IRO service; Advocate service and LADO service)
	B1.2	Children attend all their health appointments.	Medical appointment attendance	100%	
	B1.3	Staff receive regular supervision, training, and access to counselling as necessary, to ensure they can provide the child with the appropriate support for ongoing and changing health needs.	Staff supervision and training records	100%	
	B1.4	Children who have alcohol or drug misuse issues are supported to address this	Evidence of alcohol and drug training sessions and support provided to children as and when necessary.	100%	
I am supported to stay safe	B2.1	Children have an up-to-date risk assessment completed by the home and reviewed regularly.	Risk assessments	100%	Escalation to contract manager and other child welfare services as appropriate (for example: Ofsted; IRO service; Advocate service and LADO service)
	B2.2	Staff are appropriately trained to cover all aspects of keeping a child safe from harm.	Staff training records	100%	
	B2.3	Children do not experience bullying or any coercive behaviours towards them.	Incident reports	100%	
	B2.4	Children who do experience some element that places them at risk are supported and able to demonstrate progress.	Child's voice	100%	
I am supported to enjoy and achieve	B3.1	Children have an up-to-date Personal Education Plan (PEP)/EHC Plan where the Local Authority think it appropriate and staff monitor the implementation of this, contribute when necessary and implement all agreed actions.	PEPs EHCPs	100%	Escalation to contract manager and other child welfare services as appropriate (for example: Ofsted; IRO service; Advocate service and LADO service)
	B3.2	Children attend appropriate education provision.	School attendance logs	100%	
	B3.3	Children achieve in line with national targets	Children's achievement grades	100%	

	B3.4	Children have access to extra-curricular activities.	Registration/log of extra-curricular on offer/attended	100%	
	B3.5	Children take pride in themselves	Child's voice	100%	
	B3.6	Children have access to 14 days holiday opportunities per year	Holiday logs/photos	100%	
	B3.7	Children have appropriate clothing and equipment required	Child's voice IRO, Advocate and Social Care visits	100%	
I am supported to make a positive contribution	B4.1	100% children are able to articulate their desired care plan.	Care plans	100%	Escalation to contract manager and other child welfare services as appropriate (for example: Ofsted; IRO service; Advocate service and LADO service)
	B4.2	Children attend their LAC reviews.	LAC review meeting minutes	100%	
	B4.3	Children's complaints are addressed and resolved.	Complaints logs and actions	100%	
	B4.4	Children participate in events outside of the home.	Events outside the home accessed by children. Child's voice	100% (offered access)	
I am supported to achieve economic wellbeing and prepare for adulthood	B5.1	Children have a savings account and receive the minimum allowances as dictated by the Contracting Authority.	Savings accounts	100%	Escalation to contract manager and other child welfare services as appropriate (for example: Ofsted; IRO service; Advocate service and LADO service)
	B5.2	Children receive pocket monies and allowances as agreed by the Contracting Authority.	Bank accounts	100%	
	B5.3	Children aged over 16 years who have left school are engaged in employment, training or further education.	Employment, education or training evidence	100%	
	B5.4	Children are able to articulate their plans/goals for the future and can demonstrate they have understanding of how to achieve these goals.	Budget plans by child Child's voice	100%	
My voice is heard	B6.1	Children are able to articulate their feelings	Child's voice	100%	Escalation to contract manager and other child welfare services as appropriate (for example: Ofsted; IRO service; Advocate service and LADO service)

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10.2 Outcomes

Delivery of the Service shall ensure that there is:

- 10.2.1 Improved residential placement sufficiency within Derbyshire (or neighbouring areas);
- 10.2.2 Increased stability within placements;
- 10.2.3 A financially viable service - Managing resources to ensure optimum development, over and above the national minimum standards;
- 10.2.4 Monitoring of progress, by the Service Provider, towards outcomes with provision of regular reports as required. These reports shall be reviewed at the quarterly performance review meetings: (See part 11)
 - Each child shall have a person-centred independence plan which clearly outlines, with the Child's agreement, realistic and achievable actions in order to achieve the desired outcomes; and
- 10.2.5 The Service Provider seeks solutions early in respect of any barriers that may prevent a young person from progressing through the service and achieving good outcomes.

10.3 Monitoring of KPIs and Output measures

- 10.3.1 Monitoring of these outcomes shall be done collectively through the Council's social care teams, commissioning and quality assurance teams and the Service provider; and

For more details on how the above outcomes shall be monitored and evaluated, please refer to appendix D, E, F and G.

Part 11 – Reports & Performance Monitoring

The Council is committed to continuous improvement through monitoring and review of its services. It aims to be open and constructive in its partnership with Service Providers and in the management of contracts;

- 11.1** The Service Provider shall be required to demonstrate their compliance to all aspects of this contract and shall maintain their information systems; Outcome information shall be required as part of the quarterly monitoring arrangements (see draft Monitoring Template and Quarterly Dataset at Appendix I and J);
- 11.2** Outcome information shall be required as part of the quarterly monitoring arrangements;
- 11.3** Evidence that relates to a young person's engagement with the service and progress on their plan shall be used primarily in relation to Pathway Planning & Review processes and in summary form as part of contract monitoring.

This information shall be made available to the Council upon request or at agreed intervals to evidence partnership working, performance and quality as set out in 11.4 and appendix I and J.

11.4 Table 4: Reports

Report	Description	Frequency	Timeframe for sending report
Quarterly Dataset	Completion of all required data	Quarterly	To be provided 2 weeks after the end of each quarter (and in advance of the relevant quarterly contract management meeting).

11.5 In regard to general contract management requirements the service provider shall:

11.5.1 Ensure that a robust quality assurance system is utilised to ensure best practice, providing a framework for regular evaluation of professional practice;

11.5.2 Have and maintain a representation and complaints procedure; and provide a copy of the Council on request;

11.5.3 Have and maintain a portfolio of general policies and procedures required to deliver the service safely and effectively, and provide copies to the Council on request;

11.5.4 Maintain records of:

- Individual young person documentation and related information
- Performance and outcome data
- Performance against Childrens individual care plans, with clear outcome-based aims and objectives for individual young people

11.5.5 Allow the Council to undertaken periodic inspections of the premises, policies, procedure and record keeping systems to ensure that contract compliance is maintained; and

11.5.6 Provide other relevant assistance and/or data to the Council, as specified from time to time.

Please see Appendix G, H , I and J of the Council’s quality assurance documentation and criteria setting out how residential homes are monitored.

Part 12 – Order and Invoices

8.1 Ordering Process

The Mosaic Social Care systems software package will be used to place orders under this contract. Please note: As part of a drive towards best practise the Council has implemented a “no PO, no pay” purchasing policy.

8.2 Invoices:

Invoices shall be submitted monthly in arrears, all invoices must:

- Quote the purchase order number;
- Detail the total cost of all order placed during the invoicing period; and
- Where required be consolidated and provided with backing data / a breakdown of the costs as defined by the Council to meet its requirements.

8.3 Payments

Payment shall be made within 30 days of receipt of an undisputed invoice.

8.4 Submission of a bid shall be confirmation that your organisation can comply with the stated ordering and invoicing requirements, any questions associated regarding this should be raised using the questions and answer process detailed in the Instructions for Bidders.

Part 13– Proposal Requirements

Please see Appendix A2 which provides the guidance, instruction, response requirements (Part 13 questions) and scoring, for the response to specification.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

26 September 2022

Report of the Executive Director of Children's Services

Procurement of a block contract for Children's residential placements

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a key decision due to it being over £500,000. However, this is diverted spend and not additional spend on the current Children's Services budget.

3. Purpose

3.1 The purpose of this report is to outline the current needs within the Children's home residential sector and propose how block contract agreement could help towards meeting those needs.

3.2 Cabinet are asked to:
a) Review and approve

4. Information and Analysis

In 2022, we externally commission almost 75% of our children's residential care settings (at an approximate cost of £23.7 million per year). This proposed block contract arrangement would utilise a proportion of this spend.

As with the national trend, Derbyshire's number of children in care continues to rise, with currently 952 children in care. Compared to 711 in March 2018, there has been a 25% increase in just under four and a half years. We expect this trend to continue. This equates to children in care numbers increasing by 53 children per year.

We currently use a framework to call off for our residential placements in collaboration with 3 other authorities – Derby City, Nottingham City and Nottinghamshire – known as the D2N2. We are two years into the framework and whilst it is improving our levels of contracted spend, we still have additional capacity needs outside of this framework.

The forward procurement plan for 2022-23 outlined funding of £8 million to contract with a provider to deliver residential provision over 4 years (CCS011 – “D2N2 Block Contract Arrangement for Residential and IFA Placements”).

Further market testing has demonstrated that providers want a longer contract to deliver a block residential service and therefore the funding identified in the forward plan of procurement is not enough to meet these needs.

The Social Care Review has outlined the volatility in the children's residential sector, and it is therefore crucial we find new ways to respond to this to ensure the safety of our children, deliver good quality care, to create further efficiencies and to allow us to do all of these things in a timely and cost effective manner. This contracting arrangement would be an attempt to begin towards 'fixing the broken care market' and to control spend and ensure that we begin to respond to the market to show our firm belief that 'providing care for children should not be based on profit'. (McAllister, May 2022, page 5).

5. Consultation

- 5.1 Consultation with the external market has already taken place. Originally, the forward plan outlined £8 million over 4 years for engagement on block contracting arrangements (CCS011). Through market research with external providers and other authorities, it has been made clear that this would be considered weak in its attractiveness to the market. The market currently is extremely buoyant, and a lot of providers are therefore not engaging in block contract or framework arrangements, as they are easily able to fill their placements through off contract arrangements – where there is more flexibility for the provider, meaning less flexibility for an authority often. Therefore, for it to become more attractive to the market, (and more in line with our

current needs), the contract needs to increase in the number of beds and contract length.

6. Alternative Options Considered

- a) Go out to tender as planned and agreed in the forward plan (maximum value of £8 million over 4 years): From reviewing our current needs and market engagement, it is clear this is not attractive, and will receive very few bids (if any) and more importantly, will not fully address the current issues around placement sufficiency.
- b) Do nothing and continue to purchase placements as we are – through framework and non-framework arrangements, with limited control over the external market. This option is not preferred as it gives us less control over the market and leaves us vulnerable to rising costs in the residential market.

Implications

- 6.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.
- 6.2 The main aim of implementing this varied block contract for children's residential home provision is to ensure we can begin to meet our needs within this sector whilst allowing us to also ensure the following through this becoming contracted spend:
 - Better quality of provision delivered for our children in care.
 - Better monitoring and management of contracts and therefore ensuring our Children in Care receive improved outcomes.
 - Increasing efficiencies around residential placements and stimulating the local market to encourage new local provision.
 - Better Value For Money placements, linking into being an enterprising council.
 - Increasing opportunities of cost avoidance.

7. Background Papers

- 7.1 D2N2 Market Position Statement

8. Appendices

- 8.1 Appendix 1- McAllister, J. "Social Care Review, Executive Summary", May 2022.
- 8.2 Extract from 'CS 2021 -25 service plan (refresh)'

9. Recommendation(s):

That Cabinet:

- a) Approve a procurement solution of a block contract for children's residential placements for:
- Contract term: 3 years, +2 years +2 years
 - Maximum contract value: £4.5 million per year
 - (A maximum of £31.5 million over a 7-year term)
- b) Approve the spend from the current placement budget.

10. Reasons for Recommendation(s)

- 10.1 This recommendation will support an increase in placement sufficiency in a more measured and monitorable approach. It will help address some of the needs around placements and facilitate better engagement with the external market. This recommendation is not for 'new spend' and will be met from the existing placements budget. A block contract will ensure we receive better value for money and improved outcomes for our children in care.

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

- 11.1 No

Report Author: Louise Frensham, Commissioning Manager.
Contact details: louise.frensham@derbyshire.gov.uk

Implications
Implications

a) Financial

Costs will be from existing placement budget and there will be no additional costs associated with this procurement. Discussions have taken place with members of the team in finance and they are in agreement with the proposal.

b) Legal

Legal implications have been analysed through risk analysis with procurement colleagues and will continue to be involved and advice sought if permission for this arrangement is granted.

c) Human Resources

No internal posts affected, therefore no anticipated Human Resources implications.

d) Equalities Impact

N/A.

e) Corporate objectives and priorities for change

Enterprising council will be addressed by ensuring we are responding to current challenges and that we are prepared for the future, ensuring value for money whilst improving contracting arrangements and outcomes for our children in care.

Vision Derbyshire will also be addressed by working with partners in new and powerful ways, which will help create more resource.

It would also be anticipated that Thriving Communities work can feed into our local areas (due to this being desired to be a locally focussed contracting arrangement) to ensure people and places thrive.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 January 2023

Report of the Executive Director - Place

Preparing a Local Nature Recovery Strategy for Derbyshire
(Cabinet Member for Infrastructure and Environment)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 The purpose of this report is to:

- a) Inform Cabinet of the statutory duties that the Council must perform in its responsible authority role for the preparation and publication by 31 March 2025 of a Local Nature Recovery Strategy.
- b) Seek Cabinet approval to the proposed governance arrangements for stakeholder engagement designed to support the performance of these duties that are outlined in this report.
- c) Seek Cabinet authorisation for the Executive Director – Place, in consultation with the Cabinet Member for the relevant portfolio, to make such minor adjustments to these arrangements as they might consider to be appropriate or necessary.

4. Information and Analysis

4.1 Summary

4.1.1 Biodiversity loss in England is accelerating. There is recognition from the Government, public authorities and the environmental sector that prompt action at both landscape and local scales is required to address society's neglect of nature. Planning for nature recovery must take place in a strategic, collaborative, and evidenced based manner. Furthermore, a more biodiverse environment will allow important new net zero, climate change resilience, social, health, regeneration, and economic growth benefits to be realised.

4.1.2 The Environment Act 2021 brings into law the Government's intention to create a Nature Recovery Network across England. The Nature Recovery Network will comprise of 48 County-based Local Nature Recovery Strategies (LNRS) which will cover the whole of England. In accordance with the Act, each strategy will be designed to ensure locally targeted, more co-ordinated, practical, and focused action, and investment in nature. The collective and complementary outputs from 48 strategies will be the delivery of the strategic national objectives of the Nature Recovery Network which are as follows:

- Creating and restoring wildlife-rich habitats.
- Improving the landscape's resilience to climate change.
- Reinforcing the natural, geological, and cultural diversity of England's landscapes.
- Enabling people to enjoy and connect with nature - benefiting society's health and wellbeing.

4.1.3 The Council has been appointed by the Secretary of State for Environment, Food and Rural Affairs (DEFRA) as the responsible authority for preparing, approving and publishing the LNRS for Derbyshire (including Derby City) by 31 March 2025. The Government has set a framework within which the Council must formulate the LNRS which comprises of:

- Ensuring the LNRS is prepared in a collaborative manner.
- Using evidence to identify opportunities and then the priorities for enhancing biodiversity.
- Establishing an action plan to deliver the priorities, with an initial time-horizon to 2033.
- Undertaking a public consultation on the draft LNRS.

- Seeking approval to the LNRS from Derbyshire’s district and borough councils and the Peak District National Park Authority.
- The Council’s Cabinet approving the LNRS.
- Publishing the LNRS (and then leading on its subsequent reviews).

4.1.4 This report explains why the LNRS for Derbyshire is important, the procedure by which the Council needs to lead its preparation, and the governance arrangements proposed to ensure that the LNRS is co-produced through effective engagement with interested stakeholder organisations and the public. Hence, the LNRS preparation will be a partnership endeavour and sustaining this approach will be critical to the successful delivery of the LNRS from 2025-26.

4.1.5 A draft LNRS Public Information Memorandum has been prepared to explain why the preparation of a LNRS is important for Derbyshire and how this will be undertaken over the period January 2024 to March 2025. The draft Public Information Memorandum supports the information provided in this report and is provided as Appendix 4. On approval of this report the Public Information Memorandum will be published on the Council’s LNRS webpage.

4.2 **The Purpose of the Local Nature Recovery Strategy for Derbyshire**

4.2.1 The LNRS for Derbyshire will provide the route map for nature recovery in Derbyshire; setting a long-term vision and action plan that is formulated and delivered in a collaborate manner with everyone who wishes to participate. It will be founded on existing good practice and expertise whilst creating new opportunities to apply the advantages of partnerships to enabling nature to thrive. The LNRS will be reviewed every 3 to 10 years to assess progress and update priorities and actions.

4.2.2 The preparation of the LNRS for Derbyshire will fulfil a new statutory (legal) duty for the Council. This means that it must fulfil the statutory duties of a LNRS responsible authority as set out in:

- The Environment Act 2021(Section 105)
- The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 (April 2023)

4.2.3 Furthermore, the LNRS will be prepared in accordance with the East Midlands Mayoral Combined County Authority (EMCCA) Deal (August 2022) which makes the following important commitments:

- Agreement by Derbyshire County Council and Nottinghamshire County Council to act as the responsible authorities for the preparation of the Local Nature Recovery Strategies (LNRSs) for the Derby City and Derbyshire County, and Nottingham City and Nottinghamshire County LNRS respectively. Both county councils will work to ensure join up where possible across the two LNRS areas.
- Production of a EMCCA Flood Alleviation Strategy to help build community and economic resilience. This will support a comprehensive approach to tackling local nature recovery with a focus on green and blue infrastructure and maximising benefits for people, wildlife, and the economy.

4.2.3 DEFRA has also published LNRS Statutory Guidance (March 2023), which LNRS responsible authorities must have regard to.

4.2.4 The benefits that the LNRS for Derbyshire will provide include:

- A strategic guide for a locally led transformation of the way in which biodiversity is protected, restored and enhanced.
- The use of research and evidence to inform priorities for nature recovery e.g. the baseline information on habitats, and the ecosystem services they provide, as identified in the Natural Capital Strategy for Derbyshire
- Enable funding and resources to be used more efficiently and effectively in the support of nature recovery.
- Encourage all organisations and individuals interested in nature recovery to work effectively together to achieve agreed outcomes for nature.
- Enable landowners and land managers to understand how their land can contribute to nature's recovery.
- Offer opportunities to increase public connections to nature whilst supporting its recovery.
- Support the application of the National Planning Policy Framework (conserving and enhancing the natural environment) in Derbyshire.
- Maximise and quantify the value of biodiversity net gain as a condition of planning permission to Derbyshire.
- Tangible and significant contributions to the delivery of the Government's national "apex goal" of "thriving plants and wildlife" as set-out in the Environmental Improvement Plan (EIP) 2023.

4.3 The Responsible Authority for the Local Nature Recovery Strategy for Derbyshire

4.3.1 The Council has been appointed by the Secretary of State for Environment, Food and Rural Affairs, as the responsible authority for preparing, publishing and subsequently reviewing a LNRS for Derbyshire. The initial overarching responsibility of the Council is to prepare and publish the LNRS for Derbyshire by 31 March 2025. In summary this will involve fulfilling the requirements outlined below.

4.3.2 Establishing the baseline of the quantity, quality and diversity of habitats across Derbyshire

The LNRS will map the location and condition of Derbyshire's habitats – existing areas, places and sites that already exhibit good natural habitats and which form the basis for nature recovery. This will include local nature reserves and areas of irreplaceable habitats. Furthermore, the LNRS will identify where biodiversity is in decline or limited in ecosystem value.

4.3.3 Setting Derbyshire's ambition for nature recovery through a Statement of Biodiversity Priorities and a Local Habitat Map

The LNRS preparation will identify opportunities, priorities, outcomes, and measures for nature recovery and the wider environmental, economic, and social benefits this will realise. It will also assess where and how such benefits can be secured by considering the different parts of Derbyshire's natural environment, its geography and ecology, and the potential for improvement. The results will be written in the LNRS's statement of biodiversity priorities and plotted on a local habitat map.

4.3.4 Preparing a Delivery Plan for Nature Recovery in Derbyshire

The LNRS will provide a tangible set of measures/actions through which Derbyshire's nature recovery will be delivered, with an initial time horizon of up to April 2033.

4.3.5 Publish the LNRS for Derbyshire

The LNRS must be published, i.e., publicly available, with the evidence base against which it has been formulated, in accordance with a format prescribed by Government.

4.3.6 *Review and republishing of the LNRS for Derbyshire*

The LNRS must be reviewed and republished as part of an ongoing cycle of appraising what the strategy has achieved and identifying what further work is needed for nature to recover.

4.4 **Collaboration – the Involvement of People and Organisations**

4.4.1 The Council will need to work closely with relevant public, private and voluntary sector organisations to draw on their collective expertise in the production of the LNRS for Derbyshire. Hence the strategy will reflect collective local knowledge of relevant planned or ongoing nature recovery activity, enabling it to enhance integration between existing efforts to improve the environment in Derbyshire. Furthermore, the Council must ensure that the strategy is understandable and promote its value to local stakeholders, therefore encouraging their involvement in its preparation. Such stakeholders will include non-governmental organisations (NGOs), local planning authorities, businesses, landowners and managers, community interest groups, and the public.

4.4.2 The Council as the responsible authority must by the 2023 Regulations take certain 'reasonable steps' to involve Natural England and the supporting authorities, as defined in the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023, in the preparation of the LNRS for Derbyshire. The supporting authorities are the local authorities whose areas are in the strategy area or partly in the strategy area. For Derbyshire, the supporting authorities are:

- Amber Valley Borough Council
- Bolsover District Council
- Chesterfield Borough Council
- Derby City Council
- Derbyshire Dales District Council
- Erewash Borough Council
- High Peak Borough Council
- North East Derbyshire District Council
- South Derbyshire District Council
- Peak District National Park Authority
- Natural England

4.4.3 These reasonable steps required of the Council include ensuring that the Council has regard to any opinions expressed by these authorities in relation to the strategy. It is important for these steps to be underpinned by effective collaboration, as a supporting authority can

lodge a formal objection to a LNRS consultation draft and give notice to the Secretary of State for Environment, Food and Rural Affairs if it considers that the final LNRS proposed for approval is materially deficient. The procedure for managing such circumstances involve the Secretary of State.

4.4.4 It is proposed to use the ten National Character Areas that relate to Derbyshire's landscapes as the basis for creating the LNRS. In so doing, each National Character Area's specific features (their Landscape Character Types), relevant evidence and policies, and stakeholder interests, will inform facilitated deliberate focus group discussions to establish, as far as is possible, an informed and agreed "local" LNRS for each National Character Area. The ten "local" National Character Areas will then be aggregated in a complementary manner to form the overarching Derbyshire LNRS for subsequent public consultation. Derbyshire's National Character Areas are shown on the map of the county shown in Appendix 2.

4.5 **Proposed Governance Arrangements for Stakeholder Engagement to Assist the Preparation of the LNRS**

4.5.1 To assist the Council to fulfil the responsible authority duties, it is proposed that the Council establishes governance arrangements for stakeholder (including supporting authority) engagement that reflect the legislative significance of the LNRS; the need for the Council to facilitate an inclusive and evidence-based approach to its preparation; and for the Council to be able to make a well-informed decision to approve a final version of the LNRS for Derbyshire in Quarter 4 2024-25.

4.5.2 Proposed outline arrangements are set out below and illustrated as a diagram in Appendix 3. They are regarded as suitable for implementation subject to any minor adjustments that might be considered by the Council (though the Executive Director Place in consultation with the Cabinet Member for Infrastructure and Environment), e.g. in respect of any comments or suggestions on it that might be received from a supporting authority or Natural England. They are also considered to be in line with the funded financial position described in Appendix 1. There are seven elements to the proposed arrangements as explained below.

4.5.3 *Derbyshire County Council (Cabinet)*

- Derbyshire County Council as the responsible authority designated under the Environment Act 2021 must fulfil the the functions for

preparation and publication of the LNRS under the Act and regulations made under it.

- These functions are part of the Cabinet executive functions and relate to the Infrastructure and Environment portfolio.

4.5.4 *The Derbyshire LNRS Advisory Board (Advisory Board)*

- This is a proposed new board for assisting the LNRS preparation for which draft terms of reference have been prepared and can be seen in the LNRS Public Information Memorandum which is a background paper to this report.
- Reporting to Derbyshire County Council (Cabinet).
- The main purpose of the Board would be to provide recommendations to the County Council regarding the Council's LNRS responsible authority functions under the 2021 Act and regulations (currently the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 (April 2023)).
- The Board would receive from the LNRS Steering Group (see below) proposals for it to consider for formulating any recommendations for the draft LNRS to the County Council.

Membership of the LNRS Advisory Board:

- Cabinet Member – Infrastructure and Environment, Derbyshire County Council.
Representing Derbyshire County Council, as the upper tier local authority for the Derbyshire LNRS area (except for Derby City).
- Elected member representative – Peak District National Park Authority.
Representing the Peak District National Park Authority, as the free-standing local planning authority for the part of the LNRS area in the National Park.
- Elected member representative – Derby City Council.
Representing Derby City Council, as unitary local authority for the part of the LNRS area outside the administrative area of Derbyshire County Council.
- Chair of the LNRS Steering Group.
- Chair of the LNRS Supporting Authorities Group (representing the input from Derbyshire's district and borough councils).
- Officer representative from Derby City Council.
- Officer representative from the Peak District National Park Authority.
- Environment and Transport Director, Derbyshire County Council.
- Senior Advisor, Local Nature Recovery Strategies (Derbyshire), Natural England.

4.5.5 *The Derbyshire LNRS Steering Group (LNRS Steering Group)*

- This is a proposed new Steering Group for the LNRS preparation for which draft terms of reference have been prepared.
- Reporting to the LNRS Advisory Board.
- A key purpose of the LNRS Steering Group would be to make proposals for the draft LNRS for Derbyshire for consideration by the LNRS Advisory Board.
- Another key purpose would be to promote effective organisational sector stakeholder involvement in the preparation of proposals for the draft LNRS and subsequent effective public consultation on the document, (having regard to the relevant Government guidance (currently the LNRS Statutory Guidance (March 2023))).

Membership of the LNRS Steering Group:

- Chair of the LNRS Steering Group (individual to be selected via a recruitment process by the Derbyshire County Council in January 2024).
- Chair of the LNRS Supporting Authorities Group (representing the input from Derbyshire's district and borough councils (see below)). Individual to be appointed from that Group.
- The representatives of the following LNRS Stakeholder Sector Groups (see below)
 - Agricultural Sector
 - Commercial developers
 - Business Sector
 - Infrastructure, energy and utility companies
 - Green finance investors
 - Healthcare
 - Mineral Products Industry
 - Environmental regulators
 - Land estates owners and managers
 - Research and academic sector
 - Town and Parish Councils
 - Trusts and charity landowners
 - Voluntary, Community, Faith and Social Enterprise Sector
 - Children and young adults
- Senior Advisor, Local Nature Recovery Strategies (Derbyshire), Natural England
- Assistant Director for Climate Change and Environment, Derbyshire County Council

4.5.6 *LNRS Supporting Authorities Group*

- This is a proposed group comprising officers from the Derbyshire district and boroughs councils, Derby City Council, and the Peak District National Park Authority that would contribute to the LNRS preparation. The Council would invite these authorities to set the terms of reference for the group, within the framework set out in this report.
- Reporting to the LNRS Advisory Board.
- Key activities of the Supporting Authorities Group would be to co-ordinate briefings with Derbyshire's district and borough council elected members, Derby City Council elected members, and the Peak District National Park Authority elected members on the LNRS preparation, and to provide information to the LNRS Steering Group.
- The Group would also provide a route by which the district and borough councils could direct their documented political approval (or other comments) for the final LNRS.
- The Supporting Authorities Group would also be requested by the Council to nominate its Chair (or other Group member) to represent Derbyshire's district and borough councils on the LNRS Steering Group.

4.5.7 *LNRS Stakeholder Sector Groups*

- These are proposed as new groups for assisting the LNRS preparation, reporting to the LNRS Steering Group
- Each sector group will be requested by the Council to mobilise effective and representative input into the LNRS preparation from their sector (e.g. with their specific LNRS evidence, policy, perspectives and priorities).
- The Council would invite stakeholders from the relevant sectors to nominate representatives to become members of the relevant sector group.
- Each sector group would appoint a member of their group to be the member of the LNRS Steering Group representing their sector.
- Each sector group would also be able to provide representation and participation on behalf of their sector in multi-sector LNRS Focus Groups for each of Derbyshire's National (landscape) Character Areas.

The proposed LNRS Stakeholder Sector Groups are as follows:

- Agricultural Sector
- Commercial developers

- Business Sector
- Infrastructure, energy and utility companies
- Green finance investors
- Healthcare
- Mineral Products Industry
- Environmental regulators
- Land estates owners and managers
- Research and academic sector
- Town and Parish Councils
- Trusts and charity landowners
- Voluntary, Community, Faith and Social Enterprise Sector
- Children and young adults

4.5.8 *Multi-sector LNRS Focus Groups*

- These are proposed new groups for assisting the LNRS preparation.
- Stakeholder Sector Group representatives will be invited by the Council to participate in focus groups for specific landscape character area facilitated discussions and debate based on each area's relevant policy, strategies and evidence. This will explore the perspectives from each Stakeholder Sector Group with the objective of building understanding, consensus and agreed National (landscape) Character Area habitat priorities.
- It is anticipated that a stakeholder engagement advisor will be commissioned by the Council to design, lead and report on the outcomes of the focus groups.
- The focus groups will have terms of reference.
- The reported outcomes will be scrutinised by the LNRS Steering Group when forming proposals for the draft LNRS for Derbyshire.

4.5.9 *Derbyshire County Council LNRS Officer Group*

- The Council has established an officer working group to enable the preparation of LNRS and stakeholder engagement. Its objectives are as follows:
 - To project manage the effective delivery of the work set out in the draft LNRS Information Memorandum (provided as a background document).
 - To draft the LNRS taking into account all relevant factors and giving close consideration to relevant recommendations of the LNRS Advisory Board based on proposals from the LNRS Steering Group.
 - To provide technical advice, information and secretariat to the LNRS Advisory Board.

- To commission and manage contracts associated with the preparation of the LNRS, in accordance with the Council's Financial Regulations.
- To ensure appropriate officer or advisor capacity and expertise.
- To encourage effective relationships between each element of the LNRS stakeholder engagement governance structure.

5. Consultation

5.1 The preparation and delivery of the LNRS for Derbyshire must be collaborative, it will build and strengthen local partnerships and positively influence the owners and managers of land to instigate biodiversity positive actions.

5.2 To ensure such collaborative production of the LNRS the following principles will be applied to the collaboration and governance arrangements explained in paragraphs 4.4 and 4.5:

- Inclusivity – priority will be placed on ensuring that everyone with an interest will have the opportunity to be involved.
- Clear communication – it is important that everyone can understand and contribute from a non-technical perspective.
- Transparency – the contributions of partners will be recorded and considered and how these inputs have been used, or not, in decisions will be explained and recorded.
- Consideration of national environmental objectives and their appropriate application in Derbyshire.
- Evidence based decisions – using the research, data and expertise available from local partnerships.
- Integration with relevant Derbyshire spatial plans and the existing designations of protected landscapes.
- Good joint working and complementary approaches with the Derbyshire's neighbouring LNRS areas of:
 - Cheshire East Council
 - Greater Manchester Combined Authority
 - Leicestershire County Council
 - Nottinghamshire County Council
 - South Yorkshire Mayoral Combined Authority
 - Staffordshire County Council

6. Alternative Options Considered

6.1 The proposed approach to preparing Derbyshire's LNRS is designed to ensure compliance with the Council's statutory duties as the responsible authority for the LNRS.

- 6.2 The proposed approach for governance of stakeholder engagement has been established following the assessment of other models which have not offered the extent of opportunities for the collaborative production of the LNRS through the engagement of stakeholder organisations, for example not including the proposed multi-sector LNRS Focus Groups. Such options have been rejected given the strong desire of the Council to seek informed debate, sharing of perspectives, consensus building, agreed priorities, and thereby a deliverable county-wide improvement strategy for nature.
- 6.3 The option of including elected member representatives of Derbyshire's district and borough councils (the tier 2 of local government in the County) on an LNRS Board as voting members has also been considered. However, this has been rejected because such political input can be secured via the proposed LNRS Supporting Authorities Group, and the legal mechanisms open to the district and borough councils (as LNRS supporting authorities) should they not be content with whatever is prepared for the LNRS.

7. Implications

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

8. Background Papers

- 8.1 Report to the Cabinet Member for Infrastructure and Environment 26 May 2023 – Appointment of Responsible Authority for a Local Nature Recovery Strategy for Derbyshire.

9. Appendices

- 9.1 Appendix 1 – Implications
- 9.2 Appendix 2 - Derbyshire's National (landscape) Character Areas.
- 9.3 Appendix 3 - Diagram of proposed LNRS stakeholder engagement arrangements.
- 9.4 Appendix 4 - Draft LNRS Public Information Memorandum (12 December 2023).

10. Recommendations

That Cabinet:

- a) Notes the statutory duties that the Council must perform in its responsible authority role for the preparation and publication by 31 March 2025 of a Local Nature Recovery Strategy for Derbyshire.
- b) Approves the proposed governance arrangements for stakeholder engagement designed to support the performance of these duties that are outlined in this report.
- c) Authorises the Executive Director of Place in consultation with the Cabinet Member for the relevant portfolio to make such minor adjustments to these arrangements as he might consider to be appropriate or necessary.

11. Reasons for Recommendations

To ensure that the Council is compliant with the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 and the LNRS Statutory Guidance published by DEFRA in March 2023. The arrangements recommended for approval are designed to ensure effective opportunities for stakeholder collaboration as the Council fulfils its duties as responsible authority.

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

12.1 No.

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Implications

Financial

- 1.1 The Government's New Burdens LNRS Funding allocated to the Council will ensure that the preparation of the LNRS is cost neutral to the Council's revenue budget.
- 1.2 The Council's LNRS New Burdens Funding budget is £0.423m.
- 1.3 The £0.423m comprises of the following sources of funding:
 - £0.048m in 2022-23 (received, not used in 2022-23 and carried forward to 2023-24)
 - £0.200m for 2023-24
 - £0.175m for 2024-25

Legal

- 2.1 Under Section 105 of the Environment Act 2021, LNRSs are to be prepared, published, and reviewed by responsible authorities designated by the Secretary of State for Environment, Food and Rural Affairs. The Council was identified by the Government in March 2022 as being a provisional responsible authority. The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 make provision in relation to the preparation, publication, review and republication of the LNRS, particularly the procedures to be followed. The Council, for carrying out this work, will also have to have regard to the relevant Government guidance (currently the LNRS Statutory Guidance published by DEFRA in March 2023).

Human Resources

- 3.1 The Council will ensure that appropriate officer resources are allocated to the preparation of the LNRS. This includes recruiting to a new fixed-term post of LNRS Officer using the funding referenced in Paragraph 1.2.

Information Technology

- 4.1 There are no direct information technology implications arising from this report.

Equalities Impact

- 5.1 The preparation of the LNRS will be undertaken in an inclusive manner in accordance with the principles identified at Paragraph 5.2.

Corporate objectives and priorities for change

- 6.1 The preparation of the LNRS will contribute to the following Council Plan objectives:











- 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

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

- 7.1 There are no other implications arising from this report.

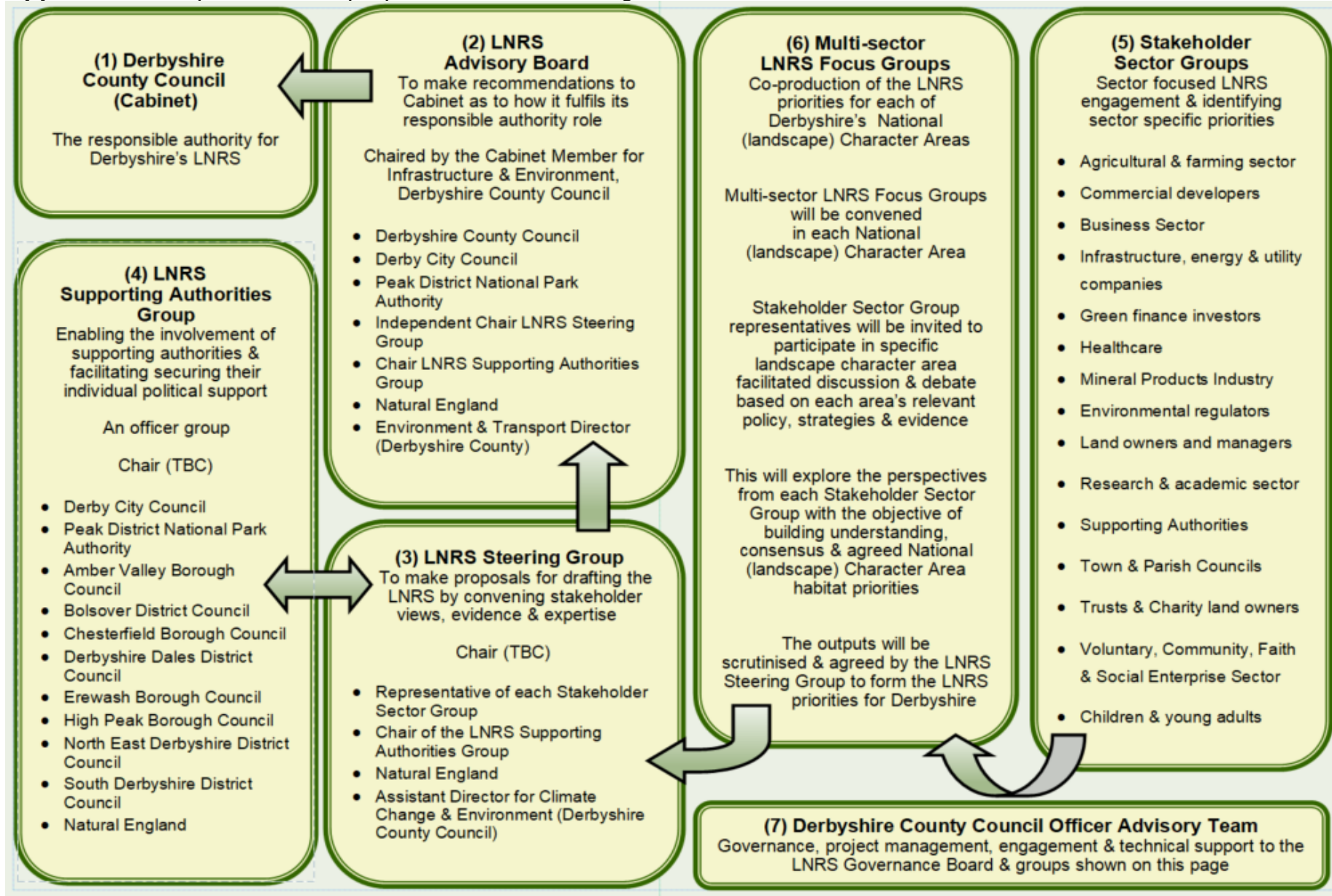
Natural England's National Character Areas in Derbyshire



 Dark Peak	 Needwood & South Derbyshire Claylands
 White Peak	 Trent Valley Washlands
 Peak Fringe & Lower Derwent	 Melbourne Parklands
 S Yorkshire, Notts & Derbyshire Coalfield	 Leics & South Derbyshire Coalfield
 Southern Magnesian Limestone	 Mease/Sence Lowlands

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Appendix 3: Proposed LNRS preparation liaison arrangements



Draft Public Information Memorandum



Preparing a Local Nature Recovery Strategy for Derbyshire

Public Information Memorandum

Local Nature Recovery Strategy: Context, Procedure and Governance

Draft: 12 December 2023

Publication date: 11 January 2024

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Introduction

This Information Memorandum has been prepared by Derbyshire County Council to explain why the preparation of a Local Nature Recovery Strategy (LNRS) is important for Derbyshire and how this will be done over the period January 2024 to March 2025. The Memorandum seeks to provide assurance to the people and organisations who are interested in contributing to this important partnership endeavour to enhance the county's biodiversity that this work will be progressed in accordance with Government legislation and guidance.

The Information Memorandum will be published on Derbyshire County Council's LNRS webpage on 11 January 2024:

[Local nature recovery - Derbyshire County Council](#)

Subsequent information memorandums will be published by Derbyshire County Council at appropriate times during the preparation of the Local Nature Recovery Strategy.

This Information Memorandum is structured as follows.

Structure	Key points
Part 1 The purpose of the Local Nature Recovery Strategy for Derbyshire	<ul style="list-style-type: none">• Setting a long-term vision, outcomes and action plan• Formulated and delivered in a collaborate manner• Fulfilling a new statutory (legal) duty for Derbyshire County Council• The benefits that the LNRS is expected to provide to Derbyshire
Part 2 Background	<ul style="list-style-type: none">• Biodiversity loss in England is accelerating• The Government's Environmental Improvement Plan 2023• Nature Recovery measures for England• Creating a Nature Recovery Network for England of 48 complementary county-scale LNRS
Part 3	<ul style="list-style-type: none">• Derbyshire County Council is the responsible authority for preparing the LNRS for Derbyshire in a highly collaborative way

<p>The Responsible Authority for the Local Nature Recovery Strategy for Derbyshire</p>	<ul style="list-style-type: none"> • This is a new statutory duty • Key requirements - preparing, publishing and subsequently reviewing a LNRS for Derbyshire • Preparation to be completed by 31 March 2025
<p>Part 4 The procedure by which Derbyshire County Council will fulfil its responsible authority for the Local Nature Recovery Strategy</p>	<ul style="list-style-type: none"> • Ensuring the LNRS is prepared in accordance with The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 • The Government's set procedure for responsible authorities must be adhered to
<p>Part 5 Preparing the content of the Local Nature Recovery Strategy for Derbyshire</p>	<ul style="list-style-type: none"> • Writing the LNRS in an informed and collaborative manner that will enable the procedure for the strategy's preparation, consultation, approval and publication to be effectively followed and completed
<p>Part 6 Governance arrangements for the preparation of the Local Nature Recovery Strategy for Derbyshire</p>	<ul style="list-style-type: none"> • The management arrangements that Derbyshire County Council will use in the preparation of the LNRS will ensure the effective delivery of Parts 1 to 5 of this Information Memorandum
<p>Appendix A - Glossary of terms</p>	<ul style="list-style-type: none"> • A glossary of terms that relate to the Local Nature Recovery Strategy
<p>Appendix B – Stakeholders</p>	<ul style="list-style-type: none"> • The stakeholder sector groups that Derbyshire County Council has identified as being relevant to the preparation of the LNRS

Part 1

The purpose of the Local Nature Recovery Strategy for Derbyshire

The LNRS for Derbyshire will provide the route map for nature recovery in Derbyshire; setting a long-term vision and action plan that is formulated and delivered in a collaborate manner with everyone who wishes to participate. It will be founded on existing good practice and expertise whilst creating new opportunities to apply the advantages of partnerships to enabling nature to thrive. The LNRS will be reviewed every 3 to 10-years to assess progress and update priorities and actions.

The preparation of the LNRS for Derbyshire will fulfil a statutory (legal) duty for Derbyshire County Council.

The benefits that the LNRS for Derbyshire is expected to provide are as follows:

- Strategically guide a locally led transformation in the way in which biodiversity is protected, restored and enhanced
- Enable funding and resources to be used more efficiently and effectively in the support of nature recovery
- Encourage all organisations and individuals interested in nature recovery to work effectively together to achieve agreed outcomes for nature
- Enable landowners and land managers to understand how their land can contribute to nature's recovery
- Offer opportunities to increase public connections to nature whilst supporting its recovery
- Support the application of the National Planning Policy Framework (conserving and enhancing the natural environment) in Derbyshire; it is anticipated that local planning authorities will need to have regard to the LNRS (guidance on this is anticipated from the Government)
- Inform the delivery of the duty on Derbyshire's local authorities to report on action taken to conserve and enhance biodiversity ("the general biodiversity objective" as set out in section 40 of the Natural Environment and Rural Communities Act 2006 (NERC Act) as revised by the Environment Act 2021)
- Maximise and quantify the value of Biodiversity net gain as a condition of planning permission to Derbyshire (Sections 98 to 101 Environment Act 2021)
- Tangible and significant contributions to the delivery of the Government's national "apex goal" of "thriving plants and wildlife" as set-out in the Environmental Improvement Plan (EIP) 2023

Importantly, the East Midlands Mayoral Combined County Authority (EMCCA) Deal (August 2022) makes the following important commitments:

- Agreement by Derbyshire County Council and Nottinghamshire County Council to act as the responsible authorities for the preparation of the Local Nature Recovery Strategies (LNRSs) for the Derby City and Derbyshire County, and Nottingham City and Nottinghamshire County LNRS respectively. Both county councils will work to ensure join-up of each LNRS where this is possible.
- Production of a EMCCA Flood Alleviation Strategy to help build community and economic resilience. This will support a comprehensive approach to tackling local nature recovery with a focus on green and blue infrastructure and maximising benefits for people, wildlife, and the economy.

Part 2 Background

Biodiversity loss in England is accelerating. There is recognition from the Government, public authorities, and the environmental sector that prompt action at both landscape and local scales is required to address society's neglect of nature. Planning for nature recovery must take place in a strategic, collaborative, and evidenced based manner. Furthermore, a more biodiverse environment will allow important new net zero, climate change resilience, social, health, regeneration, and economic growth benefits to be realised.

On 31 January 2023 the Government published its Environmental Improvement Plan 2023. This is a detailed delivery plan designed to halt the decline in biodiversity and achieve the Government's apex goal of Thriving Plants and Wildlife. The Plan replaces the Government's 25 Year Environment Plan (2018). Importantly the Plan is set against the legal framework of the Environment Act 2021 to ensure effective progress of its policies and actions. This includes enabling local government, businesses, the third sector, and the public to take collective nature positive action.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1168372/environmental-improvement-plan-2023.pdf

The Government has established a suite of interrelated measures to enable the effective delivery of its Environmental Improvement Plan 2023. The targets include specific requirements that relate to nature recovery in England, for example:

- Halt the decline in species populations by 2030, and then increase populations by at least 10% to exceed current levels by 2042
- Restore precious water bodies to their natural state
- Increase total tree and woodland cover from 14.5% of England's land area now to 16.5% by 2050
- To restore or create in excess of 500,000 hectares of a range of wildlife-rich habitat outside protected sites by 2042, compared to 2022 levels

The Environment Act 2021 brings into law the Government's intention to create a Nature Recovery Network across England. The Nature Recovery Network will comprise of 48 county-based local nature recovery strategies which will cover the whole of England with no gaps or overlaps. In accordance with the Act each strategy will be designed to ensure locally targeted, more co-ordinated, practical, and focused action, and investment in nature. The collective and complementary outputs from 48 strategies will be the delivery of the strategic national objectives of the Nature Recovery Network which are as follow:

- Creating and restoring wildlife-rich habitats, corridors and stepping-stones that help wildlife populations to grow and move

- Improving the landscape's resilience to climate change, providing natural solutions to reduce carbon and manage flood risk, and sustaining vital ecosystems such as improved soil, clean water, and clean air
- Reinforcing the natural, geological, and cultural diversity of England's landscapes, and protecting the country's historic natural environment
- Enabling people to enjoy and connect with nature where they live, work and play - benefiting society's health and wellbeing

Part 3

The responsible authority for the Local Nature Recovery Strategy for Derbyshire

Derbyshire County Council has been appointed by the Secretary of State for Environment, Food and Rural Affairs, as the responsible authority for preparing, publishing and subsequently reviewing a LNRS for Derbyshire. This means that it must fulfil the statutory duties of a LNRS responsible authority as set out in:

- The Environment Act 2021(Section 105)
- The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 (April 2023)
- The Government’s LNRS Statutory Guidance (March 2023)

The initial overarching responsibility of Derbyshire County Council is to prepare and publish the LNRS for Derbyshire by 31 March 2025. In summary this will involve fulfilling the requirements (a) to (d) below.

a) Establishing the baseline of the quantity, quality and diversity of habitats across Derbyshire

The LNRS will map the location and condition of Derbyshire’s habitats – existing areas, places and sites that are already exhibit good natural habitats and which form the basis for nature recovery. This will include local nature reserves and areas of irreplaceable habitats. Furthermore the LNRS will identify where biodiversity is in decline or limited in ecosystem value.

b) Setting Derbyshire’s ambition for nature recovery through a Statement of Biodiversity Priorities and a Local Habitat Map

The LNRS preparation will identify opportunities, priorities, outcomes, and measures for nature recovery and the wider environmental, economic, and social benefits this will realise. It will also assess where and how such benefits can be secured by considering the different parts of Derbyshire’s natural environment, its geography and ecology, and the potential for improvement. The results will be written in the Local Nature Recovery Strategy’s statement of biodiversity priorities and plotted on a local habitat map.

c) Preparing a Delivery Plan for Nature Recovery in Derbyshire

The LNRS will provide a tangible set of measures / actions through which Derbyshire’s nature recovery will be delivered, with an initial time horizon of up to April 2033.

d) Publish the LNRS for Derbyshire

The LNRS must be published i.e. publicly available, with the evidence base against which it has been formulated, in accordance with a format prescribed by Government.

e) Review and republishing of the LNRS for Derbyshire

The LNRS must be reviewed and republished as part of an ongoing cycle of appraising what the strategy has achieved and identifying what further work is needed for nature to recover.

**The procedure by which Derbyshire County Council will fulfil its
responsible authority for the Local Nature Recovery Strategy**

In fulfilling the responsible authority role for the LNRS for Derbyshire, Derbyshire County Council will ensure that requirements (a) to (e) shown in Part 3 are undertaken in accordance with the following actions:

Action A: Collaboration – the involvement of people and organisations

Action B: Collaboration – the involvement of supporting authorities

Action C: Preparing the consultation draft of the LNRS for Derbyshire

Action D: Preparing the final LNRS for Derbyshire

Action E: Publication of the final local nature recovery strategy

Action F: Ensuring the final LNRS can be reviewed and updated

An explanation of actions (A) to (F) is provided below.

Action A: Collaboration – the involvement of people and organisations

A (1) Derbyshire County Council will work closely with relevant public, private and voluntary sector organisations to draw on their collective expertise in the co-production of the LNRS for Derbyshire. Hence the strategy will reflect collective local knowledge of relevant planned or ongoing nature recovery activity, enabling it to enhance integration between existing efforts to improve the environment in Derbyshire. Furthermore, Derbyshire County Council will ensure that the strategy is understandable and promote its value to local stakeholders, therefore encouraging their involvement in its preparation. Such stakeholders will include non-governmental organisations (NGOs), local planning authorities, businesses, landowners and managers, community interest groups, and the public.

- A (2)** Derbyshire County Council is in the process of identifying the persons and organisations it considers appropriate to involve in the preparation of the LNRS for Derbyshire. Relevant stakeholder sector groups are shown in Appendix B. It will keep this under review.
- A (3)** Derbyshire County Council has created a LNRS for Derbyshire webpage ([Local nature recovery - Derbyshire County Council](#)) which contains the following content:
- Contact details for enquiries to Derbyshire County Council in respect to the Local Nature Recovery Strategy
 - Government guidance on Local Nature Recovery Strategies

Derbyshire County Council will host and maintain a Local Nature Recovery Strategy webpage, to publicise the LNRS and provide information and resources about the LNRS to partners, stakeholders and the public. The Council will publish contact details for the LNRS officer or team and provide updates on the progress in developing the strategy. The Council also intends to use the LNRS webpage to provide more detailed information, including to:

- Show the work achieved to date, including sharing draft strategy documents, workshop outputs, links to presentations etc
- Link to mapping work associated with the project
- Showcase associated work, like the Natural Capital Strategy for Derbyshire and provide links to data and evidence being used to inform the development of the LNRS
- Be one method by which we undertake public consultation and engagement at critical stages of strategy development

Once the LNRS is completed, the Council will use the webpage to publicise details about any future plans to review and republish the strategy.

- A (4)** This website will be updated as the LNRS preparation progresses with the following type of information:
- Agendas, reports and minutes from relevant governance meetings
 - Information memorandums e.g. project plan, consultation information, calls for evidence and progress update

Action B: Collaboration – the involvement of supporting authorities

- B (1)** Derbyshire County Council will take reasonable steps to involve all supporting authorities, as defined in the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023, in the preparation of the LNRS for Derbyshire (i.e. a local authority whose area is within the strategy area and including authorities partly within the strategy area).

For Derbyshire, the supporting authorities are:

- Amber Valley Borough Council
- Bolsover District Council
- Chesterfield Borough Council
- Derby City Council
- Derbyshire Dales District Council
- Erewash Borough Council
- High Peak Borough Council
- North East Derbyshire District Council
- South Derbyshire District Council

- Peak District National Park Authority

- Natural England

- B (2)** Derbyshire County Council will proactively seek to involve all supporting authorities in the preparation of the LNRS and will have regard to any opinions expressed by the authorities in relation to the strategy.

Action C: Preparing the consultation draft of the LNRS for Derbyshire

- C (1)** Through the collaborative approaches highlighted in Actions (A) and (B) above Derbyshire County Council will prepare a consultation draft of the LNRS.

- C (2)** Derbyshire County Council plans to commission a LNRS Stakeholder Engagement Advisor to design and deliver a stakeholder engagement process that will inform the preparation of the consultation draft LNRS in a manner whereby:
- Derbyshire County Council has listened to, and considered, participants views
 - There is clear evidence of how such engagement has had influence
 - Participants are engaged in a meaningful way, and are therefore more enthusiastic about getting involved in the future
 - The engagement process has made a difference – to the participants, to the content of the draft LNRS and the work programme that arises
- C (3)** Derbyshire County Council's procurement procedures will be used to select this advisor with the commission starting in February 2024.
- C (4)** Derbyshire County Council anticipates that stakeholder engagement in the preparation of the draft LNRS will be undertaken through a process of participatory and deliberative decision-making. This is an approach to decision-making that allows participants to consider relevant information, discuss the issues and options and develop their thinking together before coming to a view. Such an engagement process will lead to the co-production and then co-delivery of a LNRS for Derbyshire.
- C (5)** On completion of the draft LNRS Derbyshire County Council will consult people and organisations on its content in the following order of stages.
- **Stage 1: Feedback from the supporting authorities on the draft LNRS**
 - Derbyshire County Council will provide the supporting authorities with the consultation draft of the LNRS.
 - At this time Derbyshire County Council will ask all the supporting authorities for written comments on the consultation draft and agreement for it to be used for public consultation (see Stage 2 below).
 - Derbyshire County Council will engage with the supporting authorities to ensure that to the greatest extent possible the comments are used to enhance the draft LNRS and thereby secure agreement for public consultation. Derbyshire County Council will record the comments received and respond, in writing to the supporting authorities, to explain how these have

been used. This engagement will be undertaken, and ideally concluded, in advance of Derbyshire County Council conducting public consultation on the strategy.

- If a supporting authority is not satisfied with the outcomes of this engagement and therefore does not agree to the consultation draft LNRS it can make formal written objections, with reasons, to Derbyshire County Council regarding:
 - The content of the consultation draft of the local nature recovery strategy
 - The extent to which Derbyshire County Council has involved them in the preparation of the consultation draft of the local nature recovery strategy
- Such objections must be provided to Derbyshire County Council before the expiry of 28-days beginning with the day on which Derbyshire County Council provided the supporting authority with the draft LNRS. Derbyshire County Council will seek to resolve the objections through further engagement with the objecting supporting authority and thereby secure the supporting authority's agreement to proceed with public consultation.
- If such an agreement cannot be secured and Derbyshire County Council wishes to proceed with public consultation on the draft LNRS, then there is a legal procedure through which the Secretary of State for Environment, Food and Rural Affairs will determine if the public consultation should proceed. Derbyshire County Council cannot conduct a public consultation, i.e. move to Stage 2 below, unless the outcome of this procedure authorises it to do so.
- **Stage 2: Public consultation on the draft LNRS**
 - Taking into consideration feedback from supporting authorities on the consultation draft of the LNRS (Stage 1 above), Derbyshire County Council will finalise the consultation draft of the Local Nature Recovery Strategy.
 - Derbyshire County Council will then undertake a Derbyshire-wide public consultation on the public consultation draft Local Nature Recovery Strategy. The design of this consultation has yet to be determined, however Derbyshire County Council will ensure that it is formulated with the supporting authorities and other organisational partners.
 - Derbyshire County Council expects to commission a LNRS Public Consultation Advisor to design and deliver public consultation on the consultation draft of the LNRS that provides results that are statistically sound and are representative of the views of Derbyshire. To do so the methods used for the public consultation will provide high-value and independent

quantitative and qualitative research outcomes that accord with the Market Research Society Code of Conduct 2023 ([MRS-code-of-conduct-2023.pdf](#)).

- Derbyshire County Council's procurement procedures will be used to select this advisor with the commission starting in April 2024.
- On conclusion of the public consultation Derbyshire County Council will review the feedback received and invite the supporting authorities and other organisational stakeholders to take part in this exercise. Derbyshire County Council will determine if or how the LNRS should be updated considering the consultation outcomes and the views of the supporting authorities and organisational stakeholders on the results.
- This update will represent the final LNRS for Derbyshire and at this point Derbyshire County Council will consider it ready for formal approval to be published (see Action D below).
- All responses to the public consultation will be published by Derbyshire County Council. Furthermore, Derbyshire County Council will provide a written public explanation as to how it has taken the responses into account in preparing the final LNRS.

Action D: Preparing the final LNRS for Derbyshire

- D (1)** Derbyshire County Council will undertake the following steps to enable the final LNRS to be formally approved by the political leadership of each supporting authority (apart from Natural England) in advance of it being published.
- D (2)** The final LNRS will be provided to Derbyshire County Council's neighbouring responsible authorities. At this time, Derbyshire County Council will notify them of the date on which the final LNRS will be published (this is expected to be 31 March 2025). The supporting authorities (apart from Natural England) will be asked by Derbyshire County Council may wish to provide their formal political leadership written approval to the final LNRS for Derbyshire within 28-days of them receiving this approval request.
- D (3)** On receipt of formal political leadership written approval to the final LNRS from ideally all supporting authorities then Derbyshire County Council's Cabinet will then consider approving the final Local Nature Recovery Strategy. If approval is secured from Derbyshire County Council's Cabinet, then Derbyshire County Council will then give reasonable advance written notice to the Secretary of State for Environment, Food and Rural Affairs of the date it intends to publish the final LNRS and the website it will be published on.

D (4) Derbyshire County Council will also, at the time of giving this written notice of publication, provide the Secretary of State for Environment, Food and Rural Affairs with the final LNRS in an editable electronic format from which its relevant parts can be readily accessed including:

- The location and extent of areas in Derbyshire which, in the opinion of Derbyshire County Council, are of particular importance for biodiversity
- The location and extent of areas in Derbyshire which, in the opinion of Derbyshire County Council:
 - Could become of particular importance for biodiversity; or
 - Are areas where the recovery or enhancement of biodiversity could make a particular contribution to other environmental benefits
- Proposals by Derbyshire County Council as to potential measures (and their locations) relating to the priorities, in terms of habitats and species, for recovering and enhancing biodiversity

Action E: Publication of the final LNRS

E (1) Derbyshire County Council will publish the final LNRS once it has met the following criteria:

- The conclusion of a public consultation on the draft local nature recovery strategy
- Notification to the Secretary of State for Environment, Food and Rural Affairs of the intention to publish the final Local Nature Recovery Strategy
- All supporting authorities have confirmed in writing support for the final LNRS to be published; or, 28-days have expired, beginning with the date on which Derbyshire County Council provided the final LNRS to all of the supporting authorities
- The appropriate conclusion to any publication advisory notice given to Derbyshire County Council by a supporting authority (as highlighted below)

E (2) A supporting authority that considers that the final LNRS is materially deficient because it cannot be justified based on the results of the public consultation then it may give a written publication advisory notice to Derbyshire County Council and the Secretary of State for Environment, Food and Rural Affairs. Derbyshire County Council will investigate the matters raised in the publication advisory notice and reply in writing to the supporting authority, within 28-days of receipt of the notice, the results of the investigation and the further steps it intends to take, or has taken, in relation to the matters raised in the notice. This response will also be sent to the Secretary of State for Environment, Food and Rural Affairs. If the supporting authority does not subsequently inform Derbyshire County Council that it is content with the publication of the Local Nature Recovery Strategy, then Derbyshire County Council will request permission from the Secretary of State for Environment, Food and Rural Affairs to publish the LNRS and alert the supporting authorities that it has done this.

E (3) Derbyshire County Council will publish the final LNRS as follows:

On the following website: [Local nature recovery - Derbyshire County Council](#)

Paper copies available to view at:

Derbyshire County Council
County Hall
Matlock
DE4 3AG

Other locations for viewing paper copies will be considered in due course.

Derbyshire County Council will not change the published LNRS other than in accordance with the Regulations or without written agreement of the Secretary of State for Environment, Food and Rural Affairs.

Action F: Ensuring the final LNRS can be reviewed and updated

F (1) Derbyshire County Council will arrange to review the LNRS when notified by the Secretary of State for Environment, Food and Rural Affairs to do so. This notification is expected between April 2026 and April 2033. It will include:

- A review of the statement of biodiversity priorities and local habitat map

- An assessment of progress in achieving the priorities for recovering or enhancing biodiversity set out in the Local Nature Recovery Strategy's statement of biodiversity priorities
- An assessment of any actions taken to enable areas in Derbyshire to become of particular importance for biodiversity
- An assessment of any actions taken to recover or enhance biodiversity in Derbyshire for the purpose of achieving environmental benefits

Part 5
Preparing the content of the LNRS for Derbyshire

Parts 3 and 4 of this Information Memorandum have explained the procedure and approach that Derbyshire County Council will follow in the preparation of the LNRS for Derbyshire.

Part 5 of this Information Memorandum outlines the scope of the Local Nature Recovery Strategy's content and how this should be informed, formulated and presented in accordance with the Government's LNRS statutory guidance. This represents the vital work of preparing / writing the LNRS in an informed and collaborative manner that will enable the procedure for the strategy's preparation, consultation, approval and publication to be effectively followed.

a) **The preparation of the LNRS for Derbyshire will be informed by:**

- Understanding the environmental issues that are important locally
- Applying technically sound and evidenced based information
- Describing the biodiversity that Derbyshire currently hosts
- Mapping the most valuable existing areas for nature
- Mapping areas where nature recovery has taken place (when the strategy is reviewed)
- Establishing a single vision for nature recovery in Derbyshire identifying the priorities to deliver this
- Mapping locations to create or improve habitat that are likely to provide the greatest benefit for nature, the wider environment and society
- Identifying measures (actions) for achieving the agreed priorities for nature recovery
- Establishing mechanisms for reviewing progress of actions, updating and re-publishing the strategy every three to ten years

- b) **The preparation and delivery of the LNRS for Derbyshire must be collaborative, it will build and strengthen local partnerships and positively influence the owners and managers of land to instigate biodiversity positive actions**

To ensure the co-production of the LNRS for Derbyshire the following principles will be applied:

- Inclusivity – priority will be placed on ensuring that everyone with an interest will have the opportunity to be involved
- Clear communication – it is important that everyone can understand and contribute from a non-technical perspective
- Transparency – the contributions of partners will be recorded and considered and how these inputs have been used, or not, in decisions will be explained and recorded
- Consideration of national environmental objectives and their appropriate application in Derbyshire
- Evidence based decisions – using the research, data and expertise available from local partnerships
- Integration with relevant Derbyshire spatial plans and the existing designations of protected landscapes
- Good joint working and complementary approaches with the Derbyshire’s neighbouring LNRS areas of:
 - Cheshire East Council
 - Greater Manchester Combined Authority
 - Leicestershire County Council
 - Nottinghamshire County Council
 - South Yorkshire Mayoral Combined Authority
 - Staffordshire County Council

- c) **The Statement of Biodiversity Priorities**

The LNRS must include a statement of biodiversity priorities (the written statement) and a local habitat map (the visual interpretation of the written statement) that are aligned to direct nature recovery measures / actions.

The statement of biodiversity priorities must include:

- **A description of the landscape character areas of Derbyshire** (i.e. sub-areas of the county that have similar topography, geology and soil type) and the biodiversity these areas host that considers:
 - The current range and distribution of habitats (especially priority habitats)
 - How this range and distribution of habitats has changed over recent decades (including any habitats that may have been lost entirely from Derbyshire)
 - The species or groups of species for which Derbyshire is, or could feasibly be, of national importance
 - Anticipated future pressures likely to influence species or the extent, distribution or quality of different habitat types; including recognising the impact of climate change scenarios and anticipated new developments, including house building and infrastructure
 - Wider environmental issues affecting part or all of Derbyshire which changes in land use or management could help to address e.g. improvements to the water environment, flood risk management, or climate change mitigation and adaptation
 - Information drawn from relevant spatial plans e.g. local plans and river basin management plans
- **A description of the opportunities for recovering or enhancing biodiversity**, in terms of habitats and species, in these landscape character areas (with specific locations being identified on the local habitat map)
- **The priorities for recovering or enhancing biodiversity and considering the contribution that these can make to other environmental benefits** (with specific locations, where appropriate, for their delivery being identified on the local habitat map). Such priorities will:
 - Establish what nature recovery benefits the strategy is seeking to achieve locally and in support of national environmental objectives
 - Identify how the strategy will provide nature-based solutions that enable wider environmental benefit
 - Enable the effective targeting of available resources in specific areas that deliver high benefit whilst recognising the importance of broader and less-impactful landscape-scale priorities

- Be selected through the design and application of a co-produced method of evaluation with Derbyshire's public, private and voluntary sectors
- **The proposed measures (actions) to deliver each priority.** These measures should:
 - Be determined transparently based on local circumstances and expertise
 - Demonstrate high habitat improvement impact
 - Can deliver achievable improvements by 2033 to species and habitats through the conservation and enhancement of the natural environment at identified / mapped locations
 - Contribute to the national environmental objectives, commitments and targets such as mitigating climate change (e.g. through the potential measure of planting trees), improving the water environment (e.g. through the potential measure of creating wetlands), and mitigating flood risk (e.g. through the potential measure of restoring upland peat)
 - Create co-benefits that arise from securing the primary objective of improved biodiversity such as enhancing people's health and wellbeing by encouraging their connections with nature
 - Include relevant environmental projects already planned or underway
 - Bring about significant and lasting change that establish larger, more resilient networks of high-quality habitat across Derbyshire (rather than minor, short-term or uncertain benefits)
 - Consider the resulting impact on changes to habitats type coverage to ensure that an overall biodiversity-positive benefit is secured

d) **The Local Habitat Map**

The LNRS must include a local habitat map.

The local habitat map will plot in a clear visual way the areas of Derbyshire that are or could become of particular importance for biodiversity, by mapping two types of information:

- **Areas of particular importance for biodiversity (relevant sites), including:**
 - National conservation sites in Derbyshire
 - Local nature reserves in Derbyshire
 - All existing local wildlife sites that are identified at a local level for their biodiversity value

- Areas of irreplaceable habitat as defined by the National Planning Policy Framework i.e.:
- Habitats which would be technically very difficult (or take a very significant time) to restore, recreate or replace once destroyed, taking into account age, uniqueness, species diversity or rarity. They include ancient woodland, ancient and veteran trees, blanket bog, limestone pavement, sand dunes, salt marsh and lowland fen.

The suite of sites and habitat data outlined above has been prescribed by Government to establish a nationally consistent baseline of areas whose particular importance has already been recognised and are protected.

- **Other areas within the strategy area that could become of particular importance for nature recovery; where the potential measures / practical actions identified in the statement of biodiversity priorities will be applied i.e.:**
 - Areas that are, or could become, of particular importance for biodiversity e.g. protected landscapes such as Green Belt and the Peak District National Park
 - Areas where the recovery or enhancement of biodiversity could make a particular contribution to other environmental benefits e.g. near to communities

These areas will be defined through the co-production of the LNRS with stakeholders in describing the strategy area and the biodiversity it currently supports; to identify opportunities for nature recovery; and in to agreeing the priorities for nature recovery for Derbyshire; and the actions and measures required to deliver against those priorities.

e) Using Derbyshire's existing policy, evidence and knowledge to inform the preparation of the LNRS

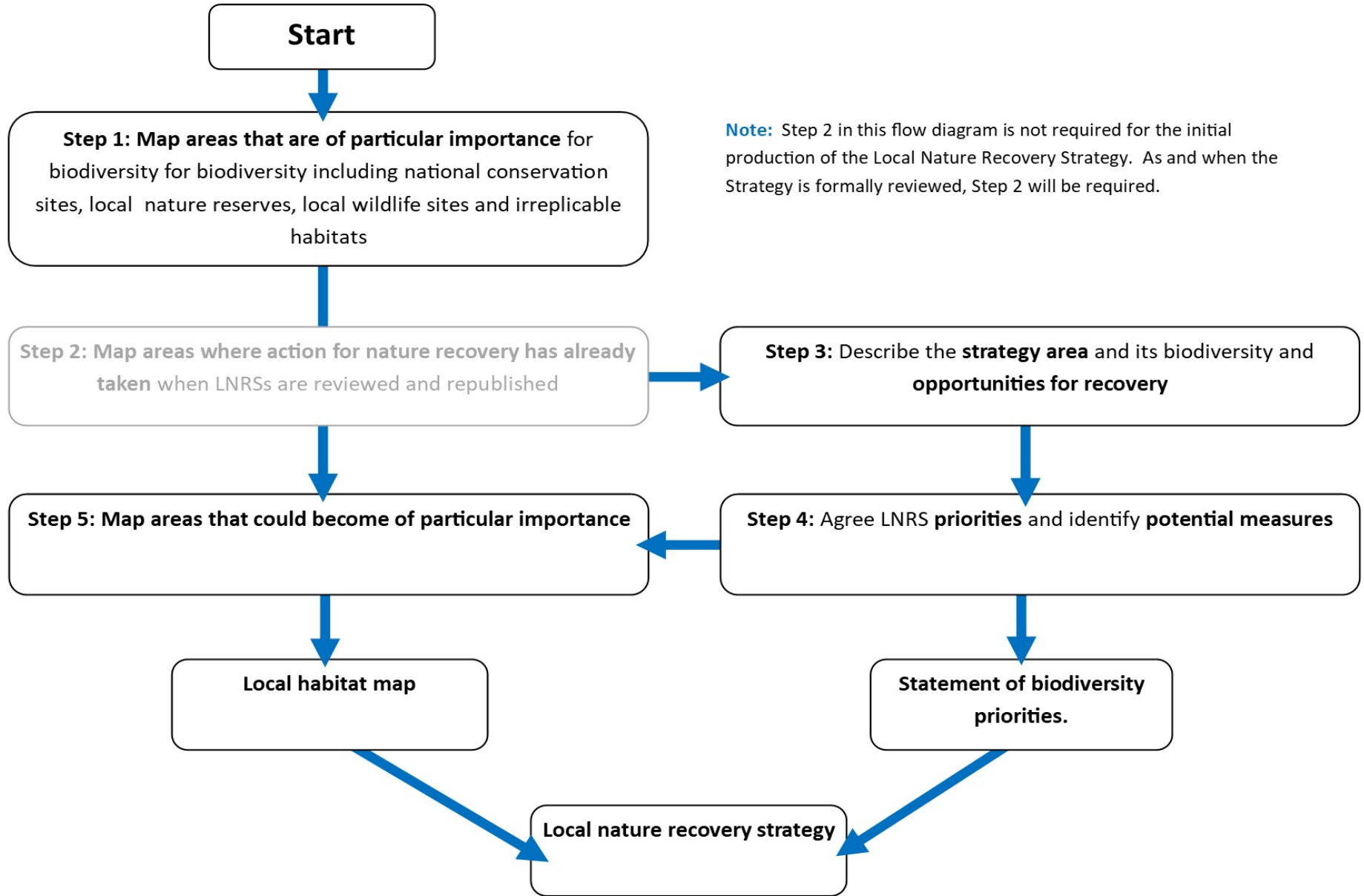
Derbyshire County Council wishes to use existing policies, strategies and evidence to establish a shared understanding of the environmental challenges, opportunities and priorities in Derbyshire.

Derbyshire County Council holds a variety of data and environmental information which it can contribute to this process, including information on the natural environment, the Landscape Character of Derbyshire, and information on the cultural heritage and archaeology of the county.

The Natural Capital Strategy for Derbyshire provides an assessment of the natural capital (environmental resources) present in Derbyshire, an appraisal of the ecosystem services they provide, and an assessment to the benefits we currently receive from the environment, including identifying areas where environmental enhancement could be targeted to deliver additional benefits for people and for nature. The Natural Capital Strategy is based upon a countywide habitat mapping exercise which can both contribute to the LNRS evidence base and subsequent preparation.

- f) **The statement of biodiversity priorities and the local habitat map will be aligned to form the LNRS for Derbyshire.**

The following steps will be followed in their preparation.



g) **Using Derbyshire’s National (landscape) Character Areas as the basis to structure the preparation of the LNRS**

Derbyshire County Council intends to use the ten National Character Areas that relate to Derbyshire to create a “local” Statement of Biodiversity Priorities and Habitat Map for each of these National Character Areas. In so doing each National Character Area’s specific features (as shown as Landscape Character Types), relevant evidence and policies, and stakeholder interests, will inform facilitated discussions to establish, as far as is possible, an informed and agreed “local” LNRS for each National Character Area. The ten “local” National Character Area LNRS will then be aggregated in a complementary manner to form the overarching Derbyshire LNRS.

The Landscape Character of Derbyshire document was originally prepared by the Council in 2003 and updated by the Council in 2014. It informs spatial planning and landscape policy for Derbyshire. It has been prepared to follow the Government’s (Natural England) national mapping of 159 separate and distinctive National Character Areas (NCAs). There are ten NCAs which wholly, or in part, cover Derbyshire. Hence, the approach of using this method to formulate the LNRS should dovetail with the cross-over with Derbyshire’s neighbouring LNRS.

These ten National Character Areas are sub-divided into 39 Landscape Character Types (LCTs) that represent landscapes within each NCA of similar character. A description of the key features each Landscape Character Type has been prepared that provides a robust evidence base against which the LNRS can be strategically prepared and then delivered.

The National Landscape Character Area descriptions for Derbyshire are identified below.

The National Landscape Character Area descriptions for Derbyshire	
National Character Area	Landscape Character Type
1) Dark Peak	<ul style="list-style-type: none"> • Open Moors • Moorland Fringe • Enclosed Moorland • Settled Valley Pastures • Riverside Meadows
2) White Peak	<ul style="list-style-type: none"> • Plateau Pastures • Upland Limestone Pastures • Limestone Slopes • Limestone Dales




3) Derbyshire Peak Fringe and Lower Derwent	<ul style="list-style-type: none"> • Enclosed Moors and Heaths • Wooded Slopes and Valleys • Woodland Farmlands • Gritstone Heaths and Commons • Settled Farmlands • Riverside Meadows
4) Nottinghamshire, Derbyshire, and Yorkshire Coalfield	<ul style="list-style-type: none"> • Wooded Hills and Valleys • Estate Farmlands • Wooded Farmlands • Coalfield Village Farmlands • Coalfield Estatelands • Plateau Estate Farmlands • Riverside Meadows
5) Southern Magnesium Limestone	<ul style="list-style-type: none"> • Limestone Farmlands • Limestone Gorges
6) Needwood and South Derbyshire Claylands	<ul style="list-style-type: none"> • Settled Plateau Farmlands • Settled Farmlands • Sandstone Slopes and Heaths • Estate Farmlands • Riverside Meadows
7) Trent Valley Washlands	<ul style="list-style-type: none"> • Lowland Village Farmlands • Wet Pasture Meadows • Riverside Meadows
8) Melbourne Parklands	<ul style="list-style-type: none"> • Estate Farmlands • Wooded Estatelands • Sandstone Slopes and Heaths

	<ul style="list-style-type: none">• Riverside Meadows
9) Leicestershire and South Derbyshire Coalfield	<ul style="list-style-type: none">• Coalfield Village Farmlands
10) Mease / Sence Lowlands	<ul style="list-style-type: none">• Village Estate Farmlands• Riverside Meadows

Natural England's National Character Areas in Derbyshire



National Character Areas

- | | |
|---|---|
|  Dark Peak |  Needwood & South Derbyshire Claylands |
|  White Peak |  Trent Valley Washlands |
|  Peak Fringe & Lower Derwent |  Melbourne Parklands |
|  S Yorkshire, Notts & Derbyshire Coalfield |  Leics & South Derbyshire Coalfield |
|  Southern Magnesian Limestone |  Mease/Sence Lowlands |

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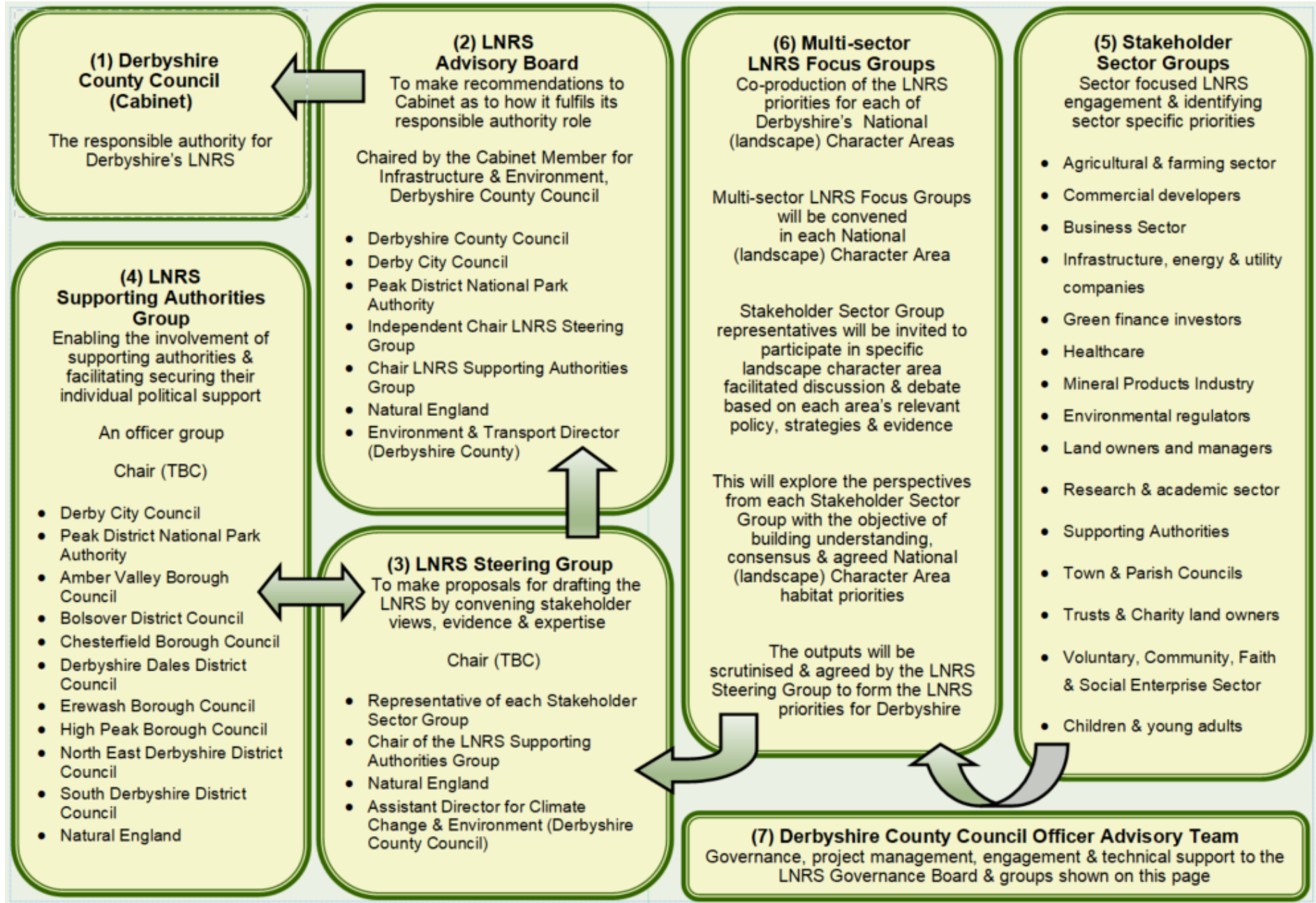
Part 6

Governance arrangements for the preparation of the LNRS for Derbyshire

The management arrangements that Derbyshire County Council will use in the preparation of the LNRS will ensure the effective delivery of Parts 1 to 5 of this Information Memorandum.

Governance

The governance model that Derbyshire County Council intends to apply is shown as a structure chart below.



The purpose of each component of the model is explained below.

The Cabinet of Derbyshire County Council (Cabinet)

The role of Cabinet, in respect to the Local Nature Recovery Strategy, is to ensure that Derbyshire County Council's LNRS responsible authority duties under the Environment Act 2021 (sections 104 to 108) are fulfilled. These are set out in:

- The Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023 (April 2023)
- The Government's LNRS Statutory Guidance (March 2023)

Accountability for these duties will be delivered through Cabinet's executive function of Infrastructure and Environment.

Cabinet is chaired by Councillor Barry Lewis, the Council Leader and Cabinet Member - Strategic Leadership, Culture, Tourism and Climate Change.

The Derbyshire LNRS Advisory Board

The purpose of the LNRS Advisory Board is to make recommendations to Cabinet in respect to its fulfilment of Derbyshire County Council LNRS responsible authority duties.

The Advisory Board's terms of reference are as follows.

1) Constitution and Legal

- The Advisory Board is not a legal entity.
- It does not directly control resources, employ staff, nor is it able to enter contractual arrangements.
- It shall not be regarded as a statutory body.

2) **Accountability**

- The Advisory Board is responsible for reviewing and validating information referred to it by the LNRS Steering Group and formulating this into appropriate updates / recommendations to the Cabinet of Derbyshire County Council.
- The Advisory Board needs to ensure that the Derbyshire LNRS Steering Group has appropriately developed the LNRS preparation to cover all areas of the county to the satisfaction of the supporting authorities.

3) **Purpose**

- a) To make and oversee arrangements that fulfil the scope of responsibilities set out in Part 4 of this Information Memorandum i.e. the procedure by which Derbyshire County Council will fulfil its responsible authority for the LNRS.
- b) To ensure that these arrangements are effectively fulfilled within the Government's New Burdens Funding made available to Derbyshire County Council to prepare a Local Nature Recovery Strategy.
- c) To assign the delivery of such arrangements to the Derbyshire LNRS Steering Group.
- d) To provide assurance to the Cabinet of Derbyshire County Council that its LNRS responsibility is fulfilled.

4) **Membership**

- Councillor Carolyn Renwick (Chairperson)
Cabinet Member – Infrastructure and Environment, Derbyshire County Council
Representing Derbyshire County Council, as the upper tier local authority for the Derbyshire LNRS area (except for Derby City).
- Name to be confirmed
Elected member representative – Peak District National Park Authority
Representing the Peak District National Park Authority, as the free-standing local planning authority for the part of the LNRS area in the National Park.

- Name to be confirmed
Elected member representative – Derby City Council
Representing Derby City Council, as unitary local authority for the part of the LNRS area outside the administrative area of Derbyshire County Council.
- Name to be confirmed
Independent Chair of the LNRS Steering Group
- Name to be confirmed
Chair of the LNRS Supporting Authorities Group (representing the input from Derbyshire’s district and borough councils)
- Name to be confirmed
Officer representative from Derby City Council
- Name to be confirmed
Officer representative from the Peak District National Park Authority
- Claire Brailsford
Environment and Transport Director, Derbyshire County Council
- Samantha Lawson
Senior Advisor, Local Nature Recovery Strategies (Derbyshire), Natural England

5) **Code of Advisory Board business**

All business of the Advisory Board will be conducted in accordance with The Seven Principles of Public Life as defined by the Committee for Standards in Public Life (the Nolan principles). They are as follows.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

6) Conduct of Advisory Board members

Members commit to:

- Support the purpose of the Advisory Board.
- Provide strategic input into the key decisions of the Advisory Board relating to strategic objectives and delivery plans.
- Contribute their individual knowledge and expertise towards the work of the Advisory Board.

- Work co-operatively with other Advisory Board Members, the secretariat, and relevant partners in the best interests of the Advisory Board.
- Actively support equality, diversity and inclusion in the work of the Advisory Board.
- Represent and be accountable for the wider interests of their sector at Advisory Board meetings.
- Avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and those of the Advisory Board.
- Base their views on matters before the Advisory Board on an honest assessment of the available facts and representative engagement results, unbiased by partisan or representative views.
- Support Advisory Board decisions in public, while acknowledging that differences of opinion may arise in discussion.
- Refrain from making statements or expressing opinions on behalf of the Advisory Board, unless specifically authorised to do so.
- Respect the confidentiality of items of business which the Advisory Board decides should remain confidential.
- Honour the obligation on all members not to reveal to third parties the views expressed at meetings.
- Give priority, as far as practicable, to attendance at Advisory Board meetings.

7) Alternate or substitute Advisory Board members

- Advisory Board members should make every effort to attend meetings and to not send a delegate or substitute.
- To maintain consistency and focus alternate members will only be allowed with the prior agreement of the chairperson.

8) Attendance of Advisory Board members

- Advisory Board members (or approved deputies) are expected to attend 100% of the Advisory Board meetings which are expected to take place as follows (dates to be confirmed).
 - January 2024
 - March 2024
 - June 2024
 - September 2024
 - December 2024
 - March 2025
- If this attendance rate is not achieved by any member, the Advisory Board through the Chair is entitled to review their membership and ask for an explanation before taking further action.

9) Role of the Chairperson

- The role of the Chair is to ensure the Advisory Board fulfils its purpose as outlined above.
- To do this, the Chair must steer the Advisory Board in a timely, open and transparent manner through its business, ensuring that the views of all Advisory Board members are heard.
- Responsibility for setting the agenda for Advisory Board meetings.

10) Role of the Vice Chairperson

- A vice chairperson will be appointed by the Chairperson from the elected member representatives on the Advisory Board.
- The role of the Vice Chairperson is to support the Chairperson in the exercise of their duties in addition to their normal duties as Advisory Board members.
- They will stand in for the Chair in the event of the Chair's absence and will be the first point of contact if an urgent Advisory Board matter occurs whilst the Chair is not contactable.

11) Meetings

- All meetings will be fully accessible to Advisory Board members and any reasonable adjustments considered when requested to enable full participation.
- Where possible the Advisory Board will make decisions based on consensus and agreement. The Advisory Board may invite observers and / or expert contributors to attend and / or speak at meetings, under the guidance of the Chair. However, meetings will not be conducted in public.
- In line with the principles of public life, it is important that there is transparency around the operation of the Advisory Board. The Advisory Board will work with the secretariat in publishing information on the Advisory Board and its decision-making processes, via the Derbyshire County Council LNRS webpage.
- This information will include:
 - Profiles of Advisory Board Members, to be published within 10 working days of the inaugural Advisory Board meeting.
 - All Advisory Board meeting papers, to be published 5 working days in advance of the meeting.
 - Draft minutes, to be published within 10 working days following the meeting.
 - Final minutes, to be published within 5 working days following approval by the Advisory Board.
 - Any conflicts of interest reported, to be formally noted within the published minutes.
 - The default position should be that all Advisory Board papers are published. Where there is a need to keep a report private, the Advisory Board will use Derbyshire County Council's governance and finance arrangements when considering what constitutes justification for this.

12) Data Protection and GDPR

- The Advisory Board will accord with the Privacy Policy of Derbyshire County Council.
[Privacy policy - Our Derbyshire](#)

13) Secretariat

- The secretariat function to the Advisory Board will be provided by the Derbyshire County Council LNRS Officer Advisory Group.

The Derbyshire LNRS Steering Group

The purpose of the LNRS Steering Group is to make proposals for the draft LNRS for Derbyshire for consideration by the LNRS Advisory Board. Another key purpose of the Steering group is to promote effective organisational sector stakeholder involvement in the preparation of proposals for the draft LNRS and subsequent effective public consultation on the document, (having regard to the relevant Government guidance (currently the LNRS Statutory Guidance (March 2023))).

The Steering Group's terms of reference are as follows.

1) Constitution and Legal

- The Steering Group is not a legal entity.
- It does not directly control resources, employ staff, nor is it able to enter contractual arrangements.
- It shall not be regarded as a statutory body.

2) Accountability

- The Steering Group is accountable to the Derbyshire LNRS Governing Board

3) Purpose

- a) To receive direction from the LNRS Governing Board as the procedure to be followed in preparing the LNRS for Derbyshire
- b) To oversee and scrutinise arrangements that fulfil the scope of responsibilities set out in Part 5 of this Information Memorandum:

- c) To ensure that these arrangements are effectively fulfilled within the budget made available by the LNRS Governing Board to prepare a local nature recovery strategy
- d) To provide assurance to the Governing Board that the LNRS is prepared in accordance with Part 5 of this Information Memorandum

4) Membership

- Name to be confirmed
Chair of the LNRS Steering Group (to be selected via a recruitment process by the Derbyshire LNRS Governing Board)
- Name to be confirmed
Chair of the LNRS Supporting Authorities Group (representing the input from Derbyshire's district and borough councils)
- The respective chairs of the following LNRS Stakeholder Sector Groups (the chairs will be determined by each sector group):
 - Agricultural Sector
 - Commercial developers
 - Business Sector
 - Infrastructure, energy and utility companies
 - Green finance investors
 - Healthcare
 - Mineral Products Industry
 - Environmental regulators
 - Land estates owners and managers
 - Research and academic sector
 - Town and Parish Councils
 - Trusts and charity landowners
 - Voluntary, Community, Faith and Social Enterprise Sector
 - Children and young adults
- Samantha Lawson

Senior Advisor, Local Nature Recovery Strategies (Derbyshire), Natural England

- Rupert Casey
Assistant Director for Climate Change and Environment, Derbyshire County Council

5) Code of Steering Group business

All business of the Steering Group will be conducted in accordance with The Seven Principles of Public Life as defined by the Committee for Standards in Public Life (the Nolan principles). They are as follows.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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- Work co-operatively with other Steering Group Board Members, the secretariat, and relevant partners in the best interests of the Steering Group
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- Base their views on matters before the Steering Group on an honest assessment of the available facts and representative engagement results, unbiased by partisan or representative views
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- Refrain from making statements or expressing opinions on behalf of the Steering Group, unless specifically authorised to do so
- Respect the confidentiality of items of business which the Steering Group decides should remain confidential

- Honour the obligation on all members not to reveal to third parties the views expressed at meetings
- Give priority, as far as practicable, to attendance at Steering Group meetings

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- To maintain consistency and focus alternate members will only be allowed with the prior agreement of the chairperson

8) Attendance of Steering Group members

- Steering Group members (or approved deputies) are expected to attend 100% of the Steering Group meetings which are expected to take place as follows (dates to be confirmed).
 - February 2024
 - March 2024
 - June 2024
 - September 2024
 - December 2024
 - March 2025
- If this attendance rate is not achieved by any member, the Steering Group through the Chair is entitled to review their membership and ask for an explanation before taking further action.

9) Role of the Chairperson

- The role of the Chairperson is to ensure the Steering Group fulfils its purpose as outlined above
- To do this, the Chair must steer the Steering Group in a timely, open and transparent manner through its business, ensuring that the views of all Steering Group members are heard

- Responsibility for setting the agenda for Steering Group meetings

10) Role of the Vice Chairperson

- The role of the Vice Chairperson is to support the Chairperson in the exercise of their duties in addition to their normal duties as Steering Group members
- They will stand in for the Chair in the event of the Chair's absence and will be the first point of contact if an urgent Steering Group matter occurs whilst the Chair is not contactable

11) Meetings

- All meetings will be fully accessible to Steering Group members and any reasonable adjustments considered when requested to enable full participation.

Where possible the Steering Group will make decisions based on consensus and agreement.

- The Steering Group may invite observers and / or expert contributors to attend and / or speak at meetings, under the guidance of the Chairperson. However, meetings will not be conducted in public.
- In line with the principles of public life, it is important that there is transparency around the operation of the Steering Group. The Steering Group will work with the secretariat in publishing information on the Steering Group and its decision-making processes, via the Derbyshire County Council LNRS webpage.
- This information will include:
 - Profiles of Steering Group Members, to be published within 10 working days of the inaugural Steering Group meeting.
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12) Data Protection and GDPR

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[Privacy policy - Our Derbyshire](#)

13) Secretariat

- The secretariat function to the Steering Group will be provided by the Derbyshire County Council LNRS Officer Group.

The LNRS Supporting Authorities Group

This is a proposed group comprising officers from the Derbyshire district and boroughs councils, Derby City Council, and the Peak District National Park Authority that would contribute to the LNRS preparation.

Inputting to the LNRS Advisory Board.

Key activities of the Supporting Authorities Group would be to co-ordinate briefings with Derbyshire's district and borough council elected members, Derby City Council elected members, and the Peak District National Park Authority elected members on the LNRS preparation, and to provide information to the LNRS Steering Group.

The Supporting Authorities Group are requested by the Council to nominate its Chair (or other Group member) to represent Derbyshire's district and borough councils on the LNRS Steering Group.

The supporting authorities are invited by Derbyshire County Council to agree their terms of reference for their Group. These terms of reference will reflect the role of the supporting authorities in the preparation of the LNRS and be set against the framework outlined in this

Public Information Memorandum. In particular the terms of reference should identify how the Supporting Authorities Group will co-ordinate briefings with Derbyshire's district and borough council elected members on the LNRS preparation to inform the LNRS Steering Group and LNRS Governing Board. In this regard the Group will also provide a route by which the district and borough councils direct their documented political approval to (or otherwise) the final LNRS.

Stakeholder Sector LNRS Groups

As identified in Appendix B there are a range of stakeholder organisations that Derbyshire County Council has identified to date as being important to involve in preparing the LNRS. The Council proposes to combine these organisations in Stakeholder Sector LNRS Groups as listed below.

- Agricultural Sector
- Commercial developers
- Business Sector
- Infrastructure, energy and utility companies
- Green finance investors
- Healthcare
- Mineral Products Industry
- Environmental regulators
- Land estates owners and managers
- Research and academic sector
- Town and Parish Councils
- Trusts and charity landowners
- Voluntary, Community, Faith and Social Enterprise Sector
- Children and young adults

Each sector group will be requested by Derbyshire County Council to mobilise effective and representative input into the LNRS preparation from their sector. In so doing they will advise the LNRS Steering Group on their sector specific LNRS evidence, policy, perspectives and priorities. Furthermore, each sector group will also be requested to ensure their sector's representation and participation in multi-sector LNRS Focus Groups for each of Derbyshire's National (landscape) Character Areas.

Multi-sector LNRS Focus Groups

As explained on page 26 a key component of co-producing the LNRS is undertaking Multi-sector LNRS Focus Groups to consider nature recovery for each of Derbyshire's ten National (landscape) Character Areas. This will be structured to consider the key elements of the LNRS preparation as explained in this Information Memorandum.

Stakeholder Sector Group representatives will be invited to participate in specific landscape character area facilitated discussion and debate based on each area's relevant policy, strategies and evidence. This will explore the perspectives from each Stakeholder Sector Group with the objective of building understanding, consensus and agreed National (landscape) Character Area habitat priorities. The outputs will be scrutinised and agreed by the LNRS Steering Group to form the LNRS priorities for Derbyshire.

The design of this engagement is to be confirmed by Derbyshire County Council, however, it is anticipated take place over the period February to June 2024. Derbyshire County Council plans to commission a stakeholder engagement advisor to support this key element of preparing the LNRS.

Derbyshire County Council LNRS Officer Advisory Group

Derbyshire County Council has established an officer working group to enable the preparation of the Local Nature Recovery Strategy. Its purpose is as follows:

- To project manage the effective delivery of the work set out in the draft LNRS Information Memorandum (provided as a background document).
- To draft the LNRS taking into account all relevant factors and giving close consideration to relevant recommendations of the LNRS Advisory Board based on proposals from the LNRS Steering Group.
- To provide technical advice, information and secretariat to the LNRS Advisory Board.
- To commission and manage contracts associated with the preparation of the LNRS, in accordance with the Council's Financial Regulations.
- To ensure appropriate officer or advisor capacity and expertise.
- To encourage effective relationships between each element of the LNRS stakeholder engagement governance structure.

The Derbyshire County Council LNRS Officer Group working group consists of:

Officer	Role in the preparation of the Local Nature Recovery Strategy
Claire Brailsford Transport and Environment Director	<ul style="list-style-type: none"> • LNRS Sponsor
Rupert Casey Assistant Director for Climate Change and Environment	<ul style="list-style-type: none"> • LNRS Project Manager
Adam Lathbury Head of Conservation, Heritage and Design	<ul style="list-style-type: none"> • Biodiversity, Landscape and Natural Capital advisor • LNRS preparation • LNRS budget
Caroline Toplis Programme Manager – Climate Change	<ul style="list-style-type: none"> • Climate Change, Co-benefits and Engagement advisor • Project management
Name to be confirmed LNRS Officer	<ul style="list-style-type: none"> • Technical, data and evidence • Project management • Engagement and co-ordination • LNRS drafting
Mary Fairman Assistant Director Legal Services	<ul style="list-style-type: none"> • Governance • Statutory compliance

Appendix A: Glossary of Terms

Strategy Area

The boundary of the Local Nature Recovery Strategy will be the Derbyshire county boundary including those parts of the Peak District National Park within Derbyshire and the Derby City Council area of the county.

Measures

The actions identified to deliver the priorities / outcomes set in the Local Nature Recovery Strategy

People and Organisations

The public, and public, private and community sectors, of Derbyshire.

Environmental Improvement Plan 2023

The Environmental Improvement Plan (EIP) 2023 for England the Government's first revision of the 25 Year Environment Plan (25YEP) published in 2028. It builds on the 25YEP vision with a new plan setting out how the Government will work with landowners, communities and businesses to deliver each of its goals for improving the environment, matched with interim targets to measure progress.

<https://www.gov.uk/government/publications/environmental-improvement-plan>

<https://oifdata.defra.gov.uk/>

Nature Recovery Network

The Nature Recovery Network (NRN) will be a national network of wildlife-rich places across England. The NRN will benefit both people and nature by expanding, improving, and connecting nature-rich spaces across our countryside, cities, towns and coast. Whilst individual Local Nature Recovery Strategies will identify the opportunities, priorities and mechanisms for nature recovery in their area, collectively the 48 LNRS produced across England will form a complete picture of the actions required for nature recovery across England, and will be used to inform the NRN.

Consultation draft of the local nature recovery strategy

This is the version of the Local Nature Recovery Strategy that Derbyshire County Council considers is ready for public consultation Regulation 7(3) of the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023

National conservation site

- a site of special scientific interest, within the meaning of Part 2 of the Wildlife and Countryside Act 1981;
- a national nature reserve declared in accordance with section 35 of that Act;
- a Ramsar site, within the meaning of section 37A of that Act;
- a marine conservation zone designated under section 116 of the Marine and Coastal Access Act 2009;
- a European site, within the meaning of regulation 8 of the Conservation of Habitats and Species Regulations 2017

Local Nature Reserve (LNR)

An area established by a local authority to be managed as a nature reserve Section 21(1) of the National Parks and Access to the Countryside Act 1949

Relevant site

A site that is not a local nature reserve but is recognised by a local planning authority as justified for protection due to its value to biodiversity, but is not a national conservation site. In Derbyshire, 'relevant sites' will include sites formally designated as Local Wildlife Sites by the LWS partnership

Irreplaceable habitats

Irreplaceable habitats are those considered to be the most valuable habitats in England, having such high biodiversity value that they are very difficult to recreate. At the time of writing, the published definition of irreplaceable habitats is restricted to:

- Ancient woodland
- Ancient and veteran trees
- Blanket bog
- Limestone pavements

- Coastal sand dunes
- Spartina saltmarsh swards
- Mediterranean saltmarsh scrub
- Lowland fens

Final Nature Recovery Strategy

This is the version of the Local Nature Recovery Strategy that Derbyshire County Council considers is ready for publication

Publication Advisory Notice

A Derbyshire supporting authority may give notice to Derbyshire County Council via Publication Advisory Notice that it considers the final Local Nature Recovery Strategy to be materially deficient based on the results of Derbyshire County Council's consultation on the consultation draft of the local nature recovery strategy. In the first instance Derbyshire County Council will seek resolution to the Publication Advisory Notice through investigation and engagement with the issuing supporting or authority. If this does not resolve the matter then the Secretary of State for Environment, Food and Rural Affairs will determine the matter.

Responsible Authority

The authority appointed by the Secretary of State to be responsible for the production of an LNRS for their area. Derbyshire County Council is the Responsible Authority for the Strategy Area.

Supporting Authority

Supporting Authorities are defined in the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023, and for Derbyshire, the supporting authorities are as follows:

- Amber Valley Borough Council
- Bolsover District Council
- Chesterfield Borough Council
- Derby City Council
- Derbyshire Dales District Council

- Erewash Borough Council
- High Peak Borough Council
- North East Derbyshire District Council
- South Derbyshire District Council
- Peak District National Park Authority
- Natural England

Neighbouring Responsible Authority

For Derbyshire the neighbouring responsible authorities are as follows:

- Cheshire West and Chester Council
- Greater Manchester Combined Authority
- Leicestershire County Council
- Nottinghamshire County Council
- South Yorkshire Mayoral Combined Authority
- Staffordshire County Council

Biodiversity

Biodiversity, or biological diversity, is the variety and variability of life on earth. It includes all animals, plants, fungi and bacteria, the complex ecosystems which they form, and even the genetic diversity present within and across all species. A place rich in wildlife is often said to be of 'high biodiversity' or simply 'biodiverse'

Natural capital and ecosystem services

Natural capital can be defined as the stocks of natural assets which include geology, soil, air, water and all living things. Our environment is our life support system sustaining and providing our food, fuel, building materials, fresh air, clean water; and as such is fundamental to the functioning and stability of our economy.

It is from this natural capital that humans derive a wide range of services, often called ecosystem services, which make human life possible and enjoyable.

Appendix B: Stakeholder sector groups relevant to the LNRS preparation

- Agricultural Sector
- Commercial developers
- Business Sector
- Infrastructure, energy and utility companies
- Green finance investors
- Healthcare
- Mineral Products Industry
- Environmental regulators
- Land estates owners and managers
- Research and academic sector
- Town and Parish Councils
- Trusts and charity landowners
- Voluntary, Community, Faith and Social Enterprise Sector
- Children and young adults



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 January 2024

Report of the Executive Director - Corporate Services and Transformation

County Hall Options Appraisal - Outline Business Case for the Future of CCHQ

(Cabinet Member for Corporate Services and Budget)

1. Divisions Affected

1.1 *County-wide*

2. Key Decision

2.1 This is a key decision.

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 In November 2022 CMT/Cabinet received and noted the findings of the Strategic Outline Business Case (SOBC) for the future of County Hall and approved the shortlist of four options to be taken forward to the next stage – Outline Business Case - for more detailed analysis of the deliverability and benefits of each. The purpose of this report is to:

- provide a briefing on the outcome of that work and ask Cabinet to note the findings in the Outline Business Case
- to request approval for the recommended option (Option 3) for the future of County Hall and the Council's HQ in which the Council

moves to a smaller new headquarters on the Matlock Campus site and the main County Hall campus is redeveloped to deliver mixed use

- to support the inclusion of £375,000 in the Capital Programme for 2024/25 to fund the development of the full detailed business case, subject to approval of the 2024/25 Capital Programme by Full Council in February 2024.
- To seek Cabinet approval to delegate to the Director of Property in consultation with the Director of Legal and Democratic Services the power to procure and appoint such consultants as may be required for due diligence and development of the Option 3 detailed business case including where appropriate the extension or variation of existing contracts within the funding envelope of £375,000 (subject to this amount being approved by Full Council in February 2024).

4. Information and Analysis

- 4.1 Derbyshire County Council, like many other local authorities, is transforming the way in which it works and delivers services. Covid restrictions helped to demonstrate that we can continue to deliver excellent service whilst working in more flexible and agile ways.
- 4.2 DCC are also the lead authority for the One Public Estate programme for Derbyshire and Nottinghamshire and are actively pursuing projects which align with the aspirations of this programme for co-location and for the rationalisation of the wider public estate.
- 4.3 In addition to this, our Property 2025 vision sets out an ambitious programme to ensure that we review every asset that we hold, challenge the reason for holding it and ensure that our estate is as effective and efficient as possible. The need to reduce the size of the corporate estate to an affordable size, whilst still supporting dynamic and effective service delivery, has become increasingly vital as pressure on available budgets grows.
- 4.4 Our corporate headquarters at County Hall in Matlock, consists of a beautiful, listed, former spa building, at one time the largest building in the county, along with a number of subsidiary buildings on the immediate complex and in the wider Matlock area. Inevitably a decision on what we do with this substantial asset holds the key to our future operating model and defines how we approach decisions for the rest of our estate.

- 4.5 The annual budget for the running costs of County Hall currently sits at £1.347m (including the commissionaires service). The year end forecasted spend for 2023-24 is £1.984m. A one-off additional budget for inflation of £0.662m has been contributed in year. The forecast spend of £1.984m in 2023/24 does not include any allowance for planned maintenance works. The business case cost consultants have projected anticipated annual running costs, including an allowance for essential maintenance which is likely to increase due to underinvestment in previous years, will likely rise to £3.300m. This does not include an allowance for the commissionaires service.
- 4.6 The backlog of maintenance liabilities has been established via a room by room condition survey, noting existing areas of concern, along with likely lifecycle costs associated with key elements of the building fabric and is estimated to be £56m and the cost of decarbonisation is estimated to be £59m, based on specialist mechanical and electrical surveyors analysis of the existing systems, the building typology and modelling of the carbon footprint.
- 4.7 Current utilisation rates for County Hall show an average daily check in of 465 members of staff, with 411 workstations being used. This represents an average occupancy level of 27%. Total attendance on some days has reduced from the SOBC stage.
- 4.8 Whilst there are significant challenges associated with the Council continuing to operate from such an asset, it offers enormous potential to contribute more to the economy of Matlock and the surrounding area and to support a number of the Council's wider strategic goals, as well as those of our partners.
- 4.9 In April 2022 consultants, Real Estate Works and HLM Architects, were appointed to consider the potential options for the future of County Hall. The SOBC consultancy team carried out research into the issues and challenges the council would face if continuing to occupy the County Hall complex, with the overarching purpose to.
- Identify a long term financially sustainable future for the Council's headquarters operations. In particular to solve the problems of escalating running costs in real terms rising to more than double the annual budget, and the combined cost of de-carbonisation and backlog maintenance.
 - Capitalise on the hidden value of the County Hall complex by attracting private investment and other funding sources.
 - Provide a more efficient and flexible workspace, which enables dynamic service delivery. The existing space is inflexible, doesn't

support collaborative and effective working, might impact on recruitment and retention, when compared to the opportunity of working in an attractive office environment, and does not reflect the values of the Council.

- Deliver a significant economic impact to Matlock and the surrounding area, enhancing the economic resilience of the town, through the provision of hotel with events and performance space, co-working space, residential and cultural facilities.
- Enable the Council's strategic priorities and objectives to be better supported.

4.10 A long list of potential options for the complex was identified which included the council retaining space in a refurbished south block, or elsewhere on the site, but which also considered what the alternatives would be for the Council, should it no longer operate from County Hall.

4.11 In order to evaluate and compare the benefits of each option, the team consulted the senior leadership and other stakeholders on the Council's priorities and desired outcomes, which included things like such as how they supported the Council's three pillars of Vision Derbyshire, Thriving Communities, Enterprising Council and the ability to deliver the workforce strategy, the local economic impact, financial impact on the council's budgets, sustainability, deliverability risk etc. The overall analysis looked at three key elements:

- A weighted score against specific criterion, based on ability to deliver Council objectives
- An assessment of the delivery risks
- Overall value for money, taking in to account such things as cashable and non-cashable benefits, jobs created, and the wider economic impact as well as the above two points

4.12 All options were then scored against a baseline 'do nothing' option. On the basis of this research and analysis the strategic outline business case made the overarching conclusion and recommendations that:

- Remaining in County Hall is not financially sustainable.
- County Hall should be transformed into a mixed-use destination centred on a hotel.
- Maximum economic impact to the area would be achieved if the Council remained on site.
- Four options from the long list should be taken forward for further analysis, these being:
 - Do minimum – the Council remains in the existing buildings and operates in the same way. This option forms a baseline against which the costs and benefits of other options could be compared.

- The Council relocates from Matlock to a new base elsewhere and the site is redeveloped.
- The Council remains on site in a new office and the remaining site is redeveloped.
- A hybrid that results in the Council remaining on site in a significantly smaller, sustainable and affordable office with satellite hubs elsewhere, whilst the rest of the site is redeveloped as mixed use.

4.13 The Strategic Outline Business Case was able to demonstrate that other longlisted options were not financially viable, or deliverable and Cabinet approved the recommendation that the three shortlisted options be taken forward to the outline business case stage, along with the 'do nothing' benchmark option, and that the OBC should be informed by a carefully managed programme of engagement with the market.

4.14 Press coverage and social media comments from when the Strategic Outline Business Case was presented to members and more recently when soft market testing for the site was actioned, indicated that local people were generally accepting of the fact that the Council cannot afford to continue to occupy County Hall in the same way and were supportive of the idea that its use might change in the future to something which had a positive impact on the economic wellbeing of the town.

4.15 The Council commissioned HLM Architects, with support from realestateworks Ltd and a wider consultancy team, to prepare an OBC for County Hall in Matlock and the team embarked on the more detailed analysis of the shortlisted options in January 2023. The purpose of the Outline Business Case is to:

- Review and update the relevant strategic context for the project outlined in the Strategic Outline Business Case (SOBC), especially in light of increasing pressures on the Council's budgets.
- Confirm a clear and evidence-based case for change.
- Evaluate in detail the short list of options from the SOBC.
- Draw on the findings and conclusions from specialist consultants including legal considerations, transport and travel, building and operating costs, mechanical and electrical systems, economic impact, property markets, sustainability and design constraints and opportunities.
- Consider affordability, deliverability and the funding options available.
- Assess the economic impact of each option.
- Identify a preferred option, with supporting rationale.

- Set out the commercial and management arrangements to deliver the project.
- Confirm the next steps.

4.16 In order to further assess and test the options taken forward, and to inform the OBC, a number of key activities have been undertaken, such as:

- Stakeholder engagement and data analysis to understand the current and future space requirements.
- Reviewing best practice, considering what other Councils are doing/have done.
- Engaging with the market via a soft market testing exercise.
- Holding preliminary meetings with District Council planners and heritage specialists.
- Working with a team of specialist sub-consultants, including hospitality specialists, cost consultants, investment advisors, equality and economic impact assessors.
- Testing and updating all of the financial and economic impact assessments, based on much more detailed analysis.
- Engaging with partners via the wider One Public Estate review of public sector assets in Matlock.
- Refreshing the masterplan based on the outcome of all of the above activity.

The OBC itself document is over 100 pages long and a redacted Executive Summary is Appended to this report at Appendix 3. It is supported by more detailed specialist reports, in the form of:

- Appendix 4 – Matlock OBC – Sustainability Report
- Appendix 5 – Outline Business Case – Planning Strategy Report
- Appendix 6 – Outline Business Case – Transport Review
- Appendix 7 – Economic Impact Assessment
- Appendix 8 – Initial Market Engagement Report

The OBC is summarised in the following paragraphs of this report, and results in a set of recommendations around the next steps.

4.17 The characteristics of the shortlisted options are as follows:

Option 1 – Do Minimum

- The Council remains in its existing office accommodation
- Investment takes place over 30 years to maintain the building and carry out essential repairs as identified in the CDL condition surveys and by our specialist sub-consultants

- No investment is undertaken to transform the workplace or enhance critical heritage assets such as the Winter Gardens
- Important to stress that much of the recommended expenditure is **unavoidable** even if there is no provision currently in the capital budget e.g. replacement of generators and transformer and similar work recommended by specialist sub-consultants
- Expenditure is incurred to decarbonise the complex over time

Option 2 – Relocate

- The Council relocates from Matlock to another location in the county such as Chesterfield or Amber Valley to accommodate 500 FTEs
- County Hall site and building repurposed in line with the masterplan
- Council vacates North Block in Yr 2 to allow early disposal
- South West corner of the site is disposed of in Yr 2 for likely residential development, subject to resolution of parking requirements for the main site
- Vacation of entire site timed to coincide with time a partner would require access to the South Block – Yr 4
- Alternative accommodation is leased and comprises modern or refurbished space requiring a degree of fit-out to the Council's needs
- Fit-out includes some decarbonisation measures
- Accommodation includes replacement for the Council Chamber, committee rooms etc.
- Excess travel costs associated with relocation have been assumed

Option 3 – Remain

- County Hall site and building repurposed in line with the masterplan
- Council vacates North Block in Yr 2 to allow early disposal
- South-West corner of the site disposed of in Yr 2 for residential subject to resolution of parking requirements for main site
- Vacation of South Block timed to coincide with completed construction of new offices on site – Yr 4
- New, low carbon offices to accommodate 500 FTEs with meeting spaces
- Limited investment in existing building pending their vacation

Option 4 – 50/50

- A blend of Options 2 and 3 involving limited investment in existing accommodation
- Half the FTE requirement is met on site in a new office and half in rented accommodation at another location in the county such as Chesterfield or Amber Valley
- Repurposed Council Chamber, committee rooms, and Winter Gardens hired when needed from hotel operator
- Excess travel costs associated with the relocation of 50% of the posts

- Allowance for non-productive time travelling between split HQ locations

4.18 Criteria for option evaluation – the ‘Critical Success Factors’ and weightings:

CSF	Weighting	Ability to...
Alignment to corporate objectives	10	Support the Council Plan, Cultural Framework, Carbon Reduction Strategy and other corporate documents
Financial sustainability	20	Deliver reduced and more predictable operating and life cycle costs, generate capital receipts and new income streams
Council workplace	10	Provide suitable space to meet current and future needs, improve wellbeing, and support recruitment and retention
Work	5	Deliver new job opportunities including nurturing of creative sector and SMEs
Live	5	Provide new homes for the local community
Play	5	Support local community with space for events, open space, and leisure facilities
Economy	15	Generate meaningful and sustained economic impact and build economic resilience
Sustainable development	15	Create social value, reduce carbon emissions, enhance biodiversity, reuse existing assets, promote active travel, engage with community etc
Deliverability	15	Meet market demand, secure planning consents, manage change, secure political and community support etc

4.19 Specialist input to the analysis of the options has been provided by Montagu Evans (planning), BNP Paribas (property market), RLB (construction and FM costs) Mott MacDonald (transport), Baker Hicks (mechanical and electrical systems), and Ekos (economic impact)

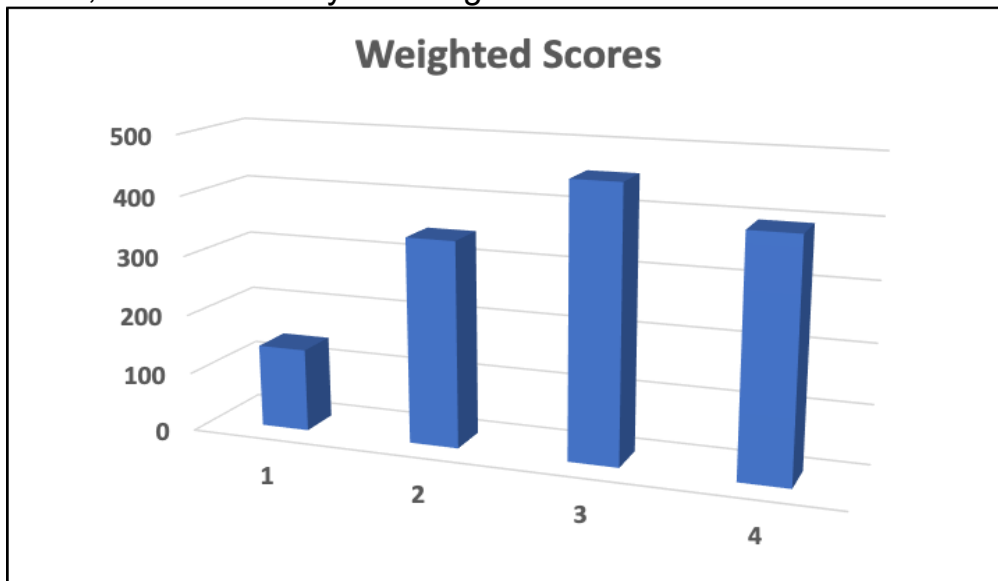
4.20 A soft market testing exercise, conducted during the summer of 2023, resulted in the scale of the hotel opportunity being refined. It involved a targeted engagement via a prospectus and questionnaire and resulted in some parties visiting the site.

4.21 Formal interest has been expressed by several substantial and experienced organisations, some with global portfolios. Through

ongoing dialogue with the market, interest continues to be generated. Some of the interested parties have invested resources in drawing up dummy accounts to test the viability of a hotel offering, the likely number of keys for a successful hotel and the assumptions made. This information is included in the business case, but is redacted for the purposes of this report, due to the commercial sensitivity.

- 4.22 The conclusion of the consultants and agents is that there is genuine and realistic interest from potential development partners, keen to work with the Council to bring forward a deliverable mixed use development, however the Council would need to retain the confidence of the market, as a credible partner, by maintaining momentum and demonstrating commitment.
- 4.23 Engagement has been undertaken with Derbyshire Dales District Council's planning team to understand any potential concerns and any likely issues with a planning application. Conservation and heritage officers had already contributed to the production of an agreed approach to creating a conservation strategy for the complex, identifying different levels of protection for different parts of the site, depending on the heritage value. This approach has generated greater certainty over cost and programme. Other planning considerations have focused on the scale and massing of any development on the site, parking and access etc. This has been considered in the refinement of the masterplan.
- 4.24 All financial assumptions applied in the SOBC stage have been updated and the economic impact of each option has been reassessed to reflect the updated costs and other factors driving economic impact. Condition data has been gathered on condition for the building fabric and key services, the refined master plan has been able to reflect planning input and also greater certainty around the Council's needs with regard to any new building on the site, and has therefore led to greater certainty of costs and the market testing has informed the likely investment models.

4.25 The detailed analysis of each option is set out in the Outline Business Case, but in summary the weighted scores are:



4.26 Option three, in which the Council remains on site in a smaller purpose made building and the rest of the site is brought forward as a mixed use development, scores measurably highest against the pre-agreed weighted criteria.

4.27 In addition to the ability to deliver the strategic objectives, the deliverability of each option is key. The combined scores and delivery risks for each option are set out in the business case, but the graph below shows that option three also scores best on delivery risks:

Risk factor	Option			
	1	2	3	4
Flexible workplace	Red	Yellow	Green	Yellow
Disturbance	Green	Red	Orange	Yellow
Sharing	Green	Yellow	Green	Green
Business continuity	Orange	Orange	Orange	Yellow
ROI	Red	Yellow	Green	Yellow
Running costs	Red	Orange	Green	Yellow
CO ₂	Red	Yellow	Green	Green

Market	Green	Green	Green	Green
Economy	Red	Yellow	Green	Green
Reputation	Red	Red	Green	Orange
OVERALL	Red	Yellow	Green	Yellow

- 4.28 The context in which the business case is being assessed has changed since the Strategic Outline Business Case stage. When the project was initiated, although the future cost of occupying County Hall was a key driver for the project, there was also a strong emphasis on the Council's desire to optimise its work base aligned to new models of working, emerging from the Modern Ways of Working project. The vision was for a mixed use development with the Council and other public sector partners at the centre, sharing the cost of our Headquarters, but also creating a great new work-base for all of our staff based in Matlock.
- 4.29 The Council finds itself in a very different financial landscape, of cost control and essential spend only, in which this project sits as both a benefit and a challenge. It has been established that the Council cannot afford to continue to occupy County Hall in the same way as it currently does, the running costs are escalating well beyond the available budget, only essential health and safety maintenance is being carried out, with more than £50m of necessary maintenance in backlog. The outcome of this is becoming increasingly noticeable, for example the lifts fail almost weekly.
- 4.30 The most highly scoring option in terms of annual cash cost is for the Council to decant completely and move headquarters elsewhere, in theory disposing of the County Hall complex. The cost assumptions in this option are based on the Council renting or leasing office space suited to its needs in an existing office space elsewhere in the County. Despite this offering what on the face of it offers the lowest cost option, this is not the recommended option for a number of reasons, as follows:
- The assumption in this option is that a suitable rentable building will be available for the Council to move in to. The agents carried out a search of suitable options as part of their due diligence and no such asset was available. The Council has in fact recently leased part of the only large scale office space in Chesterfield, at Boythorpe Road, all other parts of the building are already under offer. The Council has been exploring the option of rationalising its assets in Chesterfield for some time and no other suitably sized assets have become available. This is also the case in

Amber Valley and elsewhere in the County. So the assumed cost and ability to rent space is nominal. High quality newbuild office space on the Riverside Development in Chesterfield, for example, is at a cost considerably above that assumed in the modelling.

- If the Council were to instead build a new asset say in Chesterfield, it would face similar costs to developing on the County Hall site, but in addition would need to purchase the land, so this would be unlikely to save any money.
- Even if a suitably sized and located asset were to come on to the market at the appropriate time, renting an asset would mean that the Council would be subject to cost uncertainty in the form of rent reviews, service charges etc. The location of the democratic function would also be a factor, as this is a specialist space, and the council could end up paying considerable annual sums to rent conference space.
- The market testing demonstrated that there is limited appetite for the wholesale purchase of the complex, without the Council remaining on site as a strategic partner. There is a significant risk therefore that the site would be unviable without the Council's investment and ability to attract funding, such as Heritage Lottery Funding. If that were the case, the Council would end up retaining the complex, or parts of the complex as a significant liability, whilst renting elsewhere.
- If the Council were to move and sell the site, without retaining any interest, there is significant risk that any purchaser would landbank the site and not develop it, leaving the building empty and deteriorating. This would have a significant impact on the town.
- The return on investment figures show that over the 30 year term the council would be better off financially remaining on site as part of a development, benefiting from the income and also having its own valuable asset at the end of it.

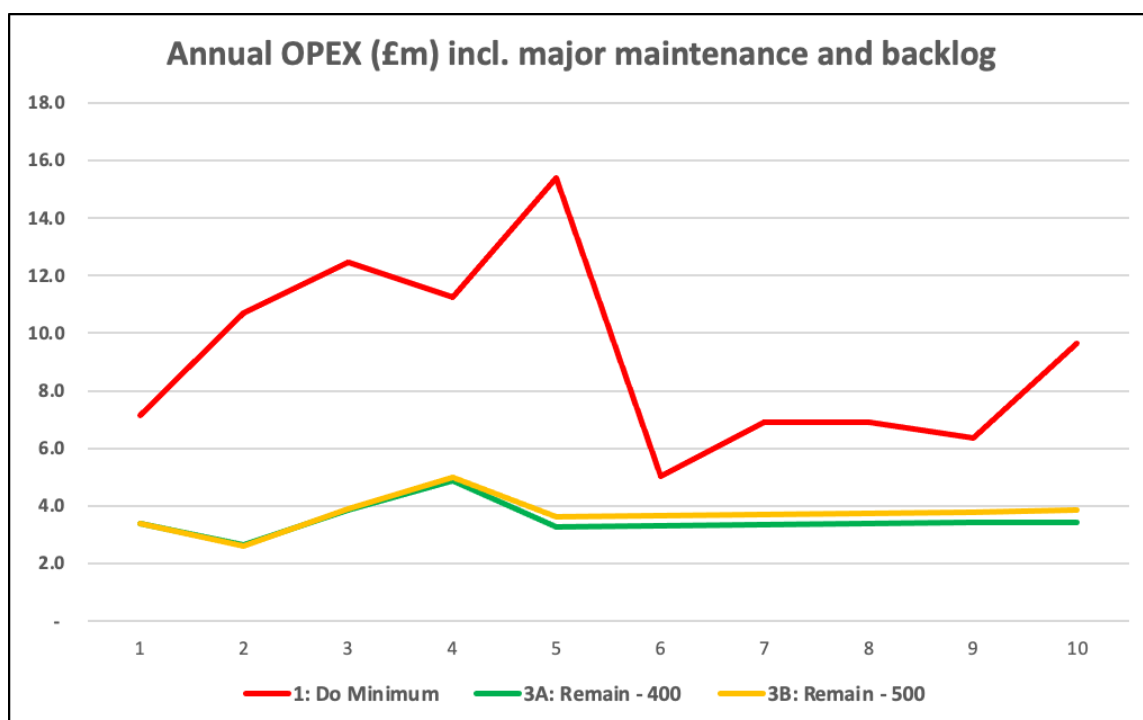
4.31 The other key reason that option three is recommended is that the other options fail to deliver the wider strategic objectives of the Council, as set out in the SOBC.

4.32 In order to deliver the project, the Council needs to commit the funding for the next stage - £375,000 and agree in principle to the delivery of the preferred option, which is the only one that delivers both the financial and the wider strategic objectives. The key activities in the next steps would include:

- Preparing a full business case to enable the Council to make a final decision regarding the future model for its new offices and the Matlock Campus.
- Refining and testing the financial model, to reduce areas of risk and create greater certainty of cost, with the intention of reducing the currently modelled optimism bias.
- Appoint design and workplace teams. Refining the designs to reflect the Council requirements.
- Appointing property agents and legal and financial advisors.
- Developing a comprehensive communication strategy and beginning its implementation, including stakeholder engagement.
- Reviewing the need for traffic surveys, parking demand, pedestrian movements and developing an access and parking strategy, including consulting with the local fire service.
- Maintaining momentum created by proceeding with a pre-application engagement with DDDC planners, confirming to the market the commitment in principle of the Council to take the project forward.
- Explore gap funding opportunities and determine the best funding route.
- Preparing a phased reduction in the Council's footprint, to free up areas of the complex for disposal
- Working with specialist advisors and finance to appraise the development model options.

In order to move to the detailed business case stage, the Council needs to commit this funding in a changed financial context. It cannot afford not to progress, but progressing means an immediate cost pressure.

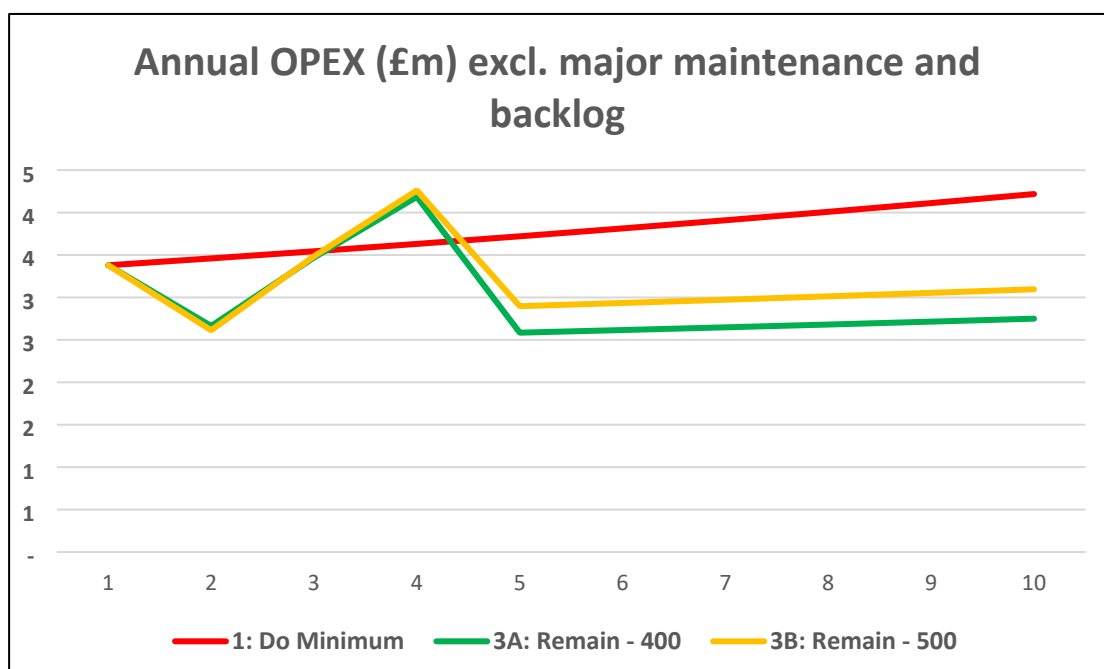
- 4.33 In order to understand the impact of this, the cost consultants have modelled an annual cash flow comparing the 'do nothing' option, with the recommended option (size of new office for either 400 or 500 FTE), so that the cost implications can be clearly measured in the immediate to medium term. The modelled costs include the cost of borrowing, as well as all running costs. The headlines as follows:



4.34

4.35 Do minimum/nothing (the red line) shows the rising cost associated with staying in County Hall, including major maintenance and catching up on the backlog. This is the true cost to the Council over time. Once the backlog is complete the costs initially begin to fall, but then sharply rise again as further building fabric elements begin to fail. The nature of looking after a heritage building such as County Hall is that work to it is almost always specialist and expensive.

4.36 The yellow and green lines, show the cashflow projections for option to remain on site in a new asset for 400 (green) or 500 (yellow) FTE staff. The rise in cost from year two to four, recognises that the Council would need to borrow capital to complete the new build, whilst still paying the running costs of County Hall. This would then reduce as County Hall is decanted and the Council is only paying the running costs for one asset.



It is recognised that the Council could simply choose not to carry out maintenance, or to address the backlog, so this is a non cashable benefit. The same graph above excludes the cost of maintenance. It can be noted that the annual cost of the recommended option exceeds for a period the cost of doing nothing, as the borrowing costs for the development begin, whilst the Council is still occupying County Hall.

- 4.37 The graphs above and in the appendix are based on the current rate of PWLB borrowing and they allow for a 20% optimism bias, to reflect uncertainty at OBC stage. This is 20% over and above the 15% contingency the cost consultants have already included in the detailed financial model assumptions. In reality, PWLB, which was fairly steady at around 3% for many years, has been at an historic high. Rates are falling and the financial specialists are predicting that they will continue to fall steadily before settling again. In addition, as the due diligence is completed during the next stage, the certainty around the financial modelling and the cost of development will increase and the scale of the optimism bias can reduce. 15% contingency built in already is standard and a further 5%, once the business case has been further tested, would be reasonable. Therefore the graphs are the likely worst case scenario and we would expect the green and yellow peaks to reduce.
- 4.38 The conclusion is that progressing with the project could result in a small peak in Year 4 (depending on PWLB rates and level of contingency), as the spend on the new headquarters progresses,

whilst the Council is also still paying for County Hall, after which there is a point shortly afterwards when the Council will be saving over £1m per annum, operating from a smaller, carbon neutral, fit for purpose base and with the mixed development progressing in the main buildings, delivering multiple benefits to the town of Matlock and contributing to the delivery of the Council's strategic objectives.

- 4.39 The alternative 'do nothing' shows a continual rise in the costs associated with remaining in County Hall to a completely unaffordable level.
- 4.40 In summary, Option 3 delivers the strategic objectives, is the least risky option in terms of deliverability and, following a peak in the cash flow modelling in year 4, will then start to deliver significant financial savings.

5. Consultation

- 5.1 A programme of engagement has been undertaken by the consultancy team to understand the strategic direction and priorities of the council. All Executive Directors were consulted together with representatives from various functional areas such as IT, asset management, HR and finance. A Stakeholder Engagement Panel was established, with Executive Directors nominating a member of their team to represent their directorate.
- 5.2 The consultancy team were separately and independently appointed to lead on the One Public Estate review of all public assets in Matlock, which engaged with other key public sector partners in the town and resulted in a report and recommendations. They were therefore able to ensure that the two pieces of work were considered in parallel and the context of wider public partner requirements and plans were considered in the recommendations.
- 5.3 There is no requirement for a statutory consultation at this stage but appropriate engagement will be taken including with unions.

6. Alternative Options Considered

6.1

Option	Risks	Advantages
Do nothing	<ul style="list-style-type: none"> • Council continues to face high running costs, currently £3.3m p.a • Council will face substantial CAPEX liabilities to upgrade and replace systems and building elements over time as they begin to fail. Backlog of maintenance currently £56m. • County Hall remains the largest contributor to CO₂ emissions in the council portfolio, Cost of decarbonisation estimated to be £59m. The Council will not be able to meet its net zero pledges. • Ongoing challenges to recruiting and retaining staff from a relatively small talent pool within travel distance. • Reputational/political risk of having raised expectations that the council is evaluating options for County Hall. • Reputational/political risk around the council continuing to operate from such a large and expensive building. • Constraints on ability to properly support hybrid and collaborative working in cellular historic building • Missed opportunity to support economic growth and tourism, and generate capital from disposal of development opportunities 	<ul style="list-style-type: none"> • Relative stability, at least in the short-term pending any essential works that could disrupt business activity • Avoidance of short-term consultancy spend
Retain existing consultancy team and move to next stage Full Business Case	<ul style="list-style-type: none"> • The cost of this option is estimated at £375k in the year 24-25, to cover the final stage of due diligence on the business case. The benefits have to be weighed against the Council's financial position. • Existing team will need to be augmented with other advisors with whom it may not have worked before – but demonstration of collaborative experience with extended team can be a condition of re-appointment • Key personnel may not be available – but council can make the availability of key personnel a condition of ongoing involvement 	<ul style="list-style-type: none"> • Retention of knowledge and 'DNA' of the project • Maintain momentum and 'hit the ground running' with the next stage • Avoid abortive costs, as new consultants likely to want to repeat some elements of initial work and do their own due diligence • Existing team has appropriate experience developing business cases for headquarters buildings elsewhere • Existing team has recently been appointed to support the Matlock One Public

Option	Risks	Advantages
		<p>Estate review project and it is vital that the County Hall options review and the review of the wider public estate in Matlock progress in a synchronised manner</p> <ul style="list-style-type: none"> • Existing team helped the council prepare a Conservation Strategy, an important enabler and context for the County Hall project • Maximises ability to keep to project timeline by avoiding a potentially lengthy procurement process
Appoint new team	<ul style="list-style-type: none"> • The cost of this option is likely to be significantly higher, as the Council will pay for new team members to 'get up to speed' and familiarise themselves with the strategic context, case for change, options and their evaluation • New team will need to build up its knowledge base and relationships with stakeholders within councils and outside e.g. DDDC • New team may be tempted to impose their own stamp by changing course and proposing alternative solutions, effectively starting again with the Council covering the cost of abortive work • Inevitable delay to project timeline • New team may be somewhat detached from the thinking and emerging proposals from the Matlock OPE project 	<ul style="list-style-type: none"> • Potential for new ideas and solutions to emerge – but existing team should remain open to these (within reason) as it progresses through the OBC
Delay or pause the project until the Council's finances are stabilised.	<ul style="list-style-type: none"> • Many of the risks of 'Do Nothing', with the current running costs and liabilities remaining. • Council's credibility as a development partner undermined. • The market will move on and the opportunities may not exist in future • The business case would need to be re done, significant cost of abortive work. • Inability to meet key milestones in current project timeline • Lack of interest and engagement from key stakeholders 	<ul style="list-style-type: none"> • Opportunity to re-scope the requirement and desired outputs in future.

7. Implications

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

8. Background Papers

8.1 Full Outline Business Case (Redacted)

9. Appendices

9.1 Appendix 1 – Implications

9.2 Appendix 2 – Document List Matlock OBC

9.3 Appendix 3 – County Hall Outline Business Case - Redacted

9.4 Appendix 4 – Matlock OBC – Sustainability Report

9.5 Appendix 5 – Outline Business Case – Planning Strategy Report

9.6 Appendix 6 – Outline Business Case – Transport Review

9.7 Appendix 7 – Economic Impact Assessment

9.8 Appendix 8 – Initial Market Engagement Report

10. Recommendation(s)

That Cabinet:

- a) Receive and note the findings of the Outline Business Case for the future of County Hall.
- b) Approve the recommended option, in which the Council moves to a smaller new headquarters on the Matlock Campus site and that the main County Hall campus is redeveloped to deliver a mixed use.
- c) Approves taking the recommended Option 3 forward to the more detailed business case stage and due diligence.
- d) Supports the inclusion of £0.375m in the Capital Programme for 2024/25 to fund the development of the full detailed business case and request approval for the funding of this next stage of work in the sum of £0.375m, subject to approval of the 2024/25 Capital Programme by Full Council in February 2024.
- e) Approves the delegation to the Director of Property in consultation with the Director of Legal and Democratic Services the power to procure and appoint such consultants as may be required for due diligence and development of Option 3 detailed business case including where appropriate the extension or variation of existing contracts within the funding envelope of £0.375m (Subject to this amount being approved

by Full Council in February 2024 as part of the 2024/25 Capital programme).

11. Reasons for Recommendation(s)

11.1 a) To ensure that members and senior leadership are informed of the work to date and the basis for other recommendations

b) To ensure that members and senior leadership understand and are in agreement with the recommended best option for County Hall, the focus of the next stage of work and the implications of this work

c) To ensure that members and senior leadership are informed of the likely cost of the next stage of the more detailed business case

d) To ensure that delegation is given to relevant officers to appoint consultants to progress the next stage of work

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

12.1 No

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Implications**Financial**

- 1.1 This report analyses and compares four options for the County Hall site, that were identified and approved for further work at the Strategic Outline Business Case stage. These options are set out in section 4.
- 1.2 Comprehensive financial modelling of the four options has been completed by Rider Levett Bucknall. The cashable and non cashable benefits of the preferred options have improved since the Strategic Outline Business Case stage. The modelling includes a contingency of 15% and also an additional optimism bias allowance of 20%, which will be tested during the detailed stage
- 1.3 It is recommended that one option is taken forward as the approved option for the future of County Hall and that the Outline Business Case is subjected to further testing and due diligence, as part of a more detailed business case stage, along with supporting activities in parallel, including the submission of an outline planning application. This next stage is due diligence is expected to cost £0.375m, and is the subject of a bid to form part of the approved capital programme for 24-25.
- 1.4 Expenditure incurred to date of £0.526m on the development of the Outline Business Case has been accounted for as revenue expenditure and is funded from revenue budgets, including £0.330m of one-off funding. If approval is obtained to fund the development of the Full Business Case from £0.375m of Capital Resources, this expenditure can only be capitalised if the projects proceeds and results in the development of a new asset. If the project does not proceed beyond the full business case, all costs incurred will need to be funded from revenue resources.
- 1.5 Whilst this report is recommending the development of a full business case for the preferred option, there is no further financial commitment as a result of this report. The £0.375m funding required to develop the full detailed business case is the subject of a bid for inclusion in the Capital Programme for 2024/25 and will be subject to Full Council approval in February 2024. Future approval to proceed with delivery of the project will only be considered on presentation of the final detailed business case. However the likely future cost of delivering the preferred option have been set out in the Outline Business Case for awareness. The cost of delivery of the recommended option, including any debt

repayment is modelled and compared to the cost of the other options, including the cost of doing nothing.

Legal

- 2.1 As part of the Outline Business Case, work was undertaken to establish any historic issues with regard to land registry and property titles on the complex.
- 2.2 The terms of the existing consultancy agreements and any necessary approvals will be reviewed to consider whether there is scope to extend or vary existing appointments or whether new procurement processes must be undertaken.

Human Resources

- 3.1 At this stage there are no workforce implications, although ongoing input from HR colleagues is essential to ensure that potential impact on our teams and on emerging workforce related strategies is taken into consideration. The working arrangements policy and recently introduced employee profiles and clarification of expectations with regard to time spent in the workplace, has all been developed in parallel and has informed the findings of the report.

Information Technology

- 4.1 Derbyshire County Council's, main Data Centre is currently located on the 2nd floor of south block together with the network infrastructure that supports all services. The expectation is that the Council will move the majority of its IT storage to the Cloud as part of the developing ICT Strategy, however the cost of the relocation of the ICT infrastructure located at County Hall will need to be taken into consideration.

Equalities Impact

- 5.1 N/A at this stage

Corporate objectives and priorities for change

- 6.1 Each option within the Strategic Outline Business Case has been scored against the Council's priorities and the three pillars in the Council Plan, as part of the Strategic Outline Business Case.

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

- 7.1 The ability of each option to deliver the Council's carbon reduction agenda was part of the scoring matrix at the Strategic Outline Business Case stage and this has been looked at in greater detail, with recommendations made regarding the potential for each option to deliver real benefits to this priority. County Hall remains the Council's largest emitter of carbon, across its estate and the cost of decarbonising the asset has been estimated at £59m. The Council is almost certain not to achieve its climate change pledges if it continues to occupy County Hall in its current form.
- 7.2 The proposal supports the Council's property asset management strategy and is aligned to the Property 2025 vision to review our corporate asset and challenge the reason for holding it. County Hall is our largest property asset by far and the Council's future use of this will impact on decisions across the full estate.

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Document List Matlock OBC Final Issue Redacted

Document Name	Description	Author
231115 OBC redacted	Outline Business Case Powerpoint full report	Realestateworks, HLM architects
231115 Matlock Derbyshire CC OBC Full Report ISSUE V4	Design and Masterplanning Appendix	HLM Architects
Matlock OBC Sustainability Report_Rev2	Sustainability Appendix	HLM Architects
230911 Derbyshire County Hall Planning Strategy Report Final 03.10 Redacted	Planning Strategy Appendix	Montagu Evans
Matlock County Hall Transport Review - Rev C Redacted	Transport Review Appendix	Mott Macdonald
30004103-BHK-XX-XX-CD-0001 (P1) Building Services Report	Building Services Appendix	Baker Hicks
232209 Matlock EIA	Economic Impact Assessment	EKOS
Derbyshire County Hall Prospectus June 2023	Soft Market Testing Prospectus	HLM Architects

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County Hall Outline Business Case

November 2023



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Executive summary

The project and Outline Business Case (OBC)

The project

- Derbyshire County Council (the Council) has commissioned HLM Architects, with support from realestateworks Ltd and a wider consultancy team, to prepare an OBC for County Hall in Matlock
- The project aims to identify a financially sustainable workplace for the Council's headquarters functions while also ensuring the long-term preservation and enhancement of County Hall through its transformation
- The Council recognises the economic impact of its presence within Matlock and is committed to maintaining its support for the locality through the outcomes of the project

The OBC will

- Review and update the relevant strategic context for the project outlined in the Strategic Outline Business Case (SOBC)
- Confirm a clear and evidence-based case for change
- Draw on the findings and conclusions from specialist consultants – legal, transport, building and operating costs, mechanical and electrical systems, economic impact, property market, sustainability and design
- Evaluate in detail the short list of options from the SOBC
- Consider affordability and the funding options available
- Assess economic impact of options
- Identify a preferred option
- Set out the commercial and management arrangements to deliver the project
- Confirm the next steps

The County Hall project objectives – a reminder

The purpose of the project is to:

- Identify a **long-term financially sustainable** future for the Council's headquarters operations
- Capitalise on the **hidden value** of the County Hall complex by attracting private sector investment
- Provide a more **efficient and flexible workplace**
- Deliver a **significant economic impact** to Matlock and the surrounding area
- Enable the Council's strategic priorities and objectives to be **better supported**



What the SOBC said

The overarching conclusion and recommendations:

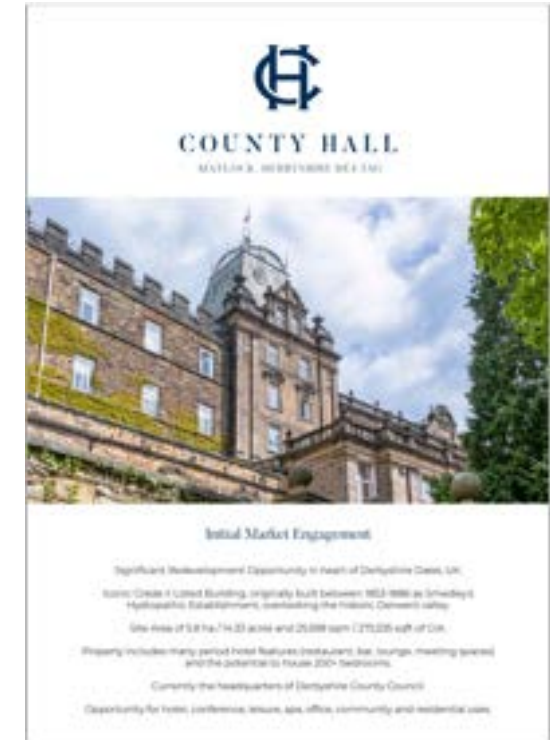
- Remaining on site in County Hall is not financially sustainable
- County Hall should be transformed into a mixed-use destination centred on a hotel
- Maximum economic impact to the area would be achieved if the Council remained on site
- Four options out of 12 to be taken forward for further analysis
 - Do Minimum – remain in existing buildings
 - Relocate from Matlock
 - Remain in new office on site
 - A hybrid of 2 and 3

Action taken to inform the OBC

The OBC and its conclusions were informed by:

- Talking to users to understand current and future use of space
- Reviewing what other councils are doing
- Engaging with the market via a **soft market testing** exercise
- Preliminary meetings with District Council planners and heritage specialists
- Working with a team of specialist sub-consultants
- Updating all financial and economic impact assumptions
- Refreshing the masterplan

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The case for change

Problems to solve:

- Running costs now **£3.3m p.a.** – and combined cost of decarbonisation, major maintenance and backlog maintenance is approximately **£172m**
- Average utilisation of workstations is **27%** - and only **411** used on average each day
- Existing space is inflexible, doesn't support collaborative and effective working, will impact on recruitment and retention, and does not reflect the values of the Council
- Reputational risk from presiding over gradual deterioration of unique heritage asset

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Opportunities to take:

- Gaps in market identified – hotel with events and performance space, co-working space, residential, cultural facilities
- Enhance economic resilience of town and surrounding area

What the market has said

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others

“This is a genuinely unique opportunity for us”

“We can expect a regular schedule of weddings and other events throughout the year”

“The site and its setting demands a high-quality hotel offer, at least 4 star”

“Keep us informed as we can quickly pull together an offer”

“The council must stick to its plans – we can’t afford to invest time and money only to see a change in direction”

“The Winter Gardens will be a fantastic asset for the hotel and the town”

Specialist consultant input



“An outline planning application should be submitted to the District Council early next year to meet the overall timeline”

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“Off-site parking should be used to supplement car parking on site to reduce impact and cost”



“Critical infrastructure must be replaced in the short term even if the Council remains”



“Residential values have increased but our assessment of hotel viability shows that grant support may still be required”

The shortlisted options in detail

The key characteristics of the options are defined

Option 1 – Do Minimum

- The Council remains in its existing office accommodation
- Investment takes place over 30 years to maintain the building and carry out essential repairs as identified in the CDL condition surveys and by our specialist sub-consultants
- No investment to transform the workplace or enhance critical heritage assets such as the Winter Gardens
- Important to stress that much of the recommended expenditure is **unavoidable** even if there is no provision currently in the capital budget e.g. replacement of generators and transformer and similar work recommended by specialist sub-consultants
- Expenditure is incurred to decarbonise the complex over time

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Option 2 – Relocate

- Alternative accommodation (if available) is **leased** and comprises refurbished space requiring fit-out to the Council's needs– leasehold tenure chosen to differentiate this option from Option 3
- The Council relocates from Matlock to another location in the county such as Chesterfield or Amber Valley to accommodate 500 FTEs
- County Hall site and building repurposed in line with the masterplan
- Council vacates North Block in Yr 2 to allow early disposal
- S-W site disposed of in Yr 2 for residential subject to resolution of parking requirements for main site
- Vacation of entire site timed to coincide with time a partner would require access to the South Block – Yr 4
- Fit-out includes some decarbonisation measures
- Accommodation includes replacement for Chambers, committee rooms etc.
- Excess travel costs associated with relocation

The shortlisted options in detail

The key characteristics of the options are defined

Option 3 – Remain

- County Hall site and building repurposed in line with the masterplan
- Council vacates North Block in Yr 2 to allow early disposal
- S-W site disposed of in Yr 2 for residential subject to resolution of parking requirements for main site
- Vacation of South Block timed to coincide with completed construction of new offices on site – end of Yr 4
- New, low carbon offices to accommodate 500 FTEs with meeting spaces
- Limited investment in existing building pending their vacation

Option 4 – 50/50

- A blend of Options 2 and 3 involving limited investment in existing accommodation
- Half the FTE requirement is met on site in a new office and half in rented accommodation at another location in the county such as Chesterfield or Amber Valley
- Repurposed Chambers, committee rooms, and Winter Gardens hired when needed from hotel operator
- Excess travel costs associated with the relocation of 50% of the posts
- Allowance for non-productive time travelling between split HQ locations

Option 2. 3 and 4

- Hopewell Road garages used as parking for North Block housing
- Audit Block retained for use as meeting suite and linked to new offices
- Decked car parking replaced with parking 'at grade'

User requirements – conclusion on space requirement

Engagement took place with Directorates to understand current patterns of work and potential changes

It is recommended that:

- The Council targets a maximum occupancy capacity of **500 FTEs** for the sustained, long-term requirement for space – this represents **22%** more than the current average level of workstation use within County Hall (at 411)
- Any new office space must incorporate a range of work settings from touchdown space for short term use through to a limited number of dedicated workstations where essential for the task
- Meeting rooms and other work settings will, in general, be bookable through various means including mobile devices
- The Council will actively manage demand for space over the course of a typical week to avoid (or at least minimise) mid-week peaks in occupancy levels e.g. through the use of expected attendance timetables and rotas
- Opportunities should be identified across the wider Council estate to provide complementary workspaces to further help manage demand within any new offices

Criteria for option evaluation- the ‘Critical Success Factors’ and weightings

The CSFs have evolved from the SOBC stage to more accurately reflect the financial pressures facing the Council and the investment objectives for the project

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CSF	Weighting	Ability to...
Alignment to corporate objectives	10	Support the Council Plan, Cultural Framework, Carbon Reduction Strategy and other corporate documents
Financial sustainability	20	Deliver reduced and more predictable operating and life cycle costs, generate capital receipts and new income streams
Council workplace	10	Provide suitable space to meet current and future needs, improve wellbeing, and support recruitment and retention
Work	5	Deliver new job opportunities including nurturing of creative sector and SMEs
Live	5	Provide new homes for the local community
Play	5	Support local community with space for events, open space, and leisure facilities
Economy	15	Generate meaningful and sustained economic impact and build economic resilience
Sustainable development	15	Create social value, reduce carbon emissions, enhance biodiversity, reuse existing assets, promote active travel, engage with community etc
Deliverability	15	Meet market demand, availability of premises, secure planning consents, manage change, secure community support etc

Assessment of delivery risks

All options are assessed for delivery risk against a range of measures. Various factors below touch on the operation of any future premises as distinct from the pure 'delivery' of any alternative property solution

Aspects of delivery risks

- The commentary on each option scoring template implicitly identifies areas of risk. Delivery risk is, however, made explicit by considering a number of specific factors:
 - Risk of failing to deliver a modern, flexible workplace
 - Risk of disturbance to the operations of the council by undergoing a lengthy and/or complex accommodation transition
 - Risk to information security etc of sharing space with other organisations
 - Risk of an event in a single headquarters location impacting on business continuity
 - Risk of spending significant sums of money without an appropriate return
 - Risk of financial exposure to sharp rises in property running costs
 - Risk of sustaining high levels of carbon emissions
 - Risk of not attracting the interest in market from credible developers/purchasers
 - Risk of generating minimal impact on the economic impact of County Hall once refurbished/redeveloped
 - Risk of damage to the reputation of the Council by failing to sustain a presence in Matlock and/or failing to invest in an important heritage asset

Summary assessment of weighted scores and delivery risks in combination

Option	Description	Weighted Score	Rank	Delivery Risk
1	Do Minimum	140	4	High risk
2	Relocate	345	3	Significant risk
3	Remain	455	1	Low risk
4	50/50	395	2	Significant risk

Delivery risk	Description
High risk	High risk
Significant risk	Significant risk
Moderate risk	Moderate risk
Low risk	Low risk

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Option 1: Do Minimum

- The option fails to deliver on Council priorities
- Ongoing property running costs are likely to escalate and very significant capital expenditure will be required to sustain an acceptable working environment
- County Hall will detract from the image the Council wishes to present to stakeholders including staff, partners, businesses and the local community
- The Winter Gardens will only remain useable as a store or similar
- Potential reputational damage by presiding over the gradual decline of a heritage asset of regional significance
- Reputational damage by failing to deliver the transformation of County Hall and a stronger, more resilient economy

Option 2: Relocate

- Risk of failing to deliver required workspace through unavailability of property on the market
- Relocation would enable the transformation of County Hall and the delivery of significant social, economic and environmental benefits
- The economic impact of the Council's presence in Matlock will be displaced
- The potential trade generated directly and indirectly from the Council's presence for a hotel and events venue will not materialise
- An application for planning consent without a continuation of employment space as part of the mix will meet with resistance
- The Council may have little or no involvement in the detailed future design and operation of the hotel and events venue and its setting
- Reputational damage by failing to deliver the transformation of County Hall and a stronger, more resilient economy

Summary assessment of weighted scores and delivery risks in combination

Option	Description	Weighted Score	Rank	Delivery Risk
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Delivery risk	Description
High risk	High risk
Significant risk	Significant risk
Moderate risk	Moderate risk
Low risk	Low risk

Option 3: Remain

- Remaining on site maximises the potential for the Council and operators of commercial ventures on site to benefit the local economy
- Transitioning to a low carbon building on site will ensure the Council faces the lowest and most predictable ongoing revenue and capital costs associated with its office space, and will have a major impact on the Council’s carbon reduction target
- Disruption to business will be minimised and the Council will significantly enhance its opportunities to recruit and retain staff
- The Council will remain ‘in touch’ with what has been its headquarters for almost 70 years by using multi-purpose spaces for meetings and events
- The market has demonstrated interest in partnering with the Council to deliver the vision for County Hall
- The Council will be able to fulfil its commitment to the local economy

Option 4: 50/50

- This option delivers many of the advantages of Option 3
- In comparison to Option 3, there are some distinct disadvantages:
 - Securing planning consent will be prejudiced by not retaining all office employment on site
 - Leased space elsewhere in the county is unlikely to deliver the same sustainability and energy efficiency measures as a new build
 - A split site operation will bring operational inefficiencies and necessitate the payment of excess travel costs
 - The economic impact of the Council’s presence is partially dispersed from Matlock – although that will bring benefits to an alternative location
- A reduced Council presence on site will however allow parking requirements to be reduced with more space devoted to landscaping and open space

Overall VFM and option ranking – 500 FTEs

A rounded assessment of VFM and delivery risk is presented

Item	1: Do Minimum	2: Relocate	3: Remain	4: 50/50
Weighted score	140	345	455	395
Delivery risk				
Total Net Present Cost over 30 yrs (£m)	(183)	(49)	(57)	(55)
Total NPC savings vs Do Minimum (£m)	0	135	126	128
Average annual cash cost (£m)	3.3	2.1	3.1	3.0
Construction job years	660	1,280	1,290	1,060
Permanent jobs	0	130	130	130
GVA - Derbyshire	£46m	£147m	£147m	£128m
GVA - Matlock	£8m	£3m	£56m	£26m
Rates / council tax	£0.3m p.a.	£1.1m p.a.	£1.2m p.a.	£1.2m p.a.
Overall Ranking	4	3	1	2

Results

- An overall VFM ranking has been created by considering the various aspects of the Economic Case together
- Total Net Present Cost comprises the total discounted costs less the total discounted benefits to the Council over 30 years – this includes receipts from disposal of the North Block and the s-w car park for residential use. **No receipt assumed for hotel component**
- Annual average cash cost – the average cost, over 30 years, excluding major maintenance, backlog expenditure and decarbonisation. The average cash cost for Option 2 is relatively low as it assumes existing rather than new office space is leased and a rent-free period is negotiated. The Council would be exposed to rent and service charge increases and would not have an asset of value at the end of the cash flow period
- The potential additional value to be generated from the hotel and other spaces are addressed in the Commercial Case

Overall VFM and option ranking – 500 FTEs

A rounded assessment of VFM and delivery risk is presented

A rounded assessment of all short-listed options, considering financial measures, non-financial critical success factors, and risk concludes that Option 3 is the preferred option

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Sensitivity to Option 3 – PWLB rate and optimism bias applied to build costs

The base case modelling assumes:

- Space for **500 FTEs**
- PWLB rate of **6.1%** and
- Optimism bias at **20%** - in effect, **a further 20% is added** to construction costs **after** contingencies/risk and fees have been taken into account
- This produces an average annual cash cost of **£3.1m** (compared to **£3.3m** current cost)
- Alternative scenarios have been run to assess impact on the annual average cash costs by adjusting the scale, PWLB rate and optimism bias level

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PWLB rate	Optimism bias rate	400 FTEs	500 FTEs	600 FTEs
5.1%	20%	£2.6m	£2.9m	£3.5m
4.1%	20%	£2.4m	£2.8m	£3.3m
3.1%	20%	£2.2m	£2.6m	£3.1m
6.1%	10%	£2.6m	£3.0m	£3.6m
6.1%	5%	£2.6m	£2.9m	£3.5m
5.1%	10%	£2.5m	£2.8m	£3.4m
4.1%	5%	£2.3m	£2.6m	£3.1m

PWLB rates – historic trends and likely future direction

PWLB rates were relatively stable for the last decade and more but rose sharply towards the end of 2022 and into 2023

The rate now seems to be coming off a peak of just over 6% (for a 30-year annuity loan)

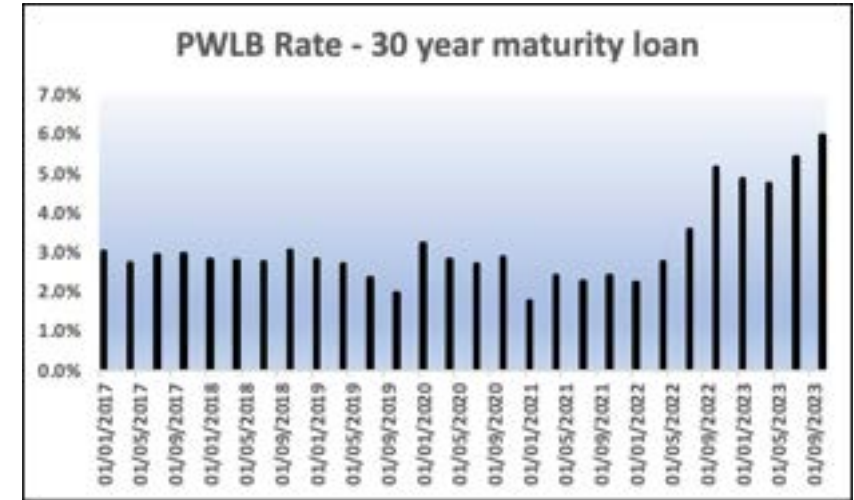
Page 261

While the rates do not track inflation, interest rates and inflation rates are intrinsically linked but rate changes tend to lag changes to inflation levels

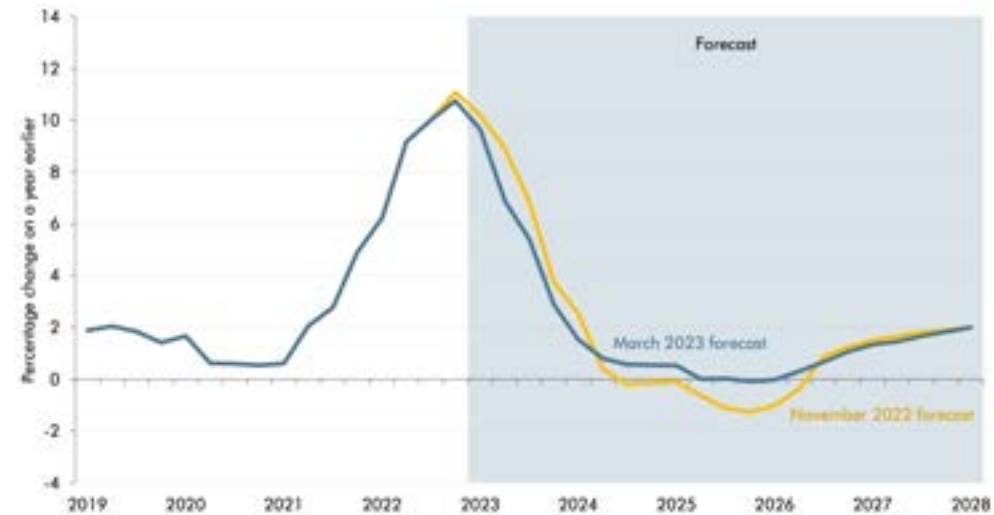
The Office for Budget Responsibility predicts a sharp fall in inflation over the next two years. It is reasonable to expect PWLB rates to fall over the same period

Since 27th October, when it was agreed with the Council that a PWLB rate of **6.1%** would be adopted for the OBC, the equivalent rate has fallen to **5.7%** (at 14th November)

Historic movements in PWLB rates: DMO, Sept 2023



Historic and forecast inflation rates: OBR, March 2023



Cash flows with major maintenance and backlog **included** in Option 1: Do Minimum

The cash flows assume the following:

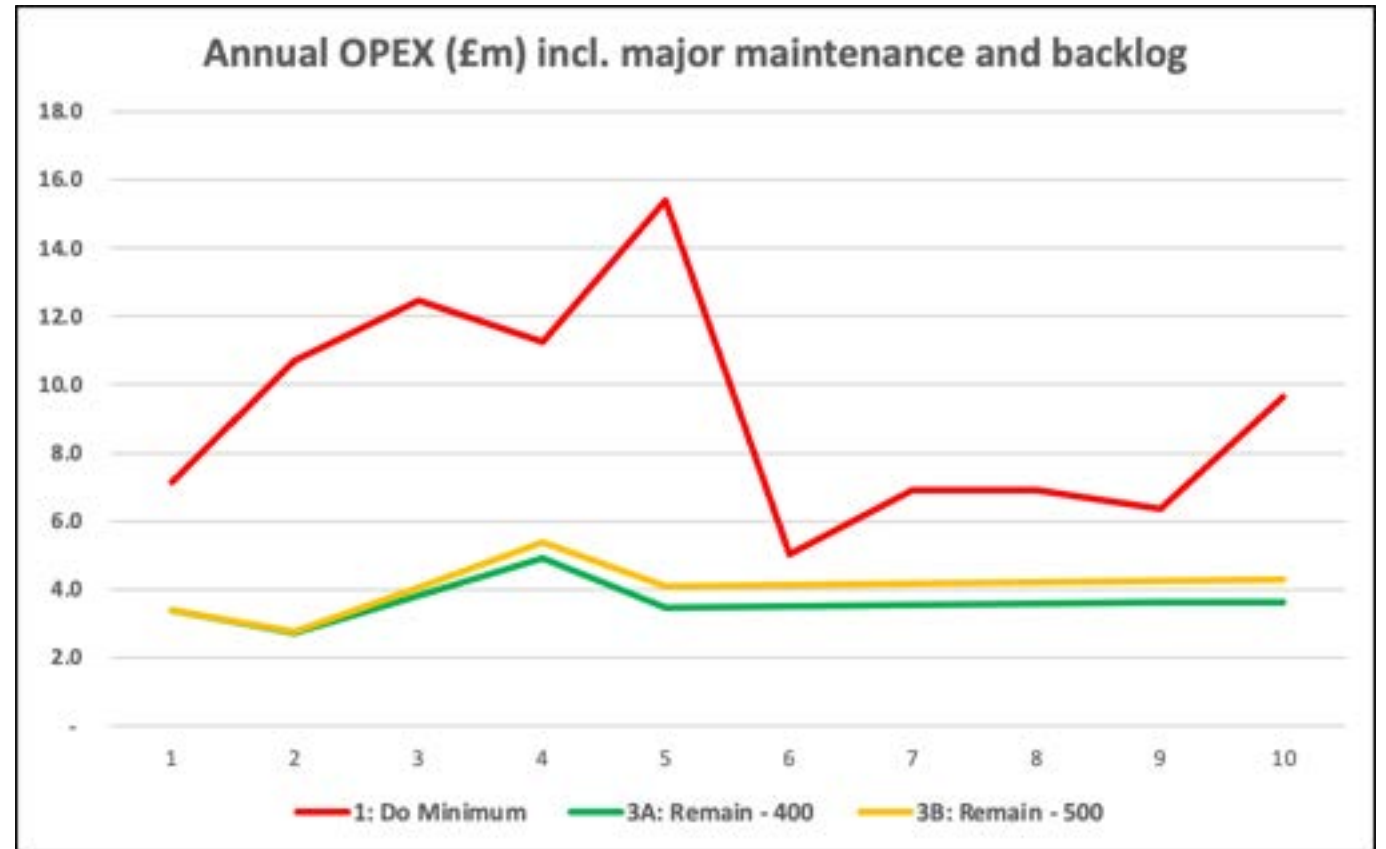
- PWLB rate of 6.1%
- Optimism bias of 20% on new build offices

Page 262 Recommended capital expenditure on essential repairs and maintenance to existing buildings is included in Option 1. This should **not** be regarded as avoidable expenditure

The costs amount to almost **£47m over 10 years**

The costs **exclude** anticipated costs for decarbonisation

The remaining analysis ignores recommended capital expenditure and focuses on day-to-day operational costs such as utilities, cleaning and rates.



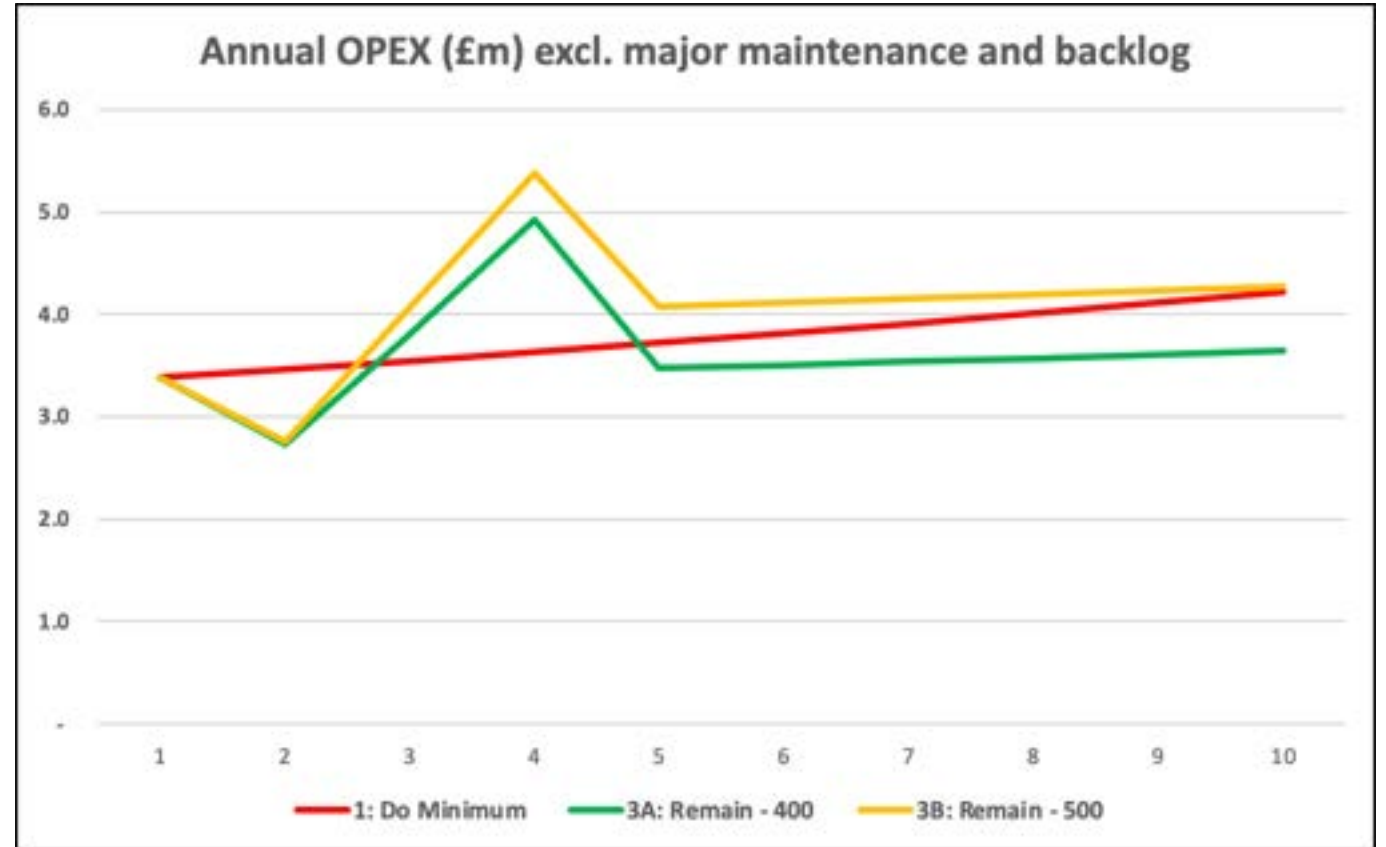
Note – expenditure peaks at £15.4m in Yr 5 for Option 1

Cash flows with major maintenance and backlog **excluded** in Option 1: Do Minimum

The graph shows that there are some short-term cost savings as a result of vacating the North Block

The cash flows for Options 3A and 3B show the impact of borrowing to fund the new build while still in occupation of the South Block

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The following pages show the impact on the relative cost of the three options by adjusting the PWLB borrowing rate and the level of optimism bias in the model.



Notes

- Net impact of trough and peak is -£830k for Option 3A compared to Do Minimum

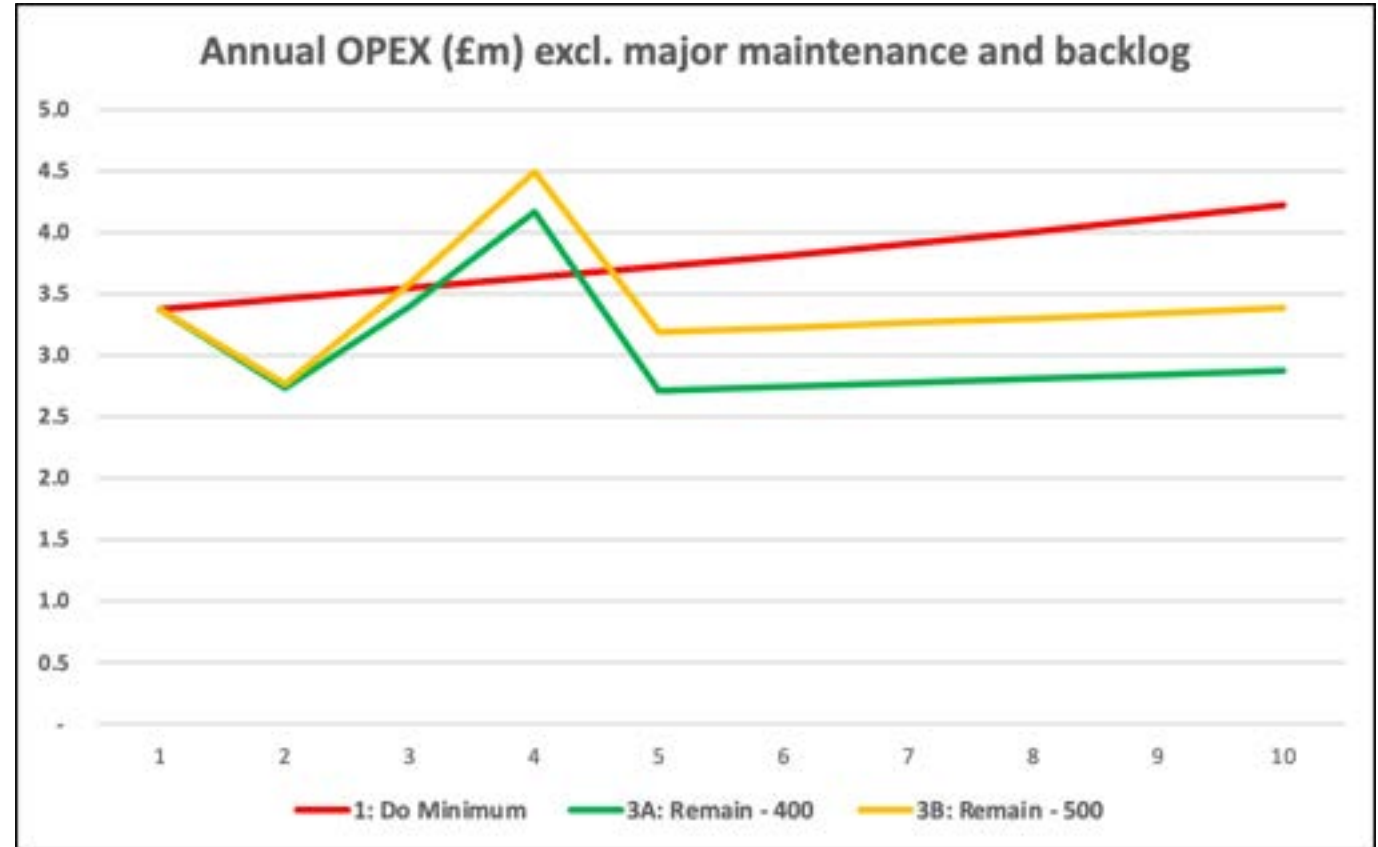
Cash flows variant 1 – PWLB rate 4.1%, optimism bias 5%

The impact of reducing both variables is a widening of the differential between Do Minimum and the other options

At the end of Yr 4, there is a 'saving' of more than £1m when comparing Do Minimum and Option 3A – and this gap will widen further as time progresses

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Both new build options are cash positive to a significant degree from the point at which the new office is occupied.



Notes

- Net impact of trough and peak is +£340k for Option 3A compared to Do Minimum

Key conclusions

The conclusions arising from the preparation of the OBC are summarised below

The key conclusions are:

- ‘Option 3: Remain’ is the preferred strategic option as it best achieves the CSFs while also delivering significant financial and economic benefits to the Council and the local economy
- A mixed-use transformation of County Hall supports many aspirations set out in Council policies and in the Local Plan
- The market has responded very favourably to the opportunity as a result of the deliberately ‘low key’ soft market testing exercise – although financial support is likely to be required to ensure viability of a hotel
- A new office should be sized to accommodate a maximum of 500 FTEs to balance the operational needs of the Council with the challenges of securing planning consent for new offices in close proximity to listed buildings
- The preferred option can deliver an additional economic impact in excess of **£100m** together with **130** new jobs
- Affordability testing demonstrates that opportunities exist to delivery substantial cash savings – **over £1m p.a.** from the end of Yr 4 onwards
- Opportunities exist to further improve the affordability of the project
- Best value to the Council will be achieved by transacting separately on different components rather than seeking a single purchaser
- New offices could open in 2027 while a hotel could become operational in 2029
- Mechanisms exist to procure contractors (for the Council’s new offices) at pace to maintain the project’s momentum

The recommendations

The OBC has developed the project and refined the optimum direction of travel for the Council. The OBC proposes a series of clear recommendations for the Council to adopt

The recommendations are:

- Maintain the momentum created by proceeding with a pre-application engagement, confirming to the market (and other stakeholders) the commitment in principle of the Council to take the project forward, and explore funding options in addition to PWLB
- Procure new low carbon offices on site to accommodate a maximum of **500 FTEs** - develop the design of new offices to inform an outline planning application based on a continual refinement of user needs for space
- Secure **conversion of South Block / Winter Gardens for hotel and events venue** – and explore how viability can be improved through grants e.g. National Heritage Lottery fund
- Dispose of North Block for **residential conversion** and south-west car park for **residential development** as Phase 1
- Take forward the other specific recommendations set out in the Commercial Case relating to, for example, a potential transport link from the site to the town centre, gap funding opportunities, contractor procurement for new offices, and place-making on Smedley Street
- Develop a comprehensive communication strategy, and begin its implementation by confirming the achievement of a critical project milestone following the Cabinet meeting on 7th December 2023

Strategic Case

The content of the Strategic Case

The core purpose of the Strategic Case is to confirm the case for change

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The Strategic Case addresses...	By considering...
Strategies and policies	Council and other documents that help frame the project
Planning framework	Local Plan and relevant national guidance
Financial context	Council’s current budget and implications for funding
Economic context	Characteristics of the economy and opportunities arising
County Hall – the asset	Costs, condition, utilisation, heritage and other attributes
Council headquarters	Current and recent initiatives by other councils to tackle similar challenges
Investment objectives	Outputs and outcomes to be delivered by the project
Case for change	Rationale for investing to achieve investment objectives
Dependencies	Factors that will enable the project to succeed

Strategies and policies: Council Plan – Refresh 2023-25

Various strategies and policies of the Council and other directly or indirectly impact on the direction of the project

The refreshed plan

- Identifies targeted outcomes that could be supported:
 - **Resilient, thriving and green communities** – by broadening economic base and increasing level of economic activity
 - **Making the most of Derbyshire’s rich assets** – by promoting heritage and enabling more tourism
 - **Great places to live, work and visit** – by placemaking
- Council committed to changing the way it works to overcome financial challenges
- Reduce CO₂ emissions from property, transport and street lighting to approx. 12,000t CO₂e by 2024
- Increase levels of inward investment - to be viewed alongside agreed devolution deal



Strategies and policies: Cultural Framework

Various strategies and policies of the Council and other directly or indirectly impact on the direction of the project

The framework provides support for culture, heritage and tourism development across the county

- Page 270
- Creative industries under-represented in the county at 3.2% of GVA compared to national average of 5.3%
 - Creative and heritage sector must be aligned with tourism, regeneration and town centre management
 - Five themes in framework:
 - **Derbyshire Hothouse** – support for creative talent
 - **The Derbyshire Story** – celebrate history, people, landscape etc
 - **New Market Place** – harness culture and create cultural hubs
 - **Shine a Light** - develop signature projects
 - **Collective Derbyshire** – support sustainability and collaboration

All five themes can be brought to life through the vision for County Hall.



Strategies and policies: Climate Change Strategy

Various strategies and policies of the Council and other directly or indirectly impact on the direction of the project

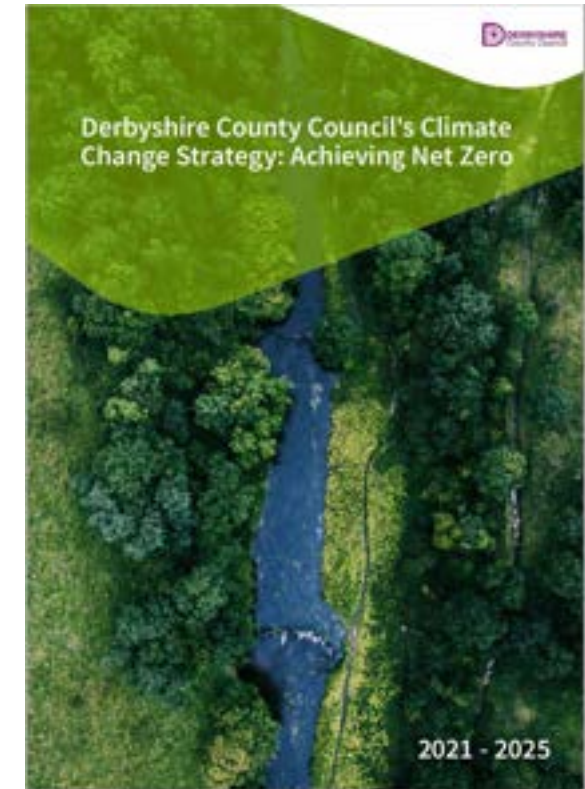
The strategy includes a number of aims that can be supported by the project

- Achieve net zero by 2032 or sooner
- Expand electric vehicle sharing programme
- Create a net zero design standard for estate development
- Promote integrated, place-based transport planning to support market towns

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Complementary aims and objectives are contained in the following Council documents:

- **Vision Derbyshire Climate Change Strategy** e.g. promote net zero development and retrofitting
- **Corporate Environmental Policy** e.g. conserve and enhance biodiversity and heritage
- **Carbon Reduction Plan** e.g. promotion of low carbon energy development
- **LEVI Strategy** e.g. encourage take-up of low emission vehicles by staff and provide the necessary infrastructure



Planning framework

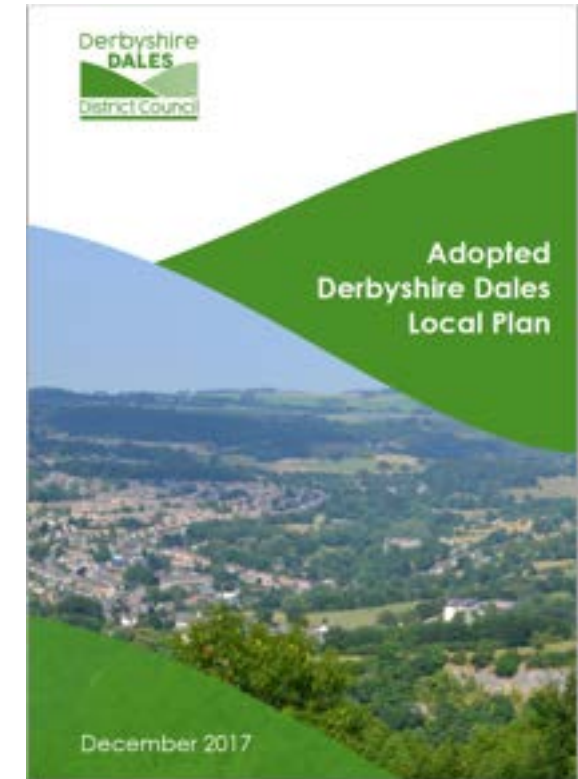
The framework is centred around the adopted Derbyshire Dales District Council Local Plan

Adopted local plan 2017

The plan confirms that DDDC will:

- Focus development on market towns in line with the concept of a **settlement hierarchy**
- Promote the sustainable growth of Matlock
- Encourage the growth of **sustainable tourism** in Matlock – “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”
- Support growth by improving the provision of local **leisure and cultural facilities**
- Encourage the growth of **small-scale, start-up businesses**
- Support provision of new **hotel accommodation**
- Encourage provision of new and enhanced **visitor and cultural attractions**
- Encourage redevelopment of sites if not fully utilised or **unsuited to modern employment requirements**. This includes situations where existing office accommodation is no longer fit for purpose because of its design, inflexibility etc

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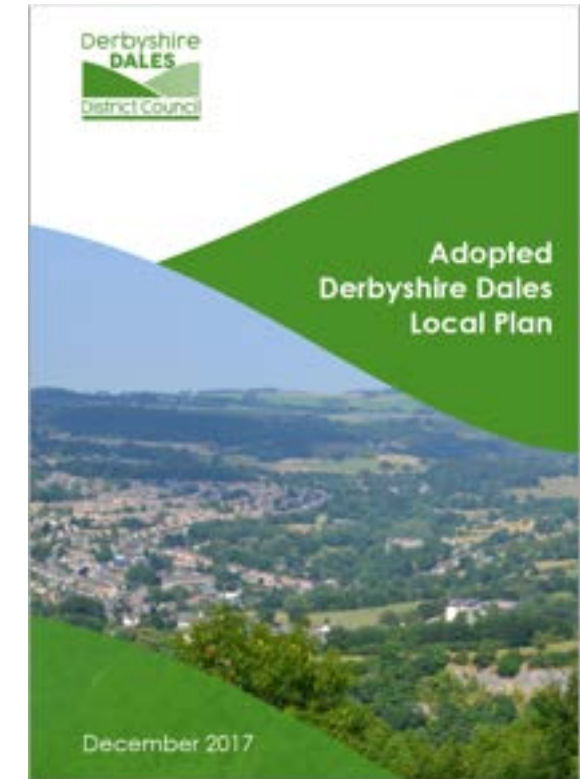
Planning framework – continued

The Local Plan is under review but the 2017 document is still a material consideration

Local Plan and wider considerations

- The Local Plan is scheduled to be updated in the winter of 2024
- Any planning application submitted in 2024 will be assessed against the 2017 Local Plan
- A housing supply and demand assessment commissioned by DDDC to inform the proposed new Local Plan established that there is only a 3.9 year supply of new homes whereas a 5 year supply should be demonstrated. The shortfall will be a material consideration when assessing applications
- DDDC has recently commissioned the preparation of a **Design Code** to guide all new development. It is expected to emphasise and encourage low carbon building design
- Other material considerations include **National Planning Policy Framework** guidance within which there is a presumption in favour of sustainable development – that is development delivering social, economic and environmental benefits

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A more comprehensive town planning commentary is included in Annex A. The report includes a town planning strategy to be adopted for the preferred option.

Financial context

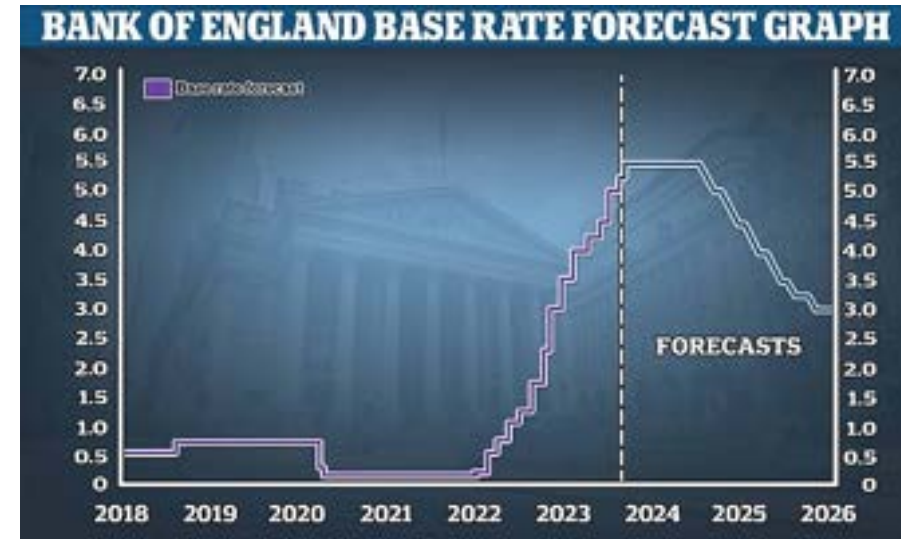
Approval for the project is sought at a time of significant financial challenge for the Council. However, funding will not be required for a further two years or more from today

Financial position

- At the end of Q1 of 2023-24, the Council was predicting a revenue shortfall of approximately £46m
- Cost inflation coupled with increased demand for certain services are the principal causes of the expected shortfall
- The projected overspend adds to the actual overspend in 2022-23 of £55m when the Council had to resort to using its reserves to balance the books
- A range of measures are being adopted to avoid depletion of the Council’s General Reserve balance

Base rates

- The Bank of England Base Rate has reached, or will very shortly reach, a peak. It will then fall back relatively rapidly according to some economic forecasters – see opposite



Source: Capital Economics August 2023

PWLB rates

- PWLB borrowing rates have tracked changes in base rates to an extent although the escalation in 2022-23 was less extreme largely because the PWLB rate was starting from a higher level at 2%-3% rather than rising from less than 1%
- PWLB rates are expected to decline during 2024 and beyond

Economic context

The economic backdrop to Matlock and the surrounding area highlights both the threat to the local economy by doing nothing and the opportunity through repurposing County Hall

Employment

- Derbyshire Dales is an outlier – 9.4% of those employed work within the public administration sector according to **Office for National Statistics** data. The UK average is 4.6%. Matlock is likely to show an even higher dependency on this sector, a factor that exposes the town to additional economic risks

Tourism

- There is no ‘high end’ hotel and events venue in Matlock
- **Visit Britain** forecasts that inbound visitors to the UK will spend £31m in 2023, a figure in excess of pre-pandemic levels
- Average expenditure per trip in England by British tourists was up 12% in Q1 2023 compared to Q1 2022
- PwC consumer spend research found that 21% of people planning to spend less on holidays say they will switch to vacations in the UK
- PwC’s **‘UK Hotels Forecast 2022-23’** found that hotel developers, investors and operators continue to demonstrate faith in the market despite macroeconomic challenges. 9,300 rooms are scheduled to open in 2023 with Manchester having one of the largest numbers of new rooms outside London
- The same PwC report notes that the regions have performed better than expectations in terms of two key measures of performance in the hotel industry – RevPAR (revenue per available room) and ADR (average daily rate)



County Hall complex

County Hall complex – facts and figures

The scale of the complex and therefore the challenges and opportunities it presents are all significant

Forecast property running costs (2023/24) - **£3.3m** p.a.

CO₂ emissions – **1,100,000 kg** p.a.
(equivalent to **405** homes)

Number of rooms – **600+**
excluding plant etc



Cost to decarbonise – **£59m**

Major maintenance – **£57m**

Backlog maintenance – **£56m**

Site area – **6 hectares**
(11 football pitches!)

Area of buildings – **25,500 sqm**

Annual revenue:
Lettings - **£100k**

Grade II listed building

Storage in N/S Blocks – **under review**

County Hall complex – the site

County Hall is very expensive to operate and maintain, a situation made worse by the anticipated cost of decarbonisation

Property running costs

- The Council has faced escalating property running costs largely due to energy cost increases - **£3.3m p.a.** for current year

Some costs are proportional to the amount of space occupied e.g. energy and cleaning. Other costs are relatively fixed at present e.g. FM team / Commissionaires

Estimated energy use **5 million kwh** for current year

Condition

- Backlog maintenance based on detailed condition survey of building fabric and systems
- Tackling backlog and ongoing major maintenance, repair and replacement estimated to be **£113m** over 30 years

CO₂ emissions and decarbonisation

- Existing level of CO₂ emissions - **1.1million kg p.a.** – calculated from energy consumption

Decarbonisation

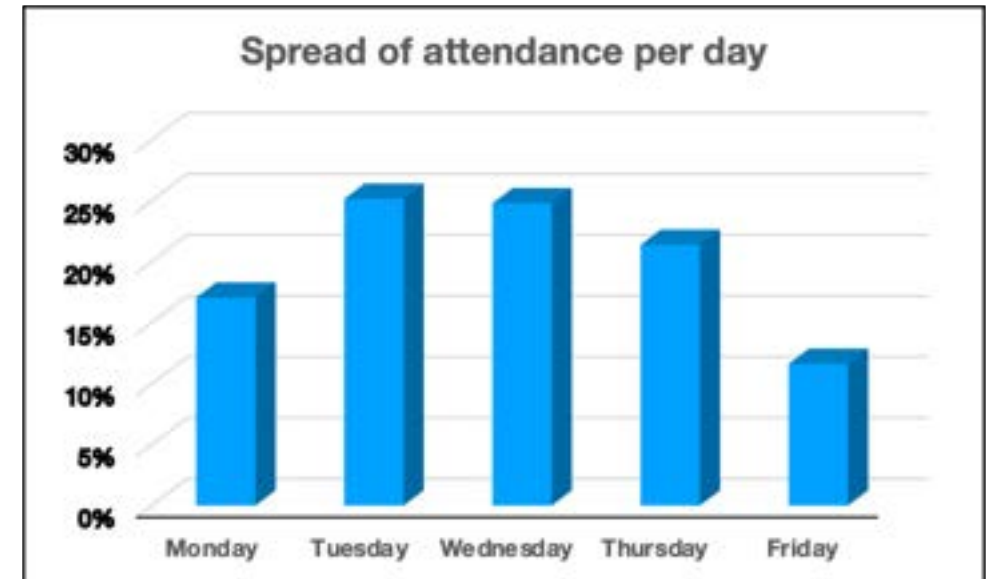
- Costs derived from other projects to decarbonise older office buildings
- Mid-level cost per sqm adopted – includes conversion to electric, use of heat pumps or similar and targeted improvements to building fabric such as insulation and replacement windows (subject to consents)
- Total cost estimated to be **£59m**

Utilisation of County Hall Complex

Utilisation data from July 2023 has been analysed on the overall utilisation of County Hall confirming very low levels of occupancy compared with capacity

For the 4-week period up to 23rd July 2023

- 465** - Average daily check-in
- 411** - Average daily workstation use
- 12%** - % of total attendance on Fridays (down from SOBC level)
- 27%** - Average percentage occupancy



75% - Check in 7am-10am

30% - Check out before 3pm

Utilisation of key meeting spaces

Booking data has been analysed to understand the extent of use of key meeting spaces – Stopford system April 2023 to December 2023

Findings

- Stopford systems maintains bookings for 17 rooms
- 2,900 booked events over a 9-month period
- Other systems used for room bookings – so no overall picture of room use available

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Room	Month	Bookings	Full day
Ctee Rm 1	April	18	1
Ctee Rm 1	May	27	7
Ctee Rm 1	July	29	6
Chambers	May	6	2
Chambers	October	10	2
Chambers	November	6	3
Hartington	October	15	7
Members Room	July	27	10
Members Room	August	17	8

Note – bookings for 6 hours or more are counted as full day events

User requirements

User requirements – patterns of working

Engagement took place with Directorates to understand current patterns of work and potential changes

Place

- Some 1 day per week, **generality is 2-3 days per week**
- Co-location on team days important – **booking system essential**
- Whole of Planning Service required to be in together 1 day per week – 20 people
- Highways requires **50% attendance at all times** to support trainees etc Derbyshire County Council (the Council) has commissioned

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ASCH

- “Most teams/staff will likely choose only to go into the office **one day per week**” while “some teams may want to go in the office **2-3 days per week or more**”
- Team days are being encouraged in Public Health department for staff that are on flexible working contracts

Children’s Services

- Needs vary generally between **1-3 days per week**
- Some attend 5 days per week
- Business Services staff working from home majority of time
- Asst Directors – “use of space can be variable, some weeks a few hours every day and another week none”
- Teams often seeking their own rooms
- Catering team – all staff in 60% of week

CS&T

- “Client Finance Services split time into Blue and Green weeks – full time in the office and full time from home
- **2 or 3 days per week** is common with some staff attending 5 days per week
- Some teams however attend no more than one day per week – particularly prevalent in ORPC Department
- “All Ops Team members have been asked to attend **2 days per week Wed, Thurs**”
- “The majority of employees spend half of the time in the office, this can be one week in, one week at home, two weeks in, two weeks at home, or a number of days in the office every week”

User requirements – other findings

Engagement took place with Directorates to understand current patterns of work and potential changes

Other findings – location of work

- “Overall, there is no reason why sections/services need to be located in County Hall”
- “All teams should still be able to deliver their service from other locations”
- “Would like the flexibility to have alternative bases to attend particularly in the Derbyshire Dales and High Peak area”
- “Roles can be dispersed to alternative locations but there would need to be a way of ensuring that there was a space available”

On the other hand...

- “Would struggle to work in separate bases as team need to meet to work together and for team meetings”
- “The work carried out by Inclusion team cannot be dispersed to other locations or areas”
- “The only reason for staff to go into any office is to work with others in the team and so it would make no sense to disperse the team around the county”

Multiple storage requirements – other than paper files

- Lockable storage for Nicotine Replacement Treatment prescriptions
- Items used by stakeholder engagement team
- Derbyshire Historic Environment Record
- Survey equipment for landfill sites
- Educational material on climate change
- Calibration equipment for Trading Standards
- Car seats
- Catering equipment
- Musical instruments
- Catering requirements – storage of emergency provisions, fridge for food samples, oven and storage of promotional merchandise
- Storage space for Business Support – ICT equipment, flipcharts, projectors etc

User requirements – conclusion on space requirement

Engagement took place with Directorates to understand current patterns of work and potential changes

It is recommended that:

- The Council targets a maximum occupancy capacity of **500 FTEs** for the sustained, long-term requirement for space – this represents **22%** more than the current average level of workstation use within County Hall (at 411)
- Any new office space must incorporate a range of work settings from touchdown space for short term use through to a limited number of dedicated workstations where essential for the task
- Meeting rooms and other work settings will, in general, be bookable through various means including mobile devices
- The Council will actively manage demand for space over the course of a typical week to avoid (or at least minimise) mid-week peaks in occupancy levels e.g. through the use of expected attendance timetables and rotas
- Opportunities should be identified across the wider Council estate to provide complementary workspaces to further help manage demand within any new offices

County headquarters – what others are doing

Council headquarters

Many other councils have made step changes in their headquarters accommodation, or are planning to do so



Council consolidating from 21,000 sqm listed buildings to 4,500 sqm

Unaffordable to remain given extent of space and maintenance liabilities

Currently seeking partner(s) to convert existing HQ into event space and residential – available in whole or part

Proposing to hire Chambers etc when required



Council negotiating disposal of former HQ to be converted into hotel. Separate building on site refurbished for office use for local market

Council will retain long term interest in the development via a lease structure

Council relocated to new low carbon HQ in Huntingdon



Council currently planning a relocation to smaller, carbon neutral offices in next 2-3 years

Existing HQ in Grade II listed building dating back to 1840s

Proposed new HQ - existing premises owned by the council and to be upgraded

Council headquarters

Many other councils have made step changes in their headquarters accommodation, or are planning to do so



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Recently announced relocation from existing 1940s HQ to new building in Hucknall

Existing running costs of £1.7m p.a.

Estimated cost of £58m to deal with essential repairs and to decarbonise

Utilisation confirmed that building regularly only one third full

New low carbon office will be all electric

Grade II* listed building

Council recently obtained planning consent to convert existing HQ in Kingston into 292 apartments and workspaces

Despite the loss of employment space and a degree of 'harm' to the significance of the listed buildings, consent was granted due to reuse of existing building, heritage benefits, provision of housing in context of pressing need, and creation of high quality public open space

Council recently agreed to relocate from current HQ to new and significantly smaller offices in regeneration zone

Key reasons for moving out of existing buildings are excess capacity and significant running costs and long term liabilities – at a time when budgets are under major pressure

Existing HQ buildings extend to 25,700 sqm – remaining is estimated to cost £180m in upgrade and decarbonising

New premises – 13,000 sqm

Investment objectives and case for change

The investment objectives

The OBC must state the outputs and outcomes expected to be delivered by implementing the County Hall project

The investment objectives have been selected to help address the financial challenges facing the Council and the liabilities of the existing County Hall while simultaneously capitalising on the value that can be generated for the town, its residents and businesses and the wider area.

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Investment objective theme	Outputs and outcomes
Council workplace	Financially sustainable workplace, fit for purpose accommodation, flexible to meet changing needs over time
Work	Space for SMEs and creative sector
Live	Mix of affordable and private homes to meet local demand
Play	Performance space and leisure facilities for community and wider use
Tourism	All-year round facility for tourists and businesses through restoration of heritage and placemaking
Economy	Additional economic activity and enhanced economic resilience of the area
Sustainable development	Social, economic and environmental benefits through reuse of existing buildings and leading edge, low carbon offices

Case for change

The case for change is founded on the ability of the project to tackle significant financial and operational challenges, while also realising enormous benefits for Matlock and beyond

The problems to be solved

- Cost of occupying County Hall have risen to **£3.3m p.a.**
- Substantial backlog of capital expenditure together with projected spend on major maintenance and decarbonisation – a total liability estimated in the order of **£172m**
- Major contributor to Council's carbon emissions
- Average utilisation of County Hall is **27%** of capacity
- Winter Gardens is a unique feature of the complex with a rich history – but is in disrepair and under-used
- County Hall does not support the Council's desired image as an innovative and visionary organisation
- Country Hall is likely to detract from ambitions to attract and retain staff, and support their wellbeing
- Council risks being seen as a poor caretaker of the town's heritage

The opportunities to be realised

- A repurposing of County Hall and its grounds could fill clear market gaps such as up-market hotel accommodation, space for events, creative studios and facilities for SMEs, and additional housing for local residents
- DDDC's Local Plan and Economic Plan support the growth of start-up businesses, sustainable tourism, new leisure and tourism facilities, visitor attractions and specifically new hotel development
- The site provides space for the Council to remain on site without harm to the listed building setting
- An alternative mixed use of County Hall could deliver substantial economic benefits to the area, eclipsing those from the presence of the Council alone

...and tackle the problems identified alongside.

Dependencies

The project's success is dependent on various issues being addressed in advance

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Dependency	The issue in detail
Linkage to town centre	An effective linkage between County Hall site and town centre is important to 'join up' both hubs of economic activity. Soft market testing confirmed this opinion. Options include EV shuttle bus connecting site with town centre. Scope for initiative to be co-funded by beneficiaries such as hotel operator, Council, DDDC, hospital Trust, and key retailers / traders
Car parking	Parking on site to be complemented by off site parking to optimise the quantity on site, avoid costly multi-storey solutions, sustain a landscaped setting and ensure commercial and residential opportunities are attractive to the market. [REDACTED]
Storage	Significant amount of space devoted to storage at present. Review required to identify nature, extent, criticality etc. Options include disposal, retaining on site, using other Council assets (e.g. depots), using third party assets (e.g. industrial building) or procuring new storage facility
Temporary facilities for Chambers etc	Options 3 and 4 require alternative facilities to be used while the South Block is being refurbished. Options include sharing Chambers owned by other councils in the county, hiring meeting spaces from hotel operators, or use of community buildings such as schools and the Imperial Rooms in Matlock

Strategic Case - conclusions

Key conclusions – Strategic Case

Strategic Case

- Council strategies and policies, such as the Council Plan, Cultural Framework and Climate Change Strategy, provide support for the County Hall vision
- DDC's Local Plan contains many aspirations for Matlock that can be achieved by implementing the County Hall vision
- County Hall is expensive to operate, carries heavy maintenance liabilities, is carbon hungry, and does not deliver a supportive workplace for staff
- The problems to solve also include the inconsistency between the desired image of the Council and the image presented by County Hall as a headquarters
- User needs, utilisation levels, and the experience of other councils point towards a target occupancy level to cater for no more than 500 FTEs at any one time
- Project dependencies include the provision of off-site parking and the creation of an effective transport link to the town centre and train station

Economic case

Long list of options

A long list of options was created at SOBC stage based on the strategic context. See accompanying HLM Architects report for full details of options and their attributes

The components of the long list of options are summarised below:

Option	Location of Council	Partner / 3rd party offices	Hotel Rooms	Residential	Other	Dev't opportunities	Comment
0 - Do Minimum	N&S	N	0	Nil		Nil	Limited investment
1A - Refurbish	N&S (part)	Y	0	Nil		Various	
1B - Mothball	N&S (part)	N	0	Nil		Nil	Includes refurbishment
2A - Hotel conversion	Elsewhere	N	190	Nil	Retail, events	Various	
2B - Resi conversion	Elsewhere	N	0	N&S Blocks	SME, events	Various	150 resi units
2C - Hotel/resi conversion	Elsewhere	N	130	Convert NB	Retail, events	Various	35 resi units
2D - Hotel/resi conversion	Elsewhere	N	130	New build NB	Retail, events	Various	19 resi units
3A - Council/hotel	N	Y	130	Nil	Retail, events	Various	
3B - Council/resi	N&S	Y		S Block and new build	SME	Various	115 units
3C - Council/hotel/resi	N&S	Y	80	New build NB	Retail	Various	19 units
3D - Council/hotel/resi	New on site	Y	130	New build NB	Retail	Various	19 units

Notes


1. 'N&S' refers to North and South Blocks etc
2. 'Partner / 3rd party offices' refers to opportunity to let space to partners such as DDDC or unrelated organisations seeking office space
3. 'Other' refers to opportunity to include complementary components such as retail space for local artisans, event space and workspaces for SMEs
4. 'Various' development opportunities refers to scope to re-purpose some buildings and develop new buildings for commercial gain


SOBC shortlisted options for County Hall


The options below were shortlisted following an evaluation of the long list


Option 0 - the benchmark options against which other short-listed options are compared


Option 2C – A comprehensive mixed use development of County Hall together with new office accommodation for the council (and partners) elsewhere in the county


 Maintain County Hall 'as is' with incremental investment to maintain workplace and infrastructure over time

 Conversion of North and South Blocks (plus ancillary buildings) for hotel and residential units

 Generation of value from various development opportunities across the complex

 Demolition of ancillary buildings to improve amenity e.g. former gym

 Opportunity for decked car park with landscaped green roof and solar panels


 Relocation of council operations off site to new space in, for example, Chesterfield or Amber Valley


SOBC shortlisted options for County Hall


The options below were shortlisted following an evaluation of the long list


Option 3D (now Option 3) - A comprehensive mixed use development of County Hall together with new office accommodation for the council and partners on site


Hybrid (now Option 4) – A comprehensive mixed use development of County Hall together with new office accommodation for the council on site and elsewhere in the county


 Conversion of North and South Blocks (plus ancillary buildings) for hotel and residential units


 Generation of value from various development opportunities across the complex


 New low carbon offices for council and partners


 Opportunity for decked car park with landscaped green roof and solar panels


 Demolition of ancillary buildings to improve amenity e.g. former gym


 Conversion of North and South Blocks (plus ancillary buildings) for hotel and residential units

 Generation of value from various development opportunities across the complex

 New low carbon offices for council and partners

 Opportunity for decked car park with landscaped green roof and solar panels

 Relocation of some council operations to other office accommodation to help create local hubs etc

 Demolition of ancillary buildings to improve amenity e.g. former gym

The shortlisted options in detail

The key characteristics of the options are defined

Option 1 – Do Minimum

- The Council remains in its existing office accommodation
- Investment takes place over 30 years to maintain the building and carry out essential repairs as identified in the CDL condition surveys and by our specialist sub-consultants
- No investment to transform the workplace or enhance critical heritage assets such as the Winter Gardens
- Important to stress that much of the recommended expenditure is **unavoidable** even if there is no provision currently in the capital budget e.g. replacement of generators and transformer and similar work recommended by specialist sub-consultants
- Expenditure is incurred to decarbonise the complex over time

Option 2 – Relocate

- The Council relocates from Matlock to another location in the county such as Chesterfield or Amber Valley to accommodate 500 FTEs
- County Hall site and building repurposed in line with the masterplan
- Council vacates North Block in Yr 2 to allow early disposal
- S-W site disposed of in Yr 2 for residential subject to resolution of parking requirements for main site
- Vacation of entire site timed to coincide with time a partner would require access to the South Block – Yr 4
- Alternative accommodation is leased and comprises modern or refurbished space requiring a degree of fit-out to the Council's needs
- Fit-out includes some decarbonisation measures
- Accommodation includes replacement for Chambers, committee rooms etc.
- Excess travel costs associated with relocation

The shortlisted options in detail

The key characteristics of the options are defined

Option 3 – Remain

- County Hall site and building repurposed in line with the masterplan
- Council vacates North Block in Yr 2 to allow early disposal
- S-W site disposed of in Yr 2 for residential subject to resolution of parking requirements for main site
- Vacation of South Block timed to coincide with completed construction of new offices on site – end of Yr 4
- New, low carbon offices to accommodate 500 FTEs with meeting spaces
- Limited investment in existing building pending their vacation

Option 4 – 50/50

- A blend of Options 2 and 3 involving limited investment in existing accommodation
- Half the FTE requirement is met on site in a new office and half in rented accommodation at another location in the county such as Chesterfield or Amber Valley
- Repurposed Chambers, committee rooms, and Winter Gardens hired when needed from hotel operator
- Excess travel costs associated with the relocation of 50% of the posts
- Allowance for non-productive time travelling between split HQ locations

Option 2. 3 and 4

- Hopewell Road garages used as parking for North Block housing
- Audit Block retained for use as meeting suite and linked to new offices
- Decked car parking replaced with parking 'at grade'

Evolution of shortlisted options

To inform the OBC and the options appraisal exercise, the characteristics, costs and benefits arising from options have been revised and updated

Overview

- Specialist input to the identification of options and their characteristics has been provided by Montagu Evans (planning), BNP (property market), RLB (construction and FM costs) Mott MacDonald (transport), Baker Hicks (mechanical and electrical systems), Ekos (economic impact) and HLM-Sustainability (sustainability strategy) – specialist reports included in

Annex A

- A soft market testing exercise resulted in the scale of the hotel opportunity being refined
- Engagement during 2023 with DDDC's planning team to understand their potential concerns and issues with any planning application
- Discussions with the Council's Highways team to explore the potential for traffic calming measures and for pedestrian priority use of Smedley Street at designated times
- ALL financial assumptions applied in SOBC have been updated
- Economic impact reassessed to reflect updated costs and other factors driving economic impact
- Update of site masterplan

Specialist sub-consultants

Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Town planning – Montagu Evans

- The Local Plan context is contained in the Strategic Case

- [REDACTED]

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Maintaining a presence on site will deliver wider sustainable development benefits in terms of social, economic and environmental impacts and is therefore preferred in planning terms – the greater the presence on site, the wider the sustainable benefits to complement new development within a heritage setting

- Through careful design and positioning of any new offices on site, the Council can minimise the ‘harm’ to the listed building and their setting
- Any outline planning application should address the entire site rather than specific components (e.g. a separate application for office use) to ensure that the full costs and benefits of the project are assessed at the same time

- [REDACTED]



Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Transport – Mott MacDonald

- Parking standards and the company's own trip generation model were used to assess parking numbers to support potential commercial developments on site – comparable towns to Matlock used in terms of car ownership, population levels and public parking spaces
- New office (500 FTE capacity) – local parking standard indicates 169 spaces, model proposes 187. To reflect the nature of the council's headquarters, ***Mott MacDonald has recommended adding 20% to the model proposals giving a total of 225 spaces***
- Hotel (85 rooms) – no standard in Local Plan, county standard recommends 94 spaces, model proposes 101. ***Mott MacDonald recommends adding 10% to model or 112 overall***
- Conference (250 capacity) – Local Plan recommends 50 spaces. ***Mott MacDonald agrees with the recommended provision of 50 spaces***
- Residential conversion of North Block – census data on car ownership used. Required parking to be provided on Hopewell Garages site to minimise disruption to existing home-owners on Hopewell Road
- New residential development – census data used again. Parking to be located immediately adjacent to new homes
- Suitable off-site parking could help to manage the demand for parking on site



Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Transport – Mott MacDonald (continued)

- **Smedley Street** – discussions with Highways about options for Smedley Street to support placemaking:
 - Pedestrianisation unlikely to be deliverable as an option
 - Preferred option is some form of **pedestrian priority** at designated times to improve street scene and environment for existing and future residents and commercial uses. Could be accompanied by improvements to
- **EV** – the report confirms the requirement of the Derbyshire Dales Climate Change Supplementary Planning Document to provide:
 - Charging points for 10% of all spaces for non-residential development, and for 20% of all residential parking spaces
 - Short and long stay cycle parking for office users
- **Sustainable transport linkage** to town centre – opportunity to provide an e-shuttle or similar linking town centre to the County Hall site. Examples provided of free e-shuttle bus linking Surrey Research Park with Guildford train station

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Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Mechanical and electrical – Baker Hicks

- Detailed inspection of all buildings and their servicing arrangements
- The ‘Do Minimum’ option requires the replacement of a significant amount of building infrastructure in the short to medium term e.g. all domestic-sized boilers, three generators in the South Block and a transformer
- The bath house (south east corner of South Block) can be separated from the remainder of the South Block if it is to be separately occupied by, for example, an operator of co-working space
- A new plant building may be required specifically to service any new office accommodation to accommodate transformer etc
- Substantial investment in new and upgraded servicing arrangement would be required to repurpose the North and South Blocks
- Sustainability measures proposed for new office accommodation e.g. air source heat pumps and solar panels

BakerHicks.

Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Sustainability – HLM Architects

- The report confirms that the Council can positively address multiple policy aims and facets of sustainability at the same time through the County Hall project
- The RIBA Sustainable Outcomes framework encourages a broad perspective of sustainability that addresses operational and embodied carbon, connectivity and transport, biodiversity, health and wellbeing, and the generation of social value to communities
- Energy consumption – a low carbon, energy efficient office to accommodate 500 FTEs could result in energy consumption levels **reducing by more than 90%** from the current level
- Relocating to leased offices elsewhere in the county exposes the Council to the extent to which landlords or developers prioritise sustainability beyond token gestures
- Remaining on site and in control of the design and operation of any new office building maximises the opportunity for the Council to reduce carbon emissions and associated energy costs
- This option also provides the maximum incentive for the Council to shape and influence the sustainability credentials of refurbishment and redevelopment proposals for the existing buildings. This can be achieved through, for example, the preparation of Design Code, the use of a Development Agreement or a long lease arrangement

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Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Economic impact – Ekos

- Ekos has assessed the social and economic impact of the options against the Do Minimum option
- An economic impact model has been created specifically for the project to measure outputs and outcomes such as jobs created through construction and permanent employment, additional tourist and visitor spend, expenditure generated by events such as weddings and additional taxation income generated e.g. Council Tax, business rates and SDLT
- The model recognises that there is a material local economic impact generated by the presence of the Council at County Hall
- All other things being equal, a larger presence by the Council coupled with a larger commercial enterprise on site (e.g. more hotel rooms) will generate a greater economic impact – but this needs to be weighed up against the challenges in obtaining planning consent and financial viability
- The scale of redevelopment envisaged with Option 3 generates the maximum **Gross Value Added** figure across all options of approximately **£147m**
- Economic impact at the local (Matlock) level has also been assessed. This is again maximised by progressing Option 3

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Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Property market – BNP Paribas Real Estate

- Since BNP reported in 2022 to inform the SOBC, there have been relevant changes in the property market
- While there is some current concerns in the market about investment given the level of interest rates and inflation, interested parties will take a view that the economic climate will change over the next few years
- The value of residential property in Matlock has continued to rise to support viability assessments of the conversion and new build opportunities
- [REDACTED]
- Alternative funding models have been adopted by councils elsewhere to procure new office accommodation and commercial developments. The ‘income strip’ model:
 - Requires the local authority to take a lease for, say 40-50 years with annually indexed ‘rental’ payments to a financial institution such as a pension fund
 - Is particularly suitable where the underlying scheme is income-generating and provides a return to the authority in excess of the repayments to the fund e.g. car park, student housing or hotel
 - Entitles the authority to buy back the asset for £1 at the end of the lease



Specialist consultant reports

The main findings from the specialist reports have informed the refinement and appraisal of options and, in some instances, the strategy to deliver the project

Cost consultancy - RLB

- RLB reviewed existing condition survey reports, the outputs from other specialist sub-consultants (e.g. transport and m&e), industry benchmarks, and interrogated its own cost database to arrive at estimated costs
 - Council space - construction costs, day to day property operating costs plus life cycle capital expenditure costs including decarbonisation
 - Hotel, residential etc – construction costs
- The current operating cost of County Hall is approximately **£3.3m p.a.** Over 30 years, the estimated capital expenditure required to broadly maintain the condition and functionality of County Hall is more than **£110m**
- In contrast, a new office for 500 FTEs would cost **£34m** to procure and result in a significant reduction in annual operating costs before debt repayments costs. For comparison, a new office for 600 FTEs would cost **£42m**. Both capital costs exclude VAT
- The cost of providing a hotel with 85 rooms, conference facility, and spa in the South Block (including Winter Gardens) is in excess of **£70m**
- The cost of converting the North Block to residential is up to **£26m**



Soft market testing

Soft market testing

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others

The soft market testing exercise:

- Was conducted during the summer of 2023
- Involved targeted engagement via a prospectus and questionnaire
- Provided an excellent opportunity to demonstrate the corporate commitment of the Council to the project
- Resulted in some parties visiting the site

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Formal interest has been expressed by several substantial and experienced organisations, some with global portfolios

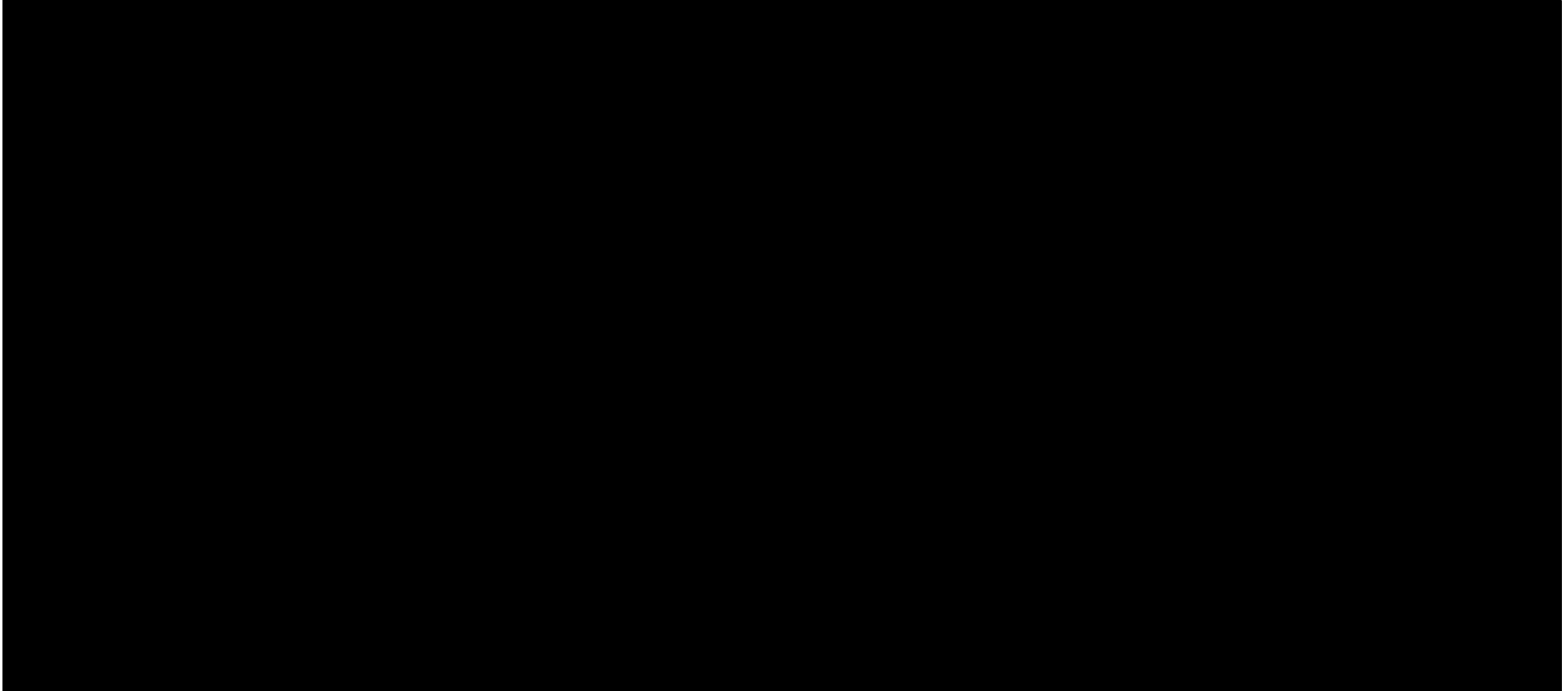
Through ongoing dialogue with the market, interest continues to be generated

Several parties questioned whether financial support would be available from the Council or other sources to ensure a hotel operation was a viable proposition. The residential conversion and new build opportunities are felt to be viable on the face of it – subject to detailed discussions about the provision of affordable homes.



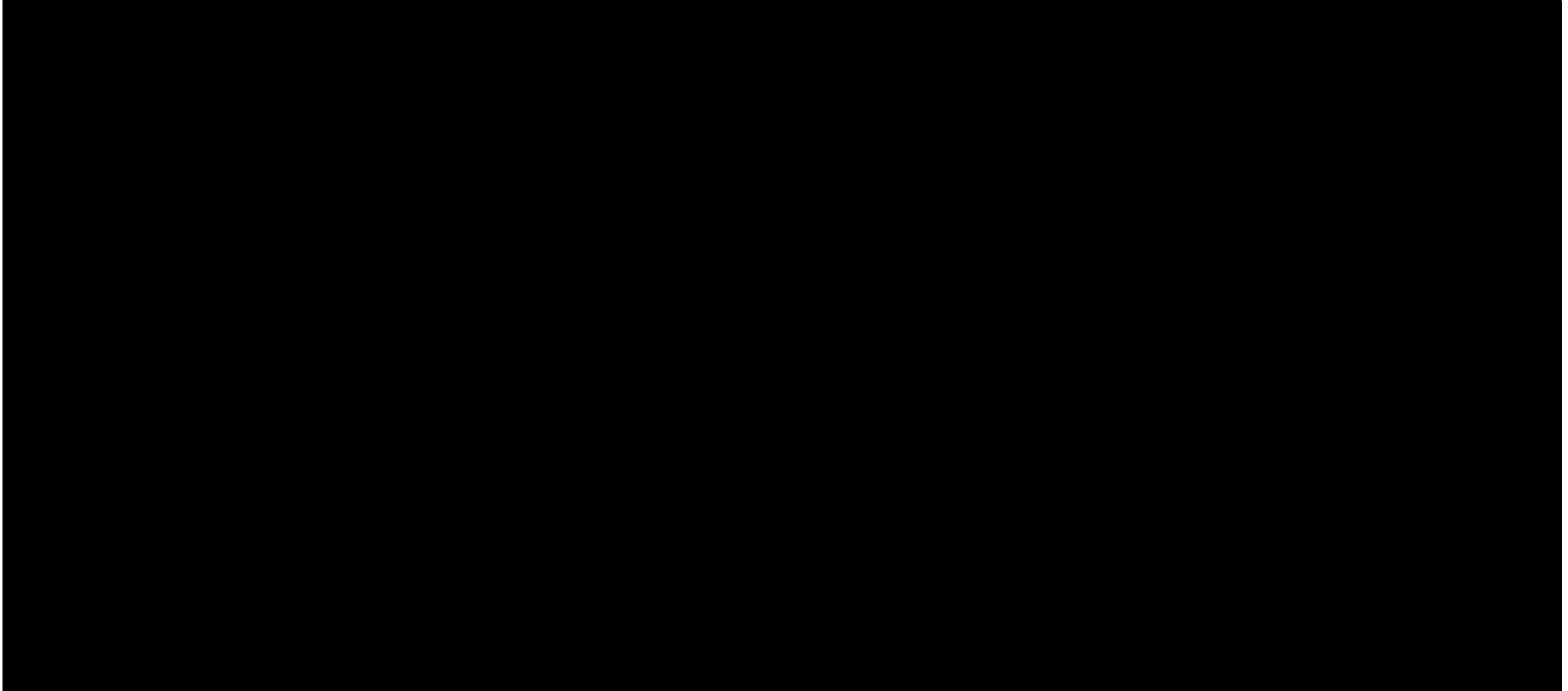
Soft market testing – hotel operators and investors

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others



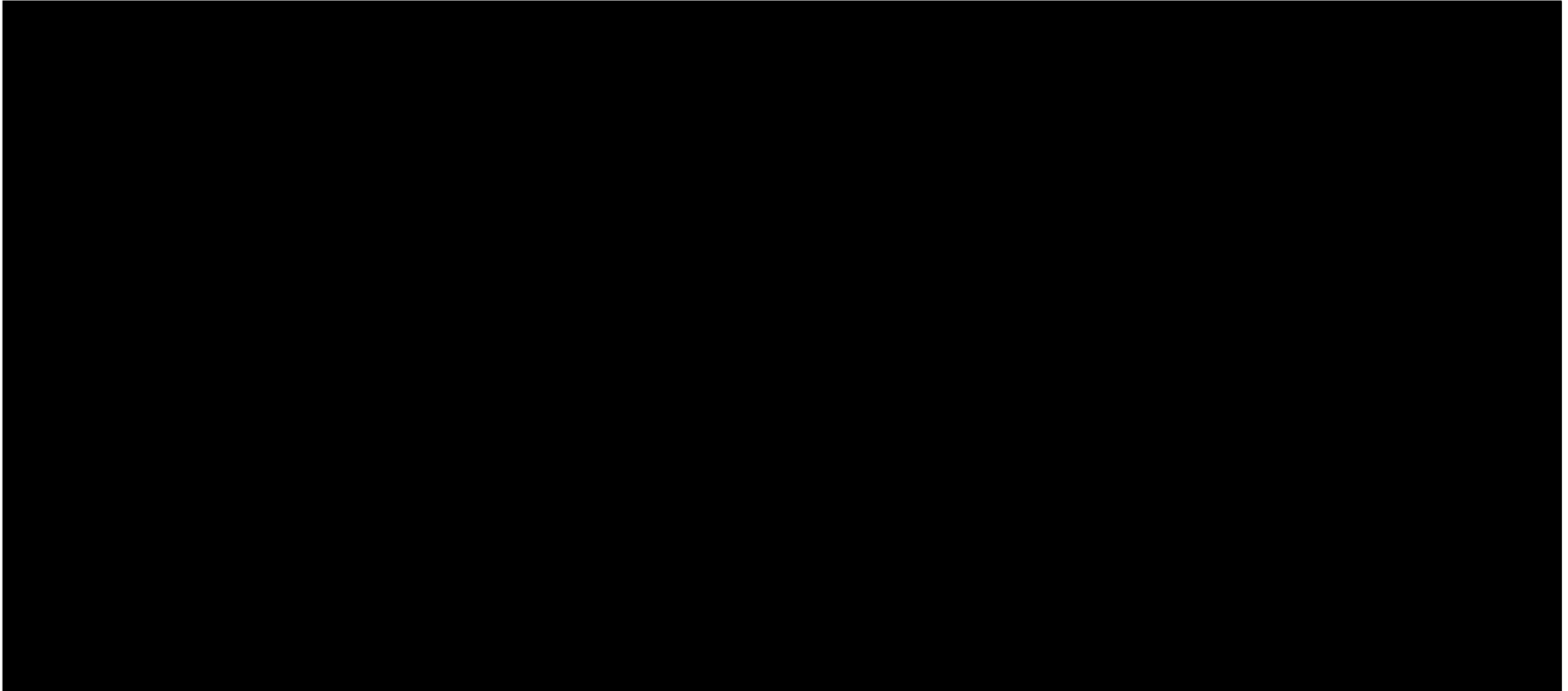
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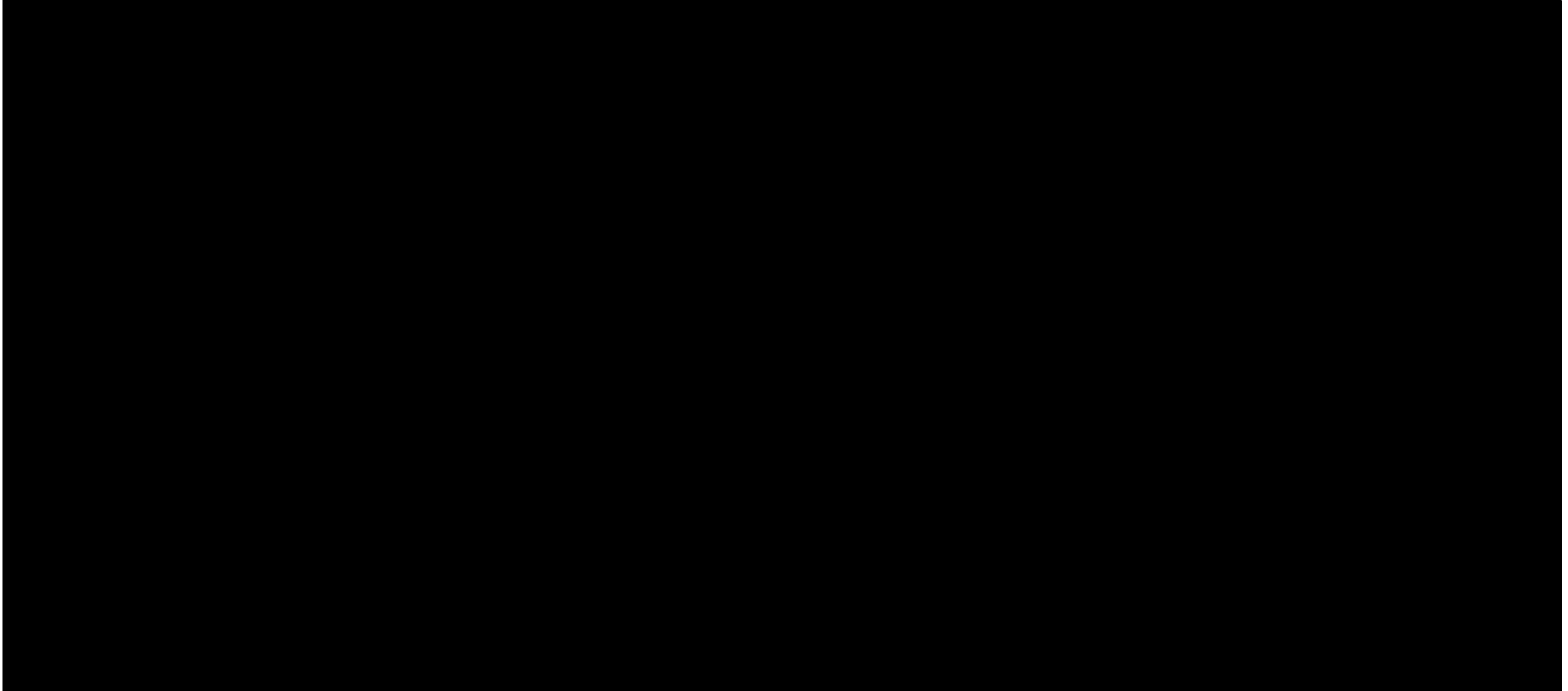
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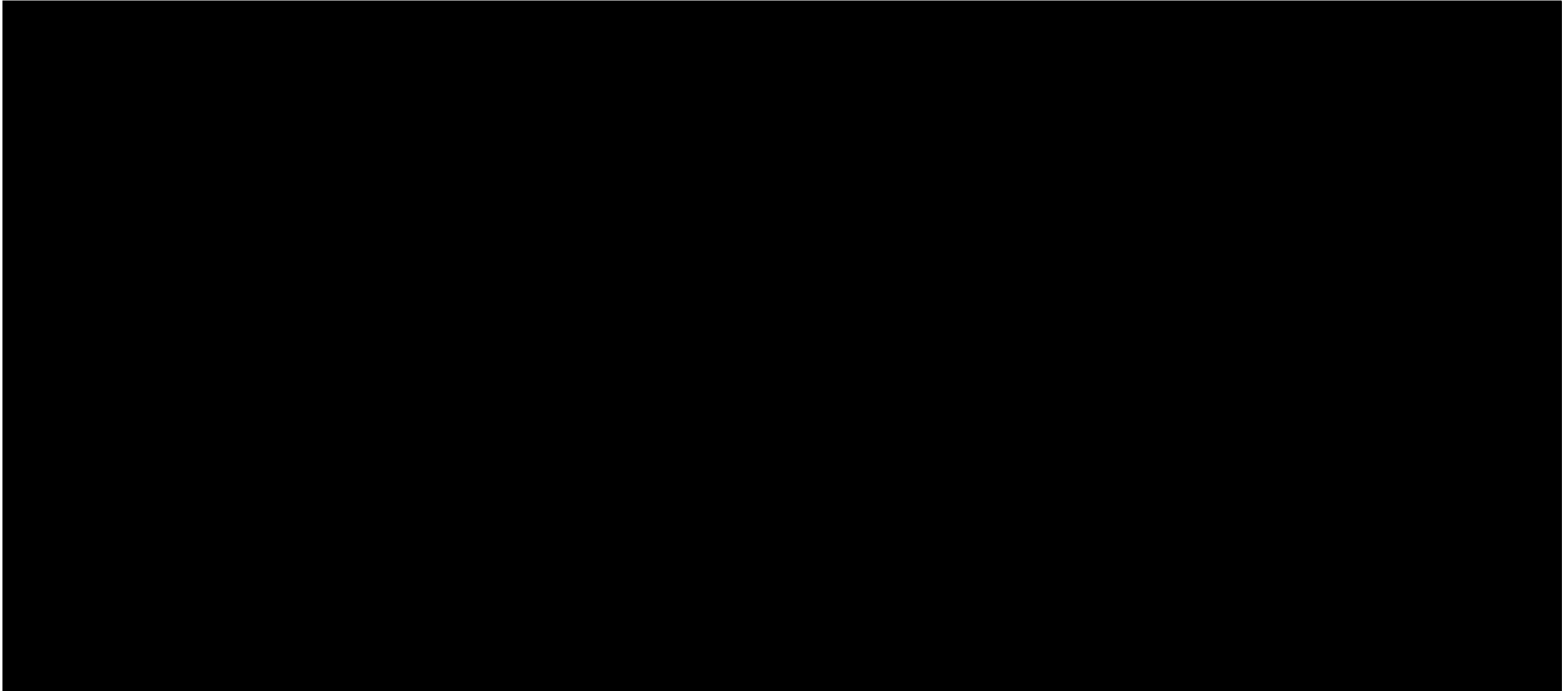
Soft market testing – residential conversion

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others



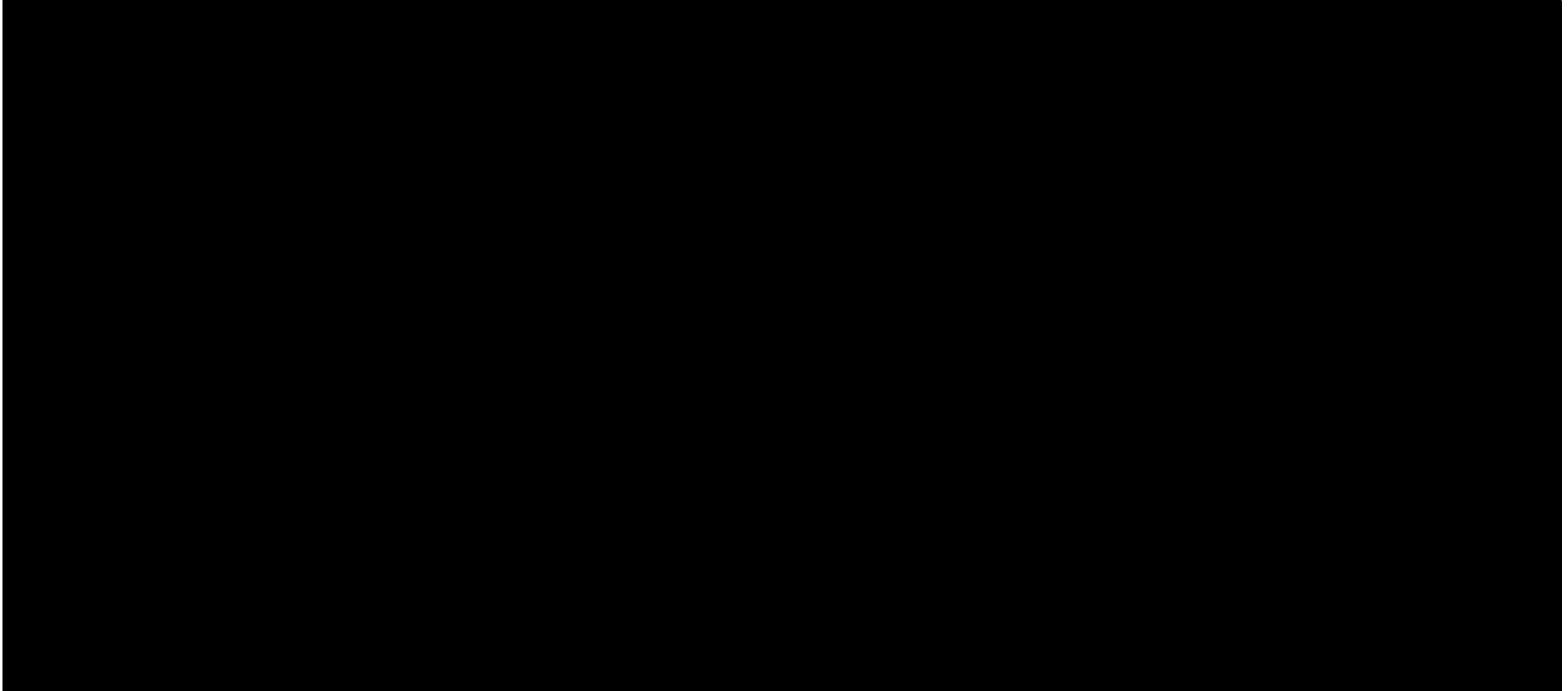
Soft market testing – residential conversion

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others



Soft market testing – mixed use development

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others



What the market has said

The soft market testing exercise generated interest from hotel operators, investors, specialists in residential conversion of historic buildings and others

“This is a genuinely unique opportunity for us”

“We can expect a regular schedule of weddings and other events throughout the year”

“The site and its setting demands a high-quality hotel offer, at least 4 star”

“Keep us informed as we can quickly pull together an offer”

“The council must stick to its plans – we can’t afford to invest time and money only to see a change in direction”

“The Winter Gardens will be a fantastic asset for the hotel and the town”

Car parking

Car parking requirements

A balance needs to be struck between accessibility of parking provision and the (negative) impact on the environment, attraction of the site and ultimately its value to others

Parking – the issues

- Transport consultants have recommended a total of 387 spaces, 225 of which will be allocated for Council use
- Providing all space ‘at grade’ will require the retention of the existing main car park and the smaller car park to the west
- Decked car parking could cost up to £20,000 per space compared to £2,000 at grade – it is recommended that decked parking is avoided on cost grounds but also because of risk to securing planning and listed building consents
- While spaces for the hotel should be provided on site, parking off-site could be provided for a proportion of the recommended requirement
- Reducing the Council’s allocation of on-site spaces by 100 ensures a more appropriate balance of uses of the overall site and enables landscaping, biodiversity and open space to be introduced

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387 parking spaces



Additional open space

287 parking spaces

Car parking scenarios

A balance needs to be struck between accessibility of parking provision and the (negative) impact on the environment, attraction of the site and ultimately its value to others

Parking – on site costs

- The capital cost of providing an additional 100 decked spaces beyond the requirement recommended by the transport consultants (387) would be up to **£2m**
- A hotel operator would not opt for, or wish to pay for, decked parking on the site
- The capital cost would add approximately **£133k** to the Council's annual debt repayments using a PWLB rate of 6.01%
- The structure would also require ongoing maintenance and may attract business rates
- The total annual equivalent cost is therefore likely to be between **£150k-£200k**

Parking – off site costs

- The current cost of full day parking at a town centre car park is £6
- The cost per annum, if used on average 6 days per month would be £432
- [REDACTED]
- [REDACTED]

Car parking requirements – potential solutions

Various opportunities exist to help manage the amount of space required by the Council on site

Parking – mechanisms to manage demand for spaces at County Hall site

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- [REDACTED]
- [REDACTED]
- [REDACTED]
- Operate a 'first come first served' parking regime
- Promote car sharing
- Introduce, in conjunction with hotel operator and potentially other partners, an e-shuttle or similar connecting the site with the town centre and its car parks
- Enable use of some spaces nominally allocated to the hotel during the working day when demand for space by the hotel is likely to be reduced



The masterplan

The masterplan

The potential masterplan has evolved in several ways from that presented in the SOBC

The masterplan for the complex differs from that outlined in the SOBC in a number of areas:

- New Council offices linked to Co-op Building
- Co-op Building to be retained and refurbished as a meeting room suite and reception
- Former bath house in South Block to be used as co-working space for SMEs or leisure facilities for hotel e.g. gym
- Hopewell Road garages to be re-purposed as a car park for residents of homes in the North Block
- On-site car parking to be complemented by off-site parking
- Greater extent of site devoted to open space and opportunity to increase biodiversity

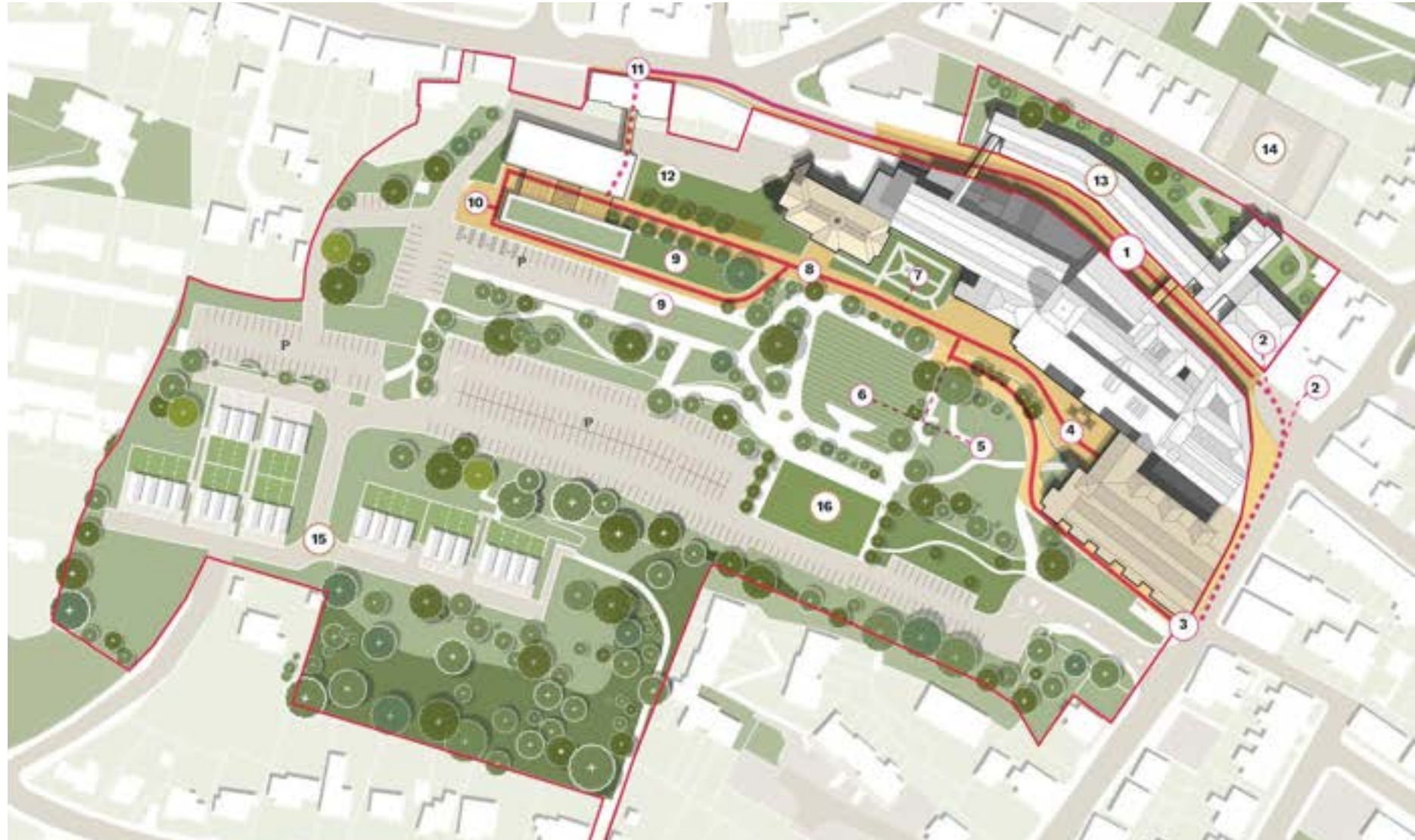
A comprehensive masterplanning and design report is included in **Annex A**.

The masterplan

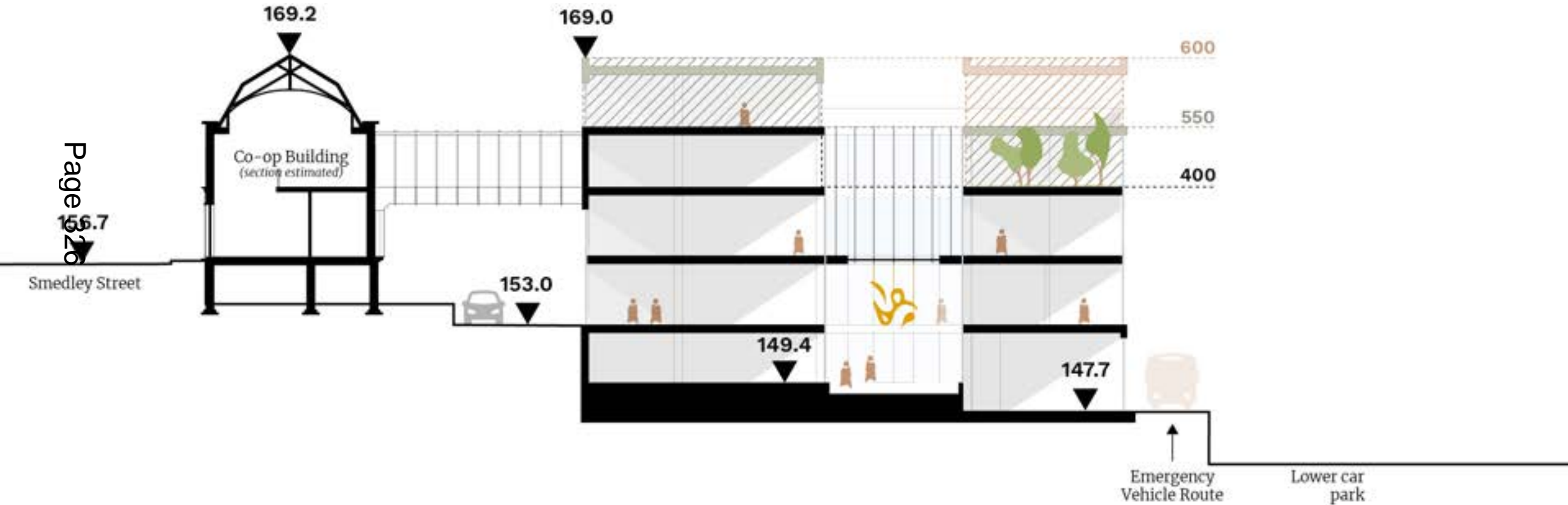
Key

- 1 County Hall (South Block) - Hotel conversion
- 2 Smedley St creative - ground floor of Ratland street and North Block
- 3 Bath-house workspace opportunity - 225 workstations for a mixture of public sector & local business
- 4 Hotel main entrance and high level promenade
- 5 New landscaping in place of Gym block
- 6 Improved bowls / recreation lawn
- 7 New formal gardens associated with the Winter Gardens
- 8 Winter Gardens events space
- 9 New greenspace/kitchen gardens adjacent to new office block
- 10 New Council offices - western entrance
- 11 New Council offices - smedley st entrance
- 12 New landscaped area between office block and winter gardens
- 13 North block residential accessed from Hopewell road
- 14 Parking for North block residential at hopewell road garages
- 15 New residential or holiday let accommodation
- 16 New landscaping for main car park to improve outlook from County Hall

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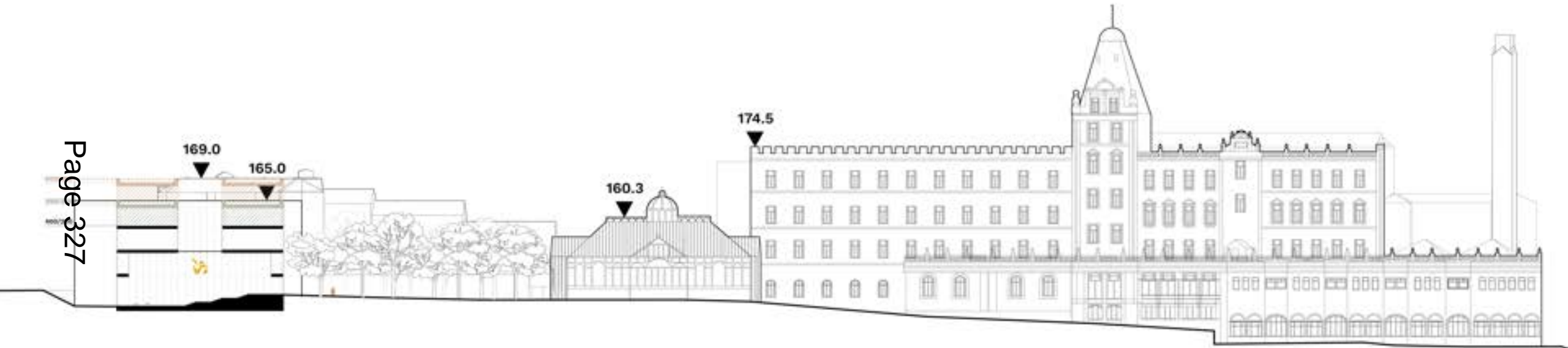


New vision for offices – cross-section including Co-op Building



New vision for offices

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New vision for offices

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New vision for offices

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Potential upgrade of former bath house in South Block for co-working operator

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Option evaluation

Criteria for option evaluation- the ‘Critical Success Factors’ and weightings

The CSFs have evolved from the SOBC stage to more accurately reflect the financial pressures facing the Council and the investment objectives for the project

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CSF	Weighting	Ability to...
Alignment to corporate objectives	10	Support the Council Plan, Cultural Framework, Carbon Reduction Strategy and other corporate documents
Financial sustainability	20	Deliver reduced and more predictable operating and life cycle costs, generate capital receipts and new income streams
Council workplace	10	Provide suitable space to meet current and future needs, improve wellbeing, and support recruitment and retention
Work	5	Deliver new job opportunities including nurturing of creative sector and SMEs
Live	5	Provide new homes for the local community
Play	5	Support local community with space for events, open space, and leisure facilities
Economy	15	Generate meaningful and sustained economic impact and build economic resilience
Sustainable development	15	Create social value, reduce carbon emissions, enhance biodiversity, reuse existing assets, promote active travel, engage with community etc
Deliverability	15	Meet market demand, availability of premises, secure planning consents, manage change, secure community support etc

Weighted scores of options – Option 1: Do Minimum

The table confirms the weighted score for the option

Criterion	Weighting	Score	Wtd score	Commentary
Alignment to corporate objectives	10	1	10	Very poor support for any corporate objective
Financial sustainability	20	1	20	Significant annual costs and capital liabilities
Council workplace	10	2	20	Poor support for collaborative working
Work	5	1	5	No additional job creation
Live	5	1	5	No additional new homes
Play	5	1	5	Minor impact on and benefit to local community
Economy	15	1	15	Small ongoing impact on immediate local economy
Sustainable development	15	1	15	Continued carbon emissions and limited social value added
Deliverability	15	3	45	No significant change required
Total	100	12	140	

Weighted scores of options – Option 2: Relocate

The table confirms the weighted score for the option

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Criterion	Weighting	Score	Wtd score	Commentary
Alignment to corporate objectives	10	4	40	Support for economic growth, carbon reduction etc but no impact on Matlock from council presence
Financial sustainability	20	3	60	Subject to potential increases in rent and s/c payments
Council workplace	10	3	30	Refurbished space (if available) so functionally suitable
Work	5	4	20	Significant scope to create new jobs
Live	5	5	25	Conversion and new build opportunities
Play	5	4	20	New facilities but no impact on Matlock from council presence
Economy	15	4	60	Significant economic impact but not maximised locally
Sustainable development	15	4	60	Significant impact but Matlock loses anchor employer
Deliverability	15	2	30	Very limited supply of second-hand offices of the size required
Total	100	33	345	

Weighted scores of options – Option 3: Remain

The table confirms the weighted score for the option

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Criterion	Weighting	Score	Wtd score	Commentary
Alignment to corporate objectives	10	4	40	Widespread support for multiple corporate objectives - carbon reduction, cultural development and economic growth
Financial sustainability	20	4	80	Major reduction in operating cost and future liabilities
Council workplace	10	5	50	Optimum workplace to support wellbeing and collaboration
Work	5	5	25	Support for new jobs aided by local spend from staff
Live	5	5	25	New homes and conversion opportunity
Play	5	5	25	Leisure amenities made more viable by council presence
Economy	15	5	75	Maximum economic impact from overall scheme
Sustainable development	15	5	75	Maximum impact on all aspects of sustainable development
Deliverability	15	4	60	Widespread stakeholder support but larger scale office would impact on planning
Total	100	42	455	

Weighted scores of options – Option 4: 50/50

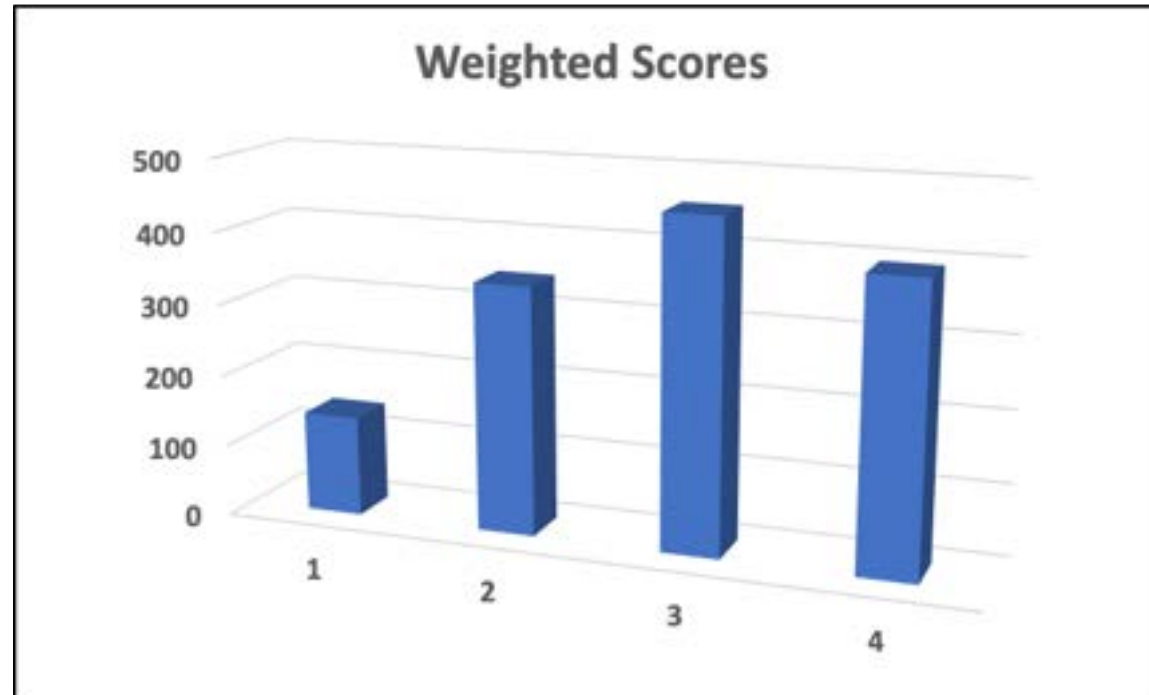
The table confirms the weighted score for the option

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Criterion	Weighting	Score	Wtd score	Commentary
Alignment to corporate objectives	10	4	40	Wide support for objectives but doesn't achieve maximum impact on carbon reduction
Financial sustainability	20	4	80	Some financial risks associated with leased space
Council workplace	10	5	50	Potential for excellent workplace on site but may be compromised off site
Work	5	5	25	Support for new jobs but marginally reduced impact on jobs from staff expenditure
Live	5	5	25	New homes and conversion opportunity
Play	5	5	25	Leisure amenities made more viable by council presence
Economy	15	4	60	Impact on Matlock scaled back from maximum position
Sustainable development	15	3	45	Dual site operation will have environmental impact
Deliverability	15	3	45	Challenges in identifying suitable space outside Matlock of the scale required
Total	100	38	395	

Weighted scores of options – all options

The graph compares the weighted scores and confirms that Option 3 is preferred



Delivery risks

Assessment of delivery risks

All options are assessed for delivery risk against a range of measures. Various factors below touch on the operation of any future premises as distinct from the pure 'delivery' of any alternative property solution

Aspects of delivery risks

- The commentary on each option scoring template implicitly identifies areas of risk. Delivery risk is, however, made explicit by considering a number of specific factors:
 - Risk of failing to deliver a modern, flexible workplace
 - Risk of disturbance to the operations of the council by undergoing a lengthy and/or complex accommodation transition
 - Risk to information security etc of sharing space with other organisations
 - Risk of an event in a single headquarters location impacting on business continuity
 - Risk of spending significant sums of money without an appropriate return
 - Risk of financial exposure to sharp rises in property running costs
 - Risk of sustaining high levels of carbon emissions
 - Risk of not attracting the interest in market from credible developers/purchasers
 - Risk of generating minimal impact on the economic impact of County Hall once refurbished/redeveloped
 - Risk of damage to the reputation of the Council by failing to sustain a presence in Matlock and/or failing to invest in an important heritage asset

What are the option-specific delivery risks?

Risk factor	Option			
	1	2	3	4
Flexible workplace	High risk	Moderate risk	Low risk	Moderate risk
Disturbance	Low risk	High risk	Significant risk	Moderate risk
Sharing	Low risk	Moderate risk	Low risk	Low risk
Business continuity	Significant risk	Significant risk	Significant risk	Moderate risk
ROI	High risk	Moderate risk	Low risk	Moderate risk
Running costs	High risk	Significant risk	Low risk	Moderate risk
CO ₂	High risk	Moderate risk	Low risk	Low risk
Market	Low risk	Significant risk	Low risk	Low risk
Economy	High risk	Moderate risk	Low risk	Low risk
Reputation	High risk	High risk	Low risk	Significant risk
OVERALL	High risk	Moderate risk	Low risk	Moderate risk

Delivery risk	Description
High risk	High risk
Significant risk	Significant risk
Moderate risk	Moderate risk
Low risk	Low risk

Delivery risks - summary

The options present very different profiles of risk to the Council

Option 1: Do Minimum

- The option will fail to deliver an appropriate workplace to support recruitment and retention
- No reduction in day-to-day operating cost which are likely to increase significantly over time
- Substantial sums of money will be spent on major repairs and upgrades to the fabric and systems of the building with no material benefit to the Council
- Carbon emissions will remain very high
- There will be no significant impact on the economy
- The Council risks reputational damage by failing to deliver on its commitment to transform County Hall, and by enabling the inevitable further decline of the heritage assets

Option 2: Relocate

- Leasehold accommodation, if available in the market, will inevitably result in compromises in terms of the scale and fitness for purpose of the workplace solution
- Wholesale relocation will cause maximum disturbance to business continuity
- A lease arrangement exposes the Council to unpredictable running costs as rent and service charges increase over time
- Carbon reduction benefits but they won't be maximised
- The absence of the Council on site as part of the development mix may present a risk in terms of securing planning consent for the transformation of County Hall. It may also reduce the attraction of the proposition to the market because of synergies between the hotel/venue operation and the Council
- The space vacated will be repurposed to benefit the economy but the absence of the Council in Matlock will have a material (negative) economic impact on the town
- The Council's reputation will be damaged if it doesn't fulfil its commitment to the town

Delivery risks - summary

The options present very different profiles of risk to the Council

Option 3: Remain

- Workplace designed specifically to meet Council needs
- Business rates payable will increase but that is a reflection of the quality of the office accommodation
- Resilience is supported by occupying dedicated and modern space
- Return on investment will be maximised
- Maximum benefit in relation to carbon reductions
- Maximum benefits are generated for the local economy
- Council will be able to minimise certain property running costs e.g. utilities, day to day maintenance and future life cycle capital
- Market appetite exists for the transformation of County Hall
- Remaining may increase chances of securing planning consent
- No reputational risk as remaining is consistent with stated vision

Option 4: 50/50

- Delivers many of the benefits of Option 3 but typically to a lesser extent
- Offers greater operational resilience by splitting the HQ across two sites
- Challenges remain in relation to securing office accommodation off site at an affordable cost and of the right scale, functionality, location etc
- Reducing the Council's presence on site is likely to impact negatively on the probability of obtaining planning consent
- Market attraction of County Hall proposition is reduced
- Reputational risk by relocating a proportion of business functions from Matlock
- Negative impact on productivity arising from need to travel between locations
- Reduced economic impact locally from presence of Council

Weighted scores and delivery risks

Summary assessment of weighted scores and delivery risks in combination

Option	Description	Weighted Score	Rank	Delivery Risk
1	Do Minimum	140	4	High risk
2	Relocate	345	3	Significant risk
3	Remain	455	1	Low risk
4	50/50	395	2	Significant risk

Delivery risk	Description
High risk	High risk
Significant risk	Significant risk
Moderate risk	Moderate risk
Low risk	Low risk

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Option 1: Do Minimum

- The option fails to deliver on Council priorities
- Ongoing property running costs are likely to escalate and very significant capital expenditure will be required to sustain an acceptable working environment
- County Hall will detract from the image the Council wishes to present to stakeholders including staff, partners, businesses and the local community
- The Winter Gardens will only remain useable as a store
- Potential reputational damage by presiding over the gradual decline of a heritage asset of regional significance
- Reputational damage by failing to deliver the transformation of County Hall and a stronger, more resilient economy

Option 2: Relocate

- Risk of failing to deliver required workspace through unavailability of property on the market
- Relocation would enable the transformation of County Hall and the delivery of significant social, economic and environmental benefits
- The economic impact of the Council's presence in Matlock will be displaced
- The potential trade generated directly and indirectly from the Council's presence for a hotel and events venue will not materialise
- An application for planning consent without a continuation of employment space may present planning risk
- The Council may have little or no involvement in the detailed future design and operation of the hotel and events venue and its setting
- Reputational damage by failing to deliver the transformation of County Hall and a stronger, more resilient economy

Summary assessment of weighted scores and delivery risks in combination

Option	Description	Weighted Score	Rank	Delivery Risk
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2	Relocate	345	3	Significant risk
3	Remain	455	1	Low risk
4	50/50	395	2	Significant risk

Delivery risk	Description
High risk	High risk
Significant risk	Significant risk
Moderate risk	Moderate risk
Low risk	Low risk

Option 3: Remain

- Remaining on site maximises the potential for the Council and operators of commercial ventures on site to benefit the local economy
- Transitioning to a low carbon building on site will ensure the Council faces the lowest and most predictable ongoing revenue and capital costs associated with its office space, and will have a major impact on the Council’s carbon reduction target
- Disruption to business will be minimised and the Council will significantly enhance its opportunities to recruit and retain staff
- The Council will remain ‘in touch’ with what has been its headquarters for almost 70 years by using multi-purpose spaces for meetings and events
- The market has demonstrated interest in partnering with the Council to deliver the vision for County Hall
- The Council will be able to fulfil its commitment to the local economy

Option 4: 50/50

- This option delivers many of the advantages of Option 3
- In comparison to Option 3, there are some distinct disadvantages:
 - Securing planning consent may be prejudiced by not retaining all office employment on site
 - Leased space elsewhere in the county is unlikely to deliver the same sustainability and energy efficiency measures as a new build
 - A split site operation will bring operational inefficiencies and necessitate the payment of excess travel costs
 - The economic impact of the Council’s presence is partially dispersed from Matlock – although that will bring benefits to an alternative location
- A reduced Council presence on site will however allow parking requirements to be reduced with more space devoted to landscaping and open space

Net present costs

Calculation of net present costs (NPC)

The net present cost for each option is calculated together with other key metrics

The key assumptions behind the financial model are:

- Year 1 is FY 2024-25
- Investment appraisal period – **30 years**
- PWLB loan used to fund any new office on site – annuity loan taken out over **40 years**
- Future costs and income streams discounted to arrive at Net Present Costs of all options – discount rate is **3.5%** in line with HM Treasury recommendations

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The NPCs and the savings compared to the Do Minimum option are as follows with scenarios to accommodate 500 FTEs highlighted for ease of comparison. The table is in £m and compares both NPCs and average day to day occupancy costs:

Item	Option 1	Option 2: Relocate			Option 3: Remain			Option 4: 50/50		
	Do Minimum	400 FTEs	500 FTEs	600 FTEs	400 FTEs	500 FTEs	600 FTEs	400 FTEs	500 FTEs	600 FTEs
Net Present Cost £m	£183	£44	£49	£61	£51	£57	£69	£50	£55	£66
Saving vs Option 1	£0	£139	£135	£122	£133	£126	£115	£134	£128	£118
Av. Annual cost £m	£3.3	£2.0	£2.1	£2.7	£2.7	£3.1	£3.8	£2.6	£3.0	£3.6
Saving vs Option 1	£0.0	£1.2	£1.1	£0.6	£0.5	£0.1	(£0.5)	£0.6	£0.3	(£0.3)

Economic impact

Economic impact

The overall economic impact of the project is diverse, far-reaching, and sustainable in the long term

The economic impact assessment (EIA) takes into account factors such as the Council's proposed investment in its existing and any new office accommodation, the expenditure by those attending the office, and the location of the office

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For the purposes of estimating economic impact of Do Minimum, it is assumed that the Council will incur expenditure in line with the recommended profile of spend over 30 years. In reality, a lesser amount is likely to be spent and the consequential economic impact will be reduced

The EIA also considers the **wider economic impact** arising from the transformation of the County Hall complex including the taxation benefits to the public purse

Ekos conducted an EIA of the four core options by considering the following outputs and impacts:

- Construction job years
- Permanent jobs from hotel operation and creative studios, and spend from new residents
- Gross Value Added from construction and permanent jobs, and the spend of new residents at:
 - Derbyshire level
 - Matlock level
- Business rates and council taxes

The EIA concludes that 'Option 3: Remain' is the preferred strategic direction for the Council as it captures the maximum overall economic benefit for the Matlock area.

Economic impact – the key figures

The key impacts are summarised for each option

Item	1: Do Minimum	2: Relocate	3: Remain	4: 50/50
Construction job years	660	1,280	1,290	1,060
Permanent jobs	0	130	130	130
GVA impact - Derbyshire	£46m	£147m	£147m	£128m
GVA impact - Matlock	£8m	£3m	£56m	£26m
Business rates / council tax	£0.3k p.a.	£1.1m p.a.	£1.2m p.a.	£1.2m p.a.

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Conclusion

- The GVA impact at the regional level (Derbyshire) shows that the redevelopment of the County Hall complex will generate up to an additional **£100m** of economic impact
- At the local level (Matlock), relocation will result in economic harm to the Matlock area – however, **£48m** of additional economic impact arises to the town by the Council remaining on site while procuring the redevelopment of existing buildings
- A significant net addition to the local tax is created through redevelopment of the site

Overall assessment –
qualitative scoring, NPC, and
economic impact

Overall VFM and option ranking – 500 FTEs

A rounded assessment of VFM and delivery risk is presented

Item	1: Do Minimum	2: Relocate	3: Remain	4: 50/50
Weighted score	140	345	455	395
Delivery risk				
Total Net Present Cost over 30 yrs (£m)	(183)	(49)	(57)	(55)
Total NPC savings vs Do Minimum (£m)	0	135	126	128
Average annual cash cost (£m)	3.3	2.1	3.1	3.0
Construction job years	660	1,280	1,290	1,060
Permanent jobs	0	130	130	130
GVA - Derbyshire	£46m	£147m	£147m	£128m
GVA - Matlock	£8m	£3m	£56m	£26m
Rates / council tax	£0.3m p.a.	£1.1m p.a.	£1.2m p.a.	£1.2m p.a.
Overall Ranking	4	3	1	2

Results

- An overall VFM ranking has been created by considering the various aspects of the Economic Case together
- Total Net Present Cost comprises the total discounted costs less the total discounted benefits to the Council over 30 years – this includes receipts from disposal of the North Block and the s-w car park for residential use. [REDACTED]
- Annual average cash cost – the average cost, over 30 years, excluding major maintenance, backlog expenditure and decarbonisation. The average cash cost for Option 2 is relatively low as it assumes existing rather than new office space is leased and a rent free period is negotiated. The Council would be exposed to rent and service charge increases and would not have an asset of value at the end of the cash flow period
- The potential additional value to be generated from the hotel and other spaces are addressed in the Commercial Case

Sensitivity to Option 3 – PWLB rate and optimism bias applied to build costs

The base case modelling assumes:

- Space for **500 FTEs**
- PWLB rate of **6.1%** and
- Optimism bias at **20%** - in effect, **a further 20% is added** to construction costs **after** contingencies/risk and fees have been taken into account
- This produces an average annual cash cost of **£3.1m** (compared to **£3.3m** current cost)
- Alternative scenarios have been run to assess impact on the annual average cash costs by adjusting the scale, PWLB rate and optimism bias level

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PWLB rate	Optimism bias rate	400 FTEs	500 FTEs	600 FTEs
5.1%	20%	£2.6m	£2.9m	£3.5m
4.1%	20%	£2.4m	£2.8m	£3.3m
3.1%	20%	£2.2m	£2.6m	£3.1m
6.1%	10%	£2.6m	£3.0m	£3.6m
6.1%	5%	£2.6m	£2.9m	£3.5m
5.1%	10%	£2.5m	£2.8m	£3.4m
4.1%	5%	£2.3m	£2.6m	£3.1m

Economic Case - conclusions

Key conclusions – Economic Case

Economic Case

- Option 3 is best aligned to the CSFs by a significant margin
- Option 3 is associated with the least risk to the Council, particularly in relation to securing planning consent to deliver the vision, and control over the availability, scale and configuration of the long-term workplace solution
- All options other than Option 3 risk damage to the reputation of the Council
- A financial and economic appraisal confirmed that **remaining on site will deliver significant ongoing and long-term savings while also generating a substantial economic dividend** – at approximately **£130m** of net additional impact and **130** jobs
- New Council offices should be linked to Smedley Street via the Co-op Building, with car parking provided both on and off site for Council staff
- The Economic Case concludes that an affordability assessment should focus on **Option 3** – with 400 and 500 FTEs

Financial case

Financial case

The Financial Case examines whether the preferred option (Option 3) is a financially affordable and sustainable proposition

The **Economic Case** concludes that remaining on site provides optimum value for money for the Council and that the following options appear to be financially viable and therefore worthy of further investigation:

- Option 3A: Remain (400 FTEs)
- Option 3B: Remain (500 FTEs)

The **Financial Case** considers the affordability of the above options in comparison to Option 1: Do Minimum

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The cash flows:

- Focus on direct costs and benefits to the Council for **Yrs 1-10** giving short and medium-term perspectives on affordability
- Are presented in nominal terms – costs have been adjusted for inflation
- Assume that the new offices are funded by PWLB borrowing, and that VAT on the cost of new offices is recoverable
- Demonstrate the financial impact of borrowing to construct new premises while still in occupation of the South Block
- Show the impact on cash flow of adjusting key variables
- Assume that capital receipts from disposal of the North Block and the south-west car park site are used to partially offset the capital sum to be borrowed [REDACTED]

PWLB rates – historic trends and likely future direction

PWLB rates were relatively stable for the last decade and more but rose sharply towards the end of 2022 and into 2023

The rate now seems to be coming off a peak of just over 6% (for a 30-year annuity loan)

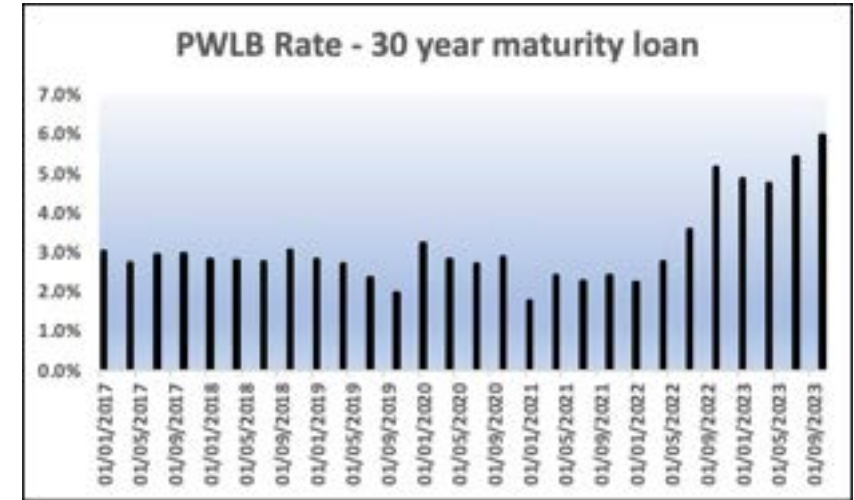
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While the rates do not track inflation, interest rates and inflation rates are intrinsically linked but rate changes tend to lag changes to inflation levels

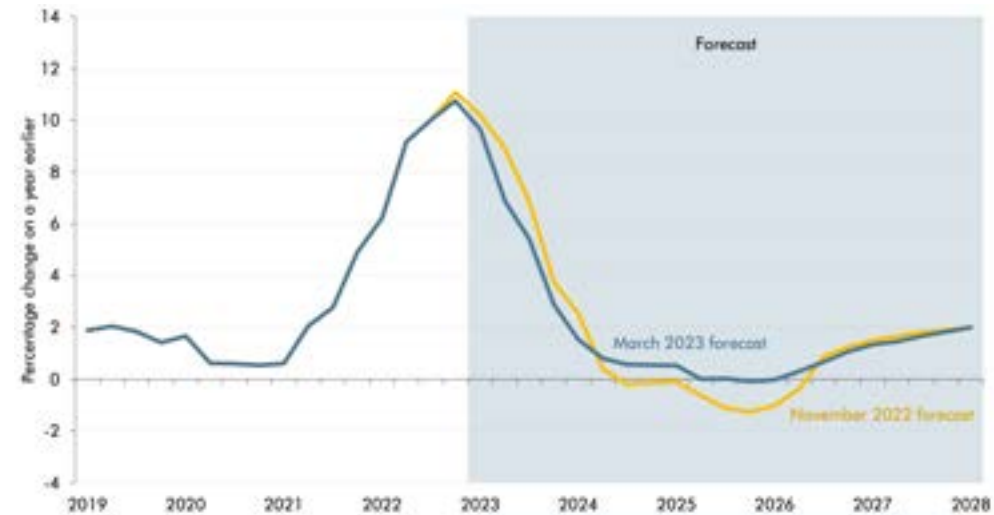
The Office for Budget Responsibility predicts a sharp fall in inflation over the next two years. It is reasonable to expect PWLB rates to fall over the same period

Since 27th October, when it was agreed with the Council that a PWLB rate of **6.1%** would be adopted for the OBC, the equivalent rate has fallen to **5.7%** (at 14th November)

Historic movements in PWLB rates: DMO, Sept 2023



Historic and forecast inflation rates: OBR, March 2023



Cash flows with major maintenance and backlog **included** in Option 1: Do Minimum

The cash flows assume the following:

- PWLB rate of 6.1%
- Optimism bias of 20% on new build offices

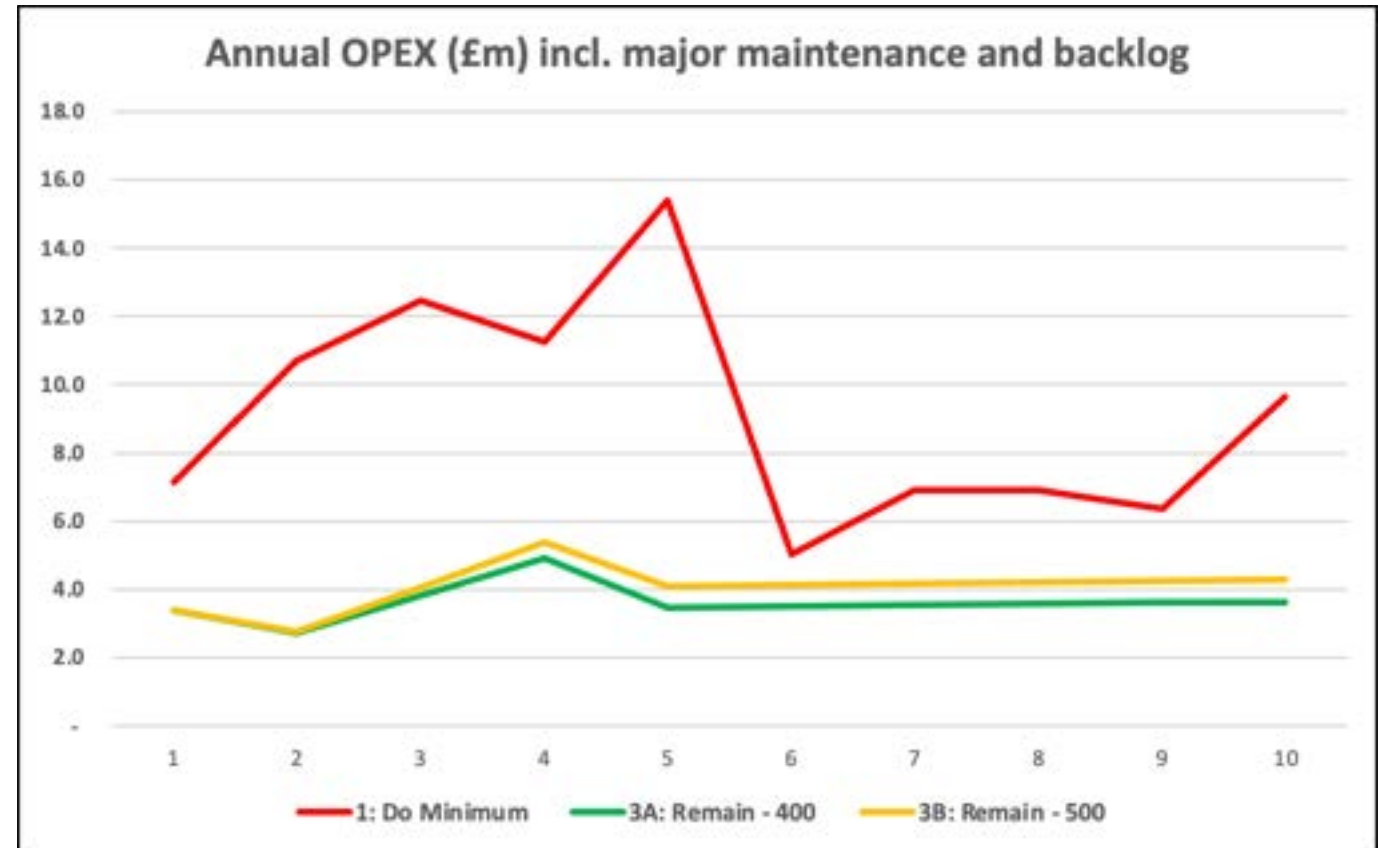
Recommended capital expenditure on essential repairs and maintenance to existing buildings is included in Option 1. This should **not** be regarded as avoidable expenditure

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The costs amount to almost **£47m over 10 years**

The costs **exclude** anticipated costs for decarbonisation

The remaining analysis ignores recommended capital expenditure and focuses on day-to-day operational costs such as utilities, cleaning and rates.



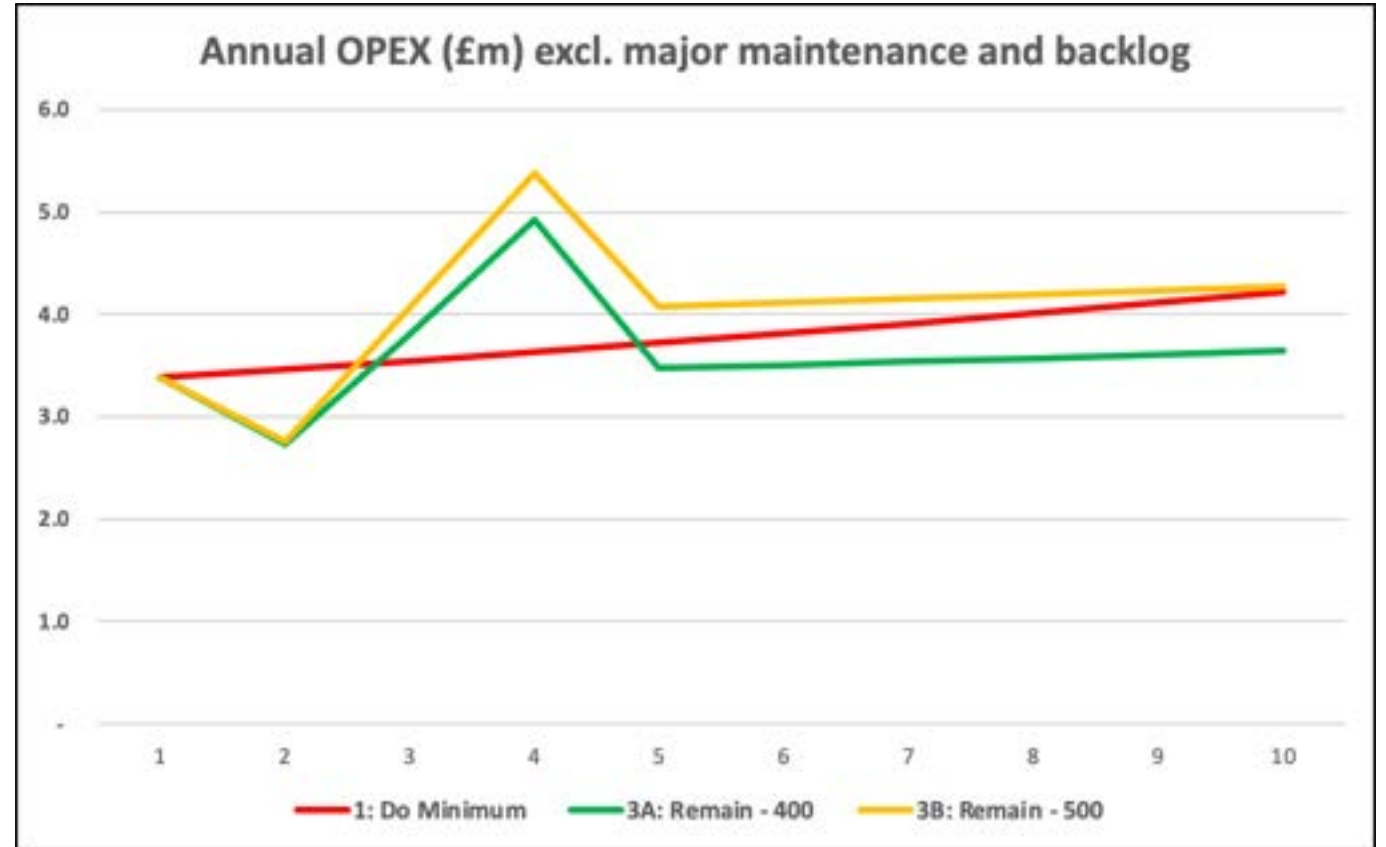
Note – expenditure peaks at £15.4m in Yr 5 for Option 1

Cash flows with major maintenance and backlog **excluded** in Option 1: Do Minimum

The graph shows that there are some short-term cost savings as a result of vacating the North Block

The cash flows for Options 3A and 3B show the impact of borrowing to fund the new build while still in occupation of the South Block

The following pages show the impact on the relative cost of the three options by adjusting the PWLB borrowing rate and the level of optimism bias in the model.



Notes

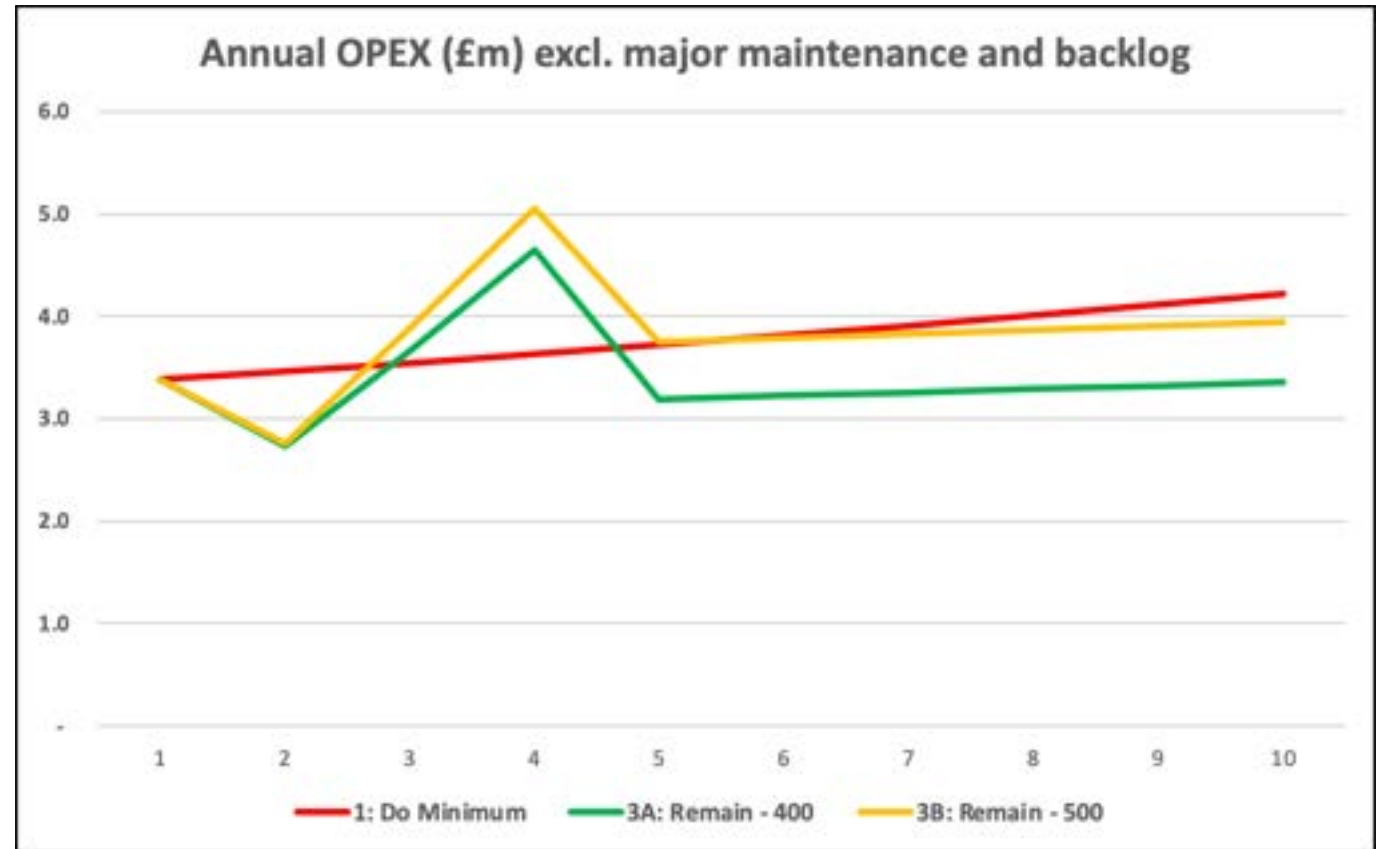
- Net impact of trough and peak is -£830k for Option 3A compared to Do Minimum

Cash flows variant 1 – PWLB rate 5.1%, optimism bias 20%

The impact of a reduction in the PWLB rate is that both Option 3A and 3B become once again 'cash positive' from Yr 5 onwards

The financial gap between Do Minimum and Option 3A is estimated to be more than £0.5m by the end of Yr 4, increasing to almost £0.9m in Yr 10

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Notes

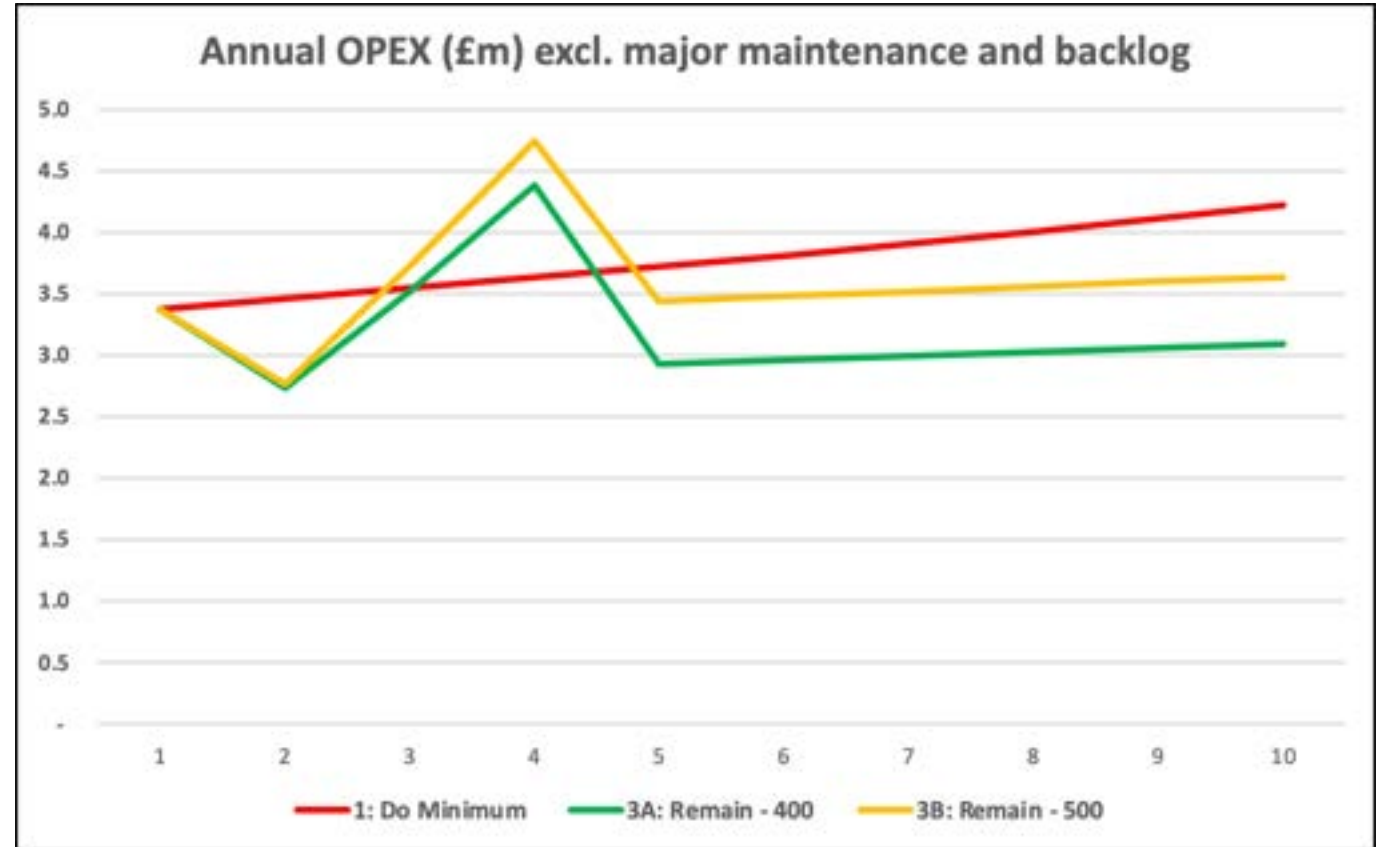
- Net impact of trough and peak is -£400k for Option 3A compared to Do Minimum

Cash flows variant 1 – PWLB rate 4.1%, optimism bias 20%

The impact of a further reduction in the PWLB rate is that both Option 3A and 3B become once again 'cash positive' from Yr 5 onwards but to a greater degree

The financial gap between Do Minimum and Option 3A is estimated to be more than £0.8m by the end of Yr 5, increasing to £1.1m in Yr 10

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Notes

- Net impact of trough and peak is +£5k for Option 3A compared to Do Minimum

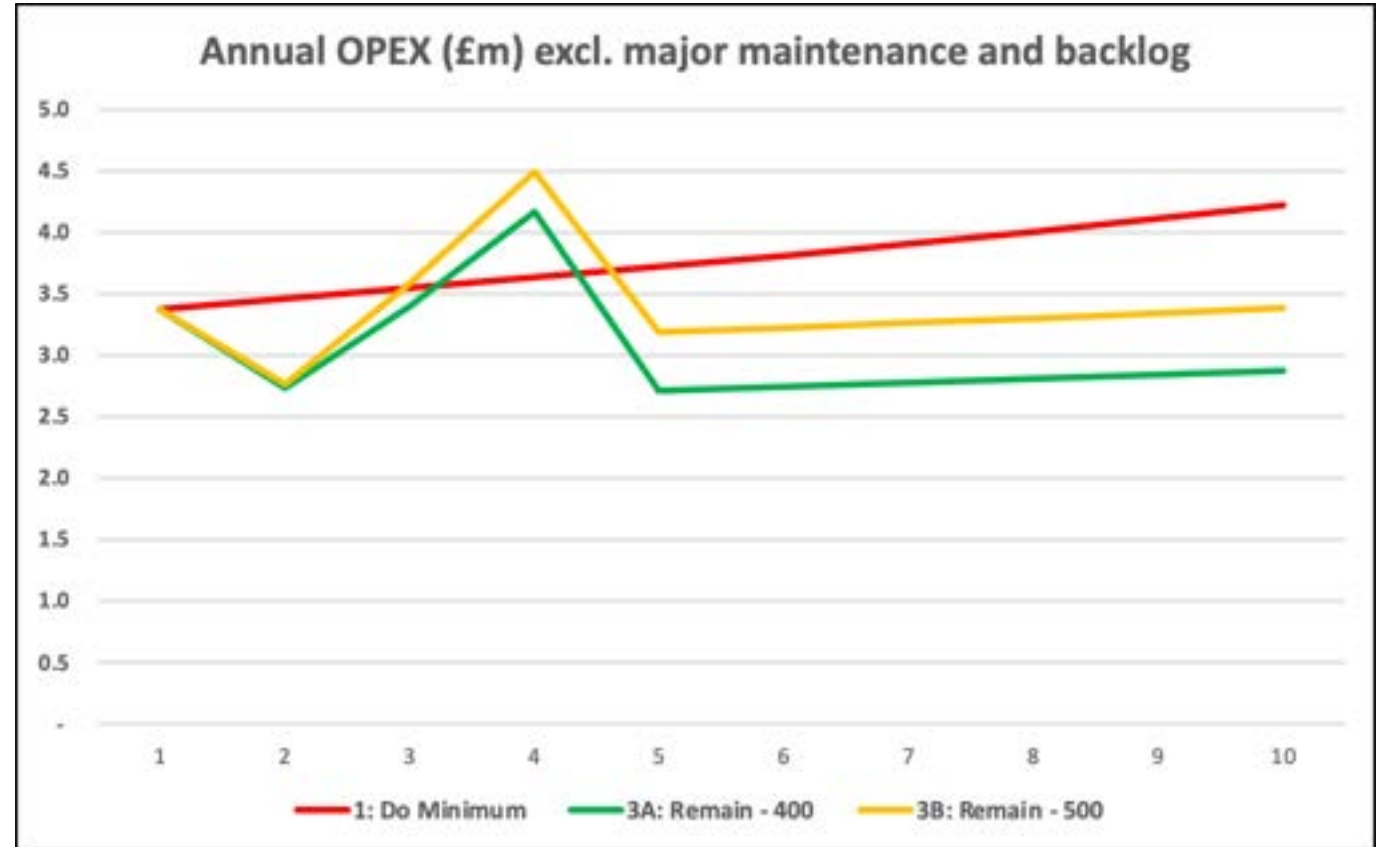
Cash flows variant 1 – PWLB rate 4.1%, optimism bias 5%

The impact of reducing both variables is a widening of the differential between Do Minimum and the other options

At the end of Yr 4, there is a 'saving' of more than £1m when comparing Do Minimum and Option 3A – and this gap will widen further as time progresses

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Both new build options are cash positive to a significant degree from the point at which the new office is occupied.



Notes

- Net impact of trough and peak is +£340k for Option 3A compared to Do Minimum

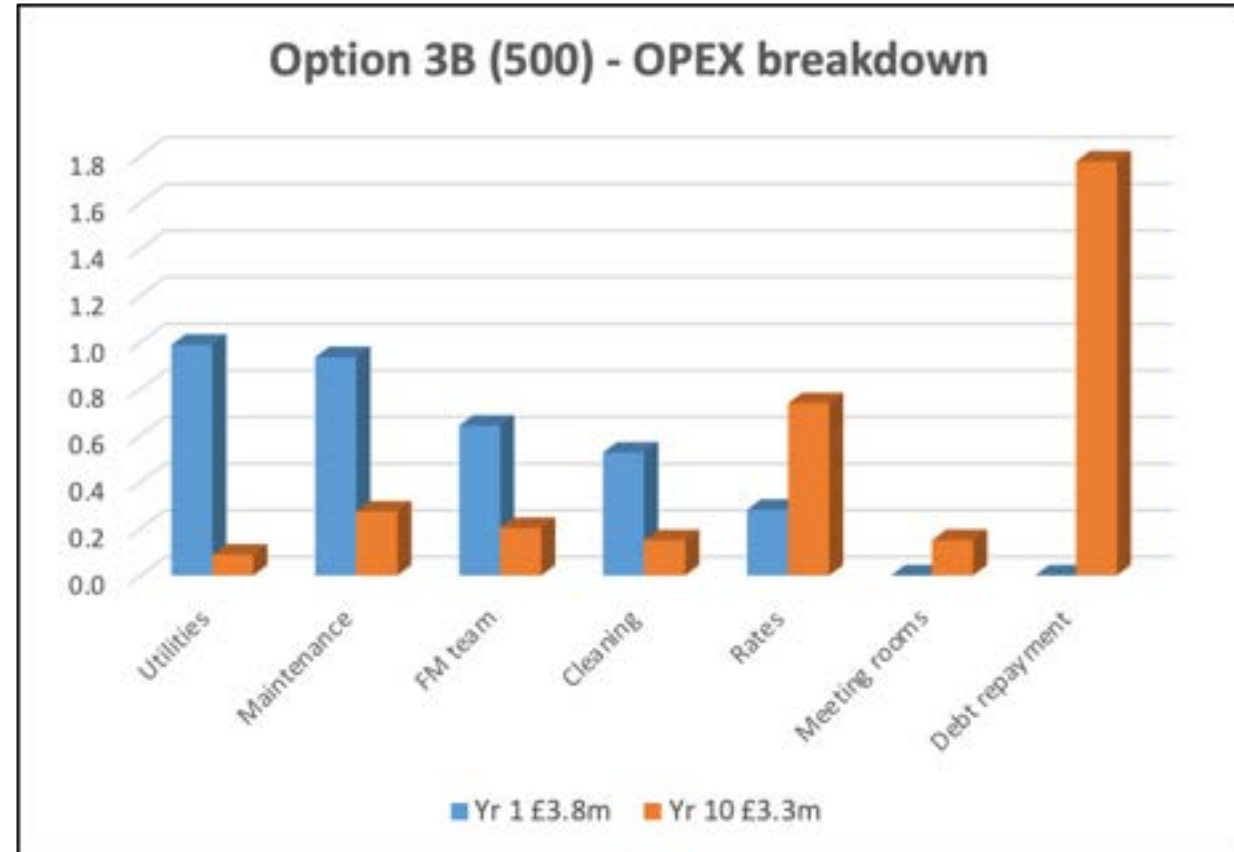
Composition of running costs

The composition of annual property running costs changes substantially over time – see example to the right

From a weighting heavily skewed towards utilities and maintenance within the existing buildings, a transition to new offices is associated with:

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- Debt repayment accounting for more than 50% of total property running costs
- A significant increase in rates payable even though the footprint of new offices will be much smaller than that of the existing buildings



Improvement to the Financial Case

Opportunities exist to improve the affordability of a transition to new offices on site

Affordability can be improved by:

- Minimising the scale of new offices subject to meeting Council requirements
- Reducing the allowance for contingency and removing provision for optimism bias through development of the design
- Selecting the optimum time to borrow funds, potentially in advance of an immediate need
- Generating additional revenue streams from the project such as:
 - Rental income from ground floor units in the North Block, and potential co-working space in former bath house area within the South Block
 - Entering into a ground lease arrangement for the hotel operation – see Commercial Case
- Generation of on-site electricity for use in the new offices
- Carefully managing the extent to which spaces require to be hired for meetings enabled by designing flexible spaces within the new offices e.g. large meeting rooms that can be quickly sub-divided

Financial Case - conclusions

Key conclusions – Financial Case and Commercial Case

The conclusions arising from the preparation of the OBC are summarised below, case by case

Financial Case

- While the ‘base case’ financial modelling assumes a PWLB rate of 6.1%, it may well drop to a materially lower rate
- Optimism bias has been included in capital costs for new offices at 20% – but the additional cost arising will be reduced significantly as the design is developed
- Short term financial savings can be achieved by vacating various properties in advance of construction works
- The need to borrow to fund construction works results in a short-term peak in operating costs
- The Council **should not assume** that all future life cycle capital expenditure requirements and decarbonisation costs are avoidable with the Do Minimum option
- Sensitivity testing shows that significant operating cost savings are achievable in the medium term once new offices are operational – one scenario tested saves over **£1m p.a. from the end of Yr 4 onwards**
- Opportunities exist to further improve the affordability of Option 3

Commercial case

Commercial issues – principles

A number of commercial principles and contextual factors frame our recommended approach to implementing Option 3:

- The Council should consolidate within County Hall as soon as possible to:
 - Reduce cash costs
 - Allow the release of assets for early disposal
 - Offset the borrowing requirement for new offices
 - Demonstrate commitment to an action plan to all stakeholders including potential developers / investors

The interests of all future users and uses of the complex must be aligned

- [REDACTED]
- [REDACTED]
- While there are potential opportunities for the Council to share in the commercial success of any new development, it should not be exposed to risks it cannot readily manage and mitigate

- The Council should align the commencement of work on new offices to the conclusion of a commercial deal for the hotel component of the scheme
- The new Combined Authority should be seen as a unique opportunity to showcase the County Hall inward investment opportunity



Commercial arrangements – strategic options

The core strategic options for delivery of the vision are summarised:

Option	Advantages	Disadvantages	Conclusion
Disposal as a single package - without obligations to develop a specific scheme	<ul style="list-style-type: none"> Relatively simple and cost-effective to transact Easy to align provision of each component Allows developer to subsidise any loss-making components with those delivering net value L&R Hotels expressed an interest in entire site 	<ul style="list-style-type: none"> Some investors only interested in specific components e.g. hotel May not secure optimum value – likely to be discounted due to overall risks Loss of control of outcome relative to other options Will not necessarily secure best in class for any element of the overall scheme Likely to deter some e.g. residential developers 	Not recommended
Joint venture company	<ul style="list-style-type: none"> May allow Council to participate in financial success Enables cross-subsidising of scheme components if required Overall and long-term management of the site and buildings easier to deliver 	<ul style="list-style-type: none"> Relatively time-consuming to put in place Success dependent in part on relationships between representatives of the parties Returns from JV not entirely under the control of the Council Unnecessary structural arrangement to deliver desired outcomes for the Council and the town 	Not recommended
Income strip	<ul style="list-style-type: none"> Will provide opportunity for the Council to secure a 'profit rent' e.g. rental income from hotel operator in excess of rental payments to fund Track record of methodology being used to fund income generating projects e.g. hotel, car park 	<ul style="list-style-type: none"> Council exposed to significant risk in the event of default by the hotel operator Council's annual payments will increase annually although scope for parallel increases in payments by hotel operator 	Not recommended

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Commercial arrangements – strategic options

The core strategic options for delivery of the vision are summarised:

Option	Advantages	Disadvantages	Conclusion
Disposal with development agreement	A familiar commercial mechanism in the market Will set boundaries for the nature and timing of any development Provides confidence and assurance to the Council and other stakeholders that a scheme will be developed, otherwise the assets will not transfer	No ongoing share of profitability of any underlying commercial activity e.g. hotel operation – although overage provision can be built in	Recommended
Ground lease for hotel component with rent tied to EBITDAR or similar measure	A widely used mechanism to enable the landowner to benefit from the underlying profitability of the venture over the long term Terms of lease can be subject to a minimum payment such that the Council’s return is not entirely dependent upon the success of the hotel	May be resisted by some operators who seek a clean acquisition of the assets without any ties	Recommended

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The Council should manage its risks when selecting a developer / operator for the hotel by opting for a disposal with a Development Agreement and / or a long lease whereby the Council captures an element of the turnover of the business.

Parceling of components – tactical issues

Various tactical issues are addressed together with recommendations:

Issue	Recommendation
<p>Timing (immediate) – it will be critical to maintain momentum and confidence of the market</p>	<p>If the OBC recommendations are approved, the Council should proceed promptly with pre-application meetings with the District Council, the exploration of alternative funding models, and ongoing ‘light touch’ engagement with the market</p>
<p>Timing (short term) – additional steps to drive forward the project and build further confidence with all stakeholders</p>	<p>An outline planning application should be submitted on conclusion of the pre-application process (aligned to a comprehensive communication strategy)</p>
<p>Transport link – the commercial attractiveness of the hotel and residential conversion opportunities will be enhanced significantly if a transport link is in place or planned. Any off-site parking arrangements for Council staff would also be made more appealing if formally connected to the site</p>	<p>The Council should evaluate options for linking the site with the town centre and train station. The evaluation should extend to potential mechanisms for funding in collaboration with other partners, both public and private sector</p>
<p>Smedley Street – the introduction of traffic calming measures, widened walkways and other infrastructure improvements would help improve the attraction and value of Smedley Street. This would directly impact on the commercial appeal of future users of the North Block and a hotel operation</p>	<p>The Council should evaluate options to support place-making at Smedley Street and the surrounding area through re-imagining the street to become a destination in itself</p>

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Parceling of components – tactical issues (continued)

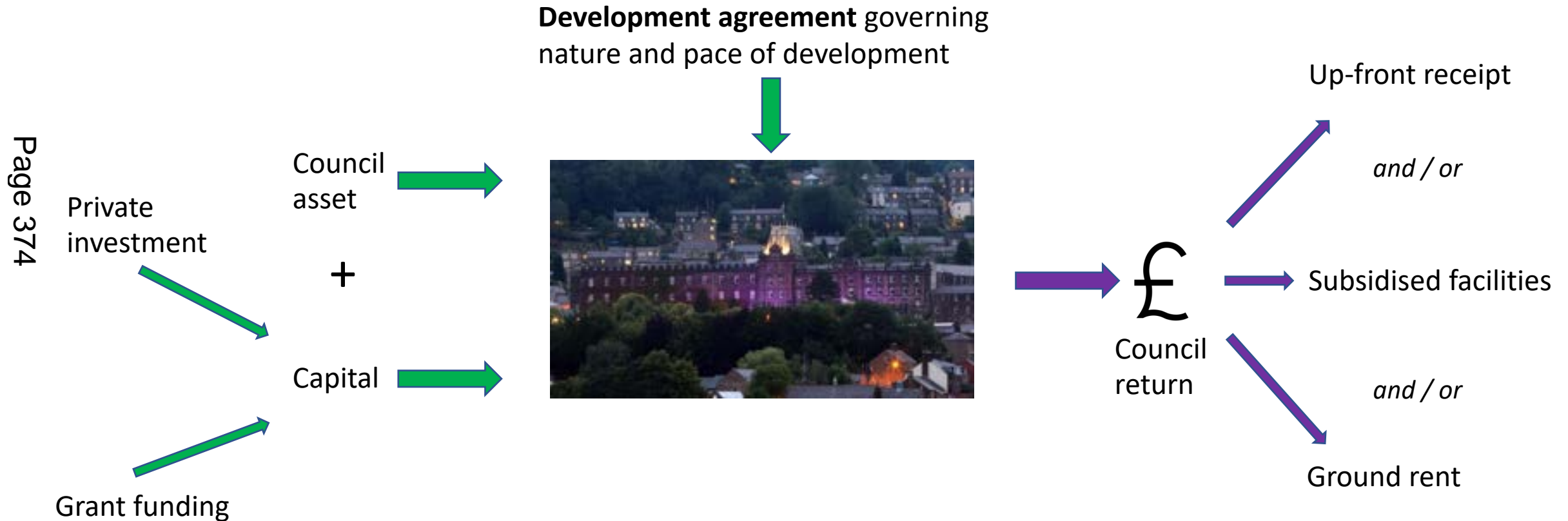
Various tactical issues are addressed together with recommendations:

Issue	Recommendation
<p>Construction frameworks – the Council can access construction frameworks to procure a building contractor and supply chain for its new offices. This will escalate the process of securing proposals but those on the frameworks may not have the expertise to deliver a high quality, low carbon solution in a sensitive location</p>	<p>The Council should engage with existing suppliers on frameworks such as SCAPE to explore their relevant experience to inform a decision on the preferred procurement route</p>
<p>Communications – additional commercial interest will be created and sustained with the help of an effective communication strategy</p>	<p>The Council should maintain dialogue with the market and celebrate / communicate the achievement of major milestones – including approval of the OBC recommendations, submission of an outline planning application, and development of designs for its new offices and the masterplan for the site.</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>

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Potential commercial model – hotel

Below is a potential commercial construct indicating the range of returns that could be available to the Council in return for contributing its asset



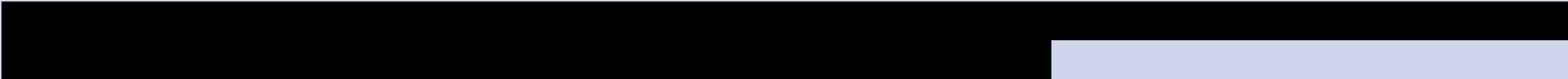
Commercial Case - conclusions

Key conclusions – Commercial Case

Commercial Case

- Separation of the site development opportunities will deliver better value for money to the Council rather than bundling all opportunities into a single commercial transaction
- There are commercial mechanisms to ensure purchasers of components (e.g. residential conversion or hotel) deliver outputs within agreed timescales and to certain minimum standards

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- 
- Opportunities may exist for the Council to secure new commercial income streams (e.g. from a long lease to a hotel operator and from ground floor units in the North Block) depending on the nature of the commercial transaction
 - Commercial attraction will be enhanced by the existence of a transport link between the site and the town centre

Management case

Management case

The management case considers the achievability of the preferred option and describes how best to successfully deliver the project

The management case specifically addresses:

- Project management arrangements
- Change management
- Risk management
- Project plan
- Benefits realisation plan

Project management

The project must be aligned with other relevant strategies – such as IT and HR – under an umbrella programme approach

A project management approach

- The project should be taken forward in accordance with the Council’s approved project (and programme) management methodologies and will require:
 - An appointed Senior Responsible Owner
 - A Project Board with representation from property, conservation, finance, HR, IT, communications, and service delivery directorates as a minimum
 - Specialist steering groups e.g. planning and heritage, funding, change management, user requirements
 - Specialist advisors e.g. technical, legal and financial
- The project should ensure it is sufficiently integrated with and/or aware of other relevant projects and initiatives:
 - Internal focus e.g. the Council’s ICT Strategy, proposals to adapt business operating models within the Council, and the investment prospectus that will be prepared by the new Combined Authority
 - External focus e.g. the Matlock Locality Review, proposed refresh of the Local Plan (and associated Design Code), and proposals for schemes that might compete with or complement the preferred option
- The proposed roles of key personnel (e.g. the SRO) and structures (e.g. Project Board) are outlined in **Annex B**

Change management

The project will involve a significant impact on the way people work, how they interact and their work settings

A change management approach

- The transition to a new workplace presents an almost unique opportunity to bring about wider and **long-lasting cultural change** within the Council
- The project should understand and respond to the Council's desired cultural shift and desired methods of working
- A change management strategy should be developed that capitalises on knowledge gained and lessons learned from initiatives such as MWoW – but is seen by staff as not just an iteration of MWoW but a step change in approach
- Lessons should also be captured from the **wider market** given the widespread extent of workplace transformation projects taking place at present within local authorities and elsewhere
- A change management steering group is proposed with input to the Project Board
- **Piloting** of the proposed workplace settings and technical solutions can help secure buy in from staff – this can be achieved within a suitable space in the South Block
- Successful implementation of the change management strategy should be a key objective of the project's overarching **communication strategy**

Resistance to change

- The project must also take an **external perspective** to both build support and manage any resistance to change or overcome expected barriers. As such, a strategy to manage change should address local residents and businesses, the wider community in Matlock, the Town Council, Civic Association and similar important stakeholders
- This external perspective should be integral to the communication strategy

Risk management

The OBC Project Board identified and proposed mitigation measures for a range of risks relating to both the delivery of the OBC and the project itself

In relation to implementing the project, the key risks and recommended mitigation measures are noted below

Risk	Mitigation
Project is paused leading to concern about Council's commitment	Maintain 'light touch' engagement with market at the very least during Q1 of 2024, confirm to market that milestone of OBC approval has been achieved, set out expected procurement path to the market
Unclear space requirement	Continue to engage with directorates to understand operating models, adopt robust approach to storage requirements, demonstrate how space and interior design will be flexible and suit multiple purposes
Consents not obtained	Early pre-application engagement with DDDC, optimise the scale and design of new office scheme and associated parking requirement, make strong case for unsuitability of existing offices for continued use, emphasise sustainable development benefits to the site, town and beyond
Project is unaffordable	Consider opportunities in Financial Case to improve affordability e.g. reduce space requirement, refine design to minimise risk and contingency allowances, reduce the specification, consider options other than PWLB funding, explore scope for grant support

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Risk management - continued

The OBC Project Board identified and proposed mitigation measures for a range of risks relating to both the delivery of the OBC and the project itself

In relation to implementing the project, the key risks and recommended mitigation measures are noted below

Risk	Mitigation
Lack of market appetite	Maintain discussions with parties who have already expressed interest, make personal contact with other potential interested parties, use social media and other mechanisms to build awareness of opportunity, engage specialist agents in the market, develop and implement professional marketing strategy
Community resistance	Organise workshops for community (including local businesses) to promote benefits and understand potential concerns, highlight facilities and opportunities that will be accessible to the community, embed engagement with community within communications strategy
Poor connectivity to town centre	Investigate options to improve connectivity including e-shuttle, ensure complementarity of offerings rather than competition (e.g. space for creative sector and SMEs)
Negative perception arising from investment in new offices	Ensure messaging is clear about financial benefits to Council and therefore users of Council services, emphasise carbon reduction outcomes, promote job opportunities and other benefits from transformation of assets, highlight community focus of the scheme

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Project plan

A high-level project plan sets out the principal steps to implement the project

Activity	Yr 1				Yr 2				Yr 3				Yr 4				Yr 5				Yr 6			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
APPOINTMENT																								
Appoint design and workplace team																								
Appoint property agents																								
Appoint legal and financial advisors																								
FUNDING																								
Evaluate non-PWLB borrowing opportunities																								
Determine funding route for scheme																								
SITE - OUTLINE PLANNING AND MASTERPLAN																								
Pre-application discussions with DDDC																								
Surveys - environmental impact, transport etc.																								
Preparation for outline and LBC application																								
Stakeholder engagement																								
Consideration of application by DDDC																								
Developed masterplan																								
OFFICES																								
User engagement																								
Scheme design																								
Planning - reserved matters discharged																								
Procurement of partner/contractor																								
Conclude Full Business Case																								
Construction																								
ENGAGEMENT																								
Maintain dialogue with interested parties																								
Build awareness with other parties																								
NORTH BLOCK AND S-W SITE																								
Prepare S Block space to accept N Block occupiers																								
Relocate staff plus HH from North to South Block																								
Promote residential opportunities																								
Dispose of North Block																								
Dispose of S-W site																								
SOUTH BLOCK (HOTEL)																								
Promote opportunity																								
Partner selection / negotiation																								
Planning - reserved matters discharged																								
Conversion works																								

Project plan – a commentary

A high-level project plan sets out the principal steps to implement the project

The project plan:

- Assumes momentum will be maintained during Q1 of 2024
- Anticipates that further work will be carried out during 2024 to refine the Council’s space needs and develop the design for the new offices to support an outline planning application
- Requires the planning of staff relocation from North to South Block, and later relocation from the Business Centre and Stables Block into the South Block
- Will deliver new Council offices in 2027, and a hotel in 2029
- Ensures a clear linkage between concluding a deal for the hotel and the commissioning of construction works for new offices

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Activity	Yr 1				Yr 2				Yr 3				Yr 4				Yr 5				Yr 6			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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Planning - reserved matters discharged																								
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Benefits realisation plan – potential benefits to be tracked and reported upon

Financial / quantifiable benefits	Non-financial benefits
Property running cost savings and avoidance of CAPEX	Increase in staff satisfaction and wellbeing
Reduction on CO ₂ emissions / on-site energy generation	Increase in collaborative working – internally and with partners
Reduction in occupied area	Greater awareness of heritage and history of County Hall
Capital / income generated by council	Preservation of heritage
Economic impact – Gross Value Added and jobs created	Increased profile of culture and the arts in the area
Reduction in staff turnover / absenteeism	Enhanced sense of place
Success with recruitment	Matlock increasingly ‘on the map’ as a destination of choice
New homes created	Increased biodiversity across the site
Increase in business rates	More resilient economy
Extent of community use of facilities / events	
Increase in tourist and other visitor numbers / spend	

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Management Case - conclusions

Key conclusions – Management Case

Management Case

- Transition to new offices presents a unique opportunity to bring about cultural change and change the way the Council is perceived by internal and external stakeholders
- A range of risks exist potentially impacting on the successful achievement of project outcomes – but the Council can directly manage and mitigate the identified risks
- The project in totality to ultimately deliver new Council offices and a transformed County Hall is complex with many connections and dependencies. It will require clear, strong, and consistent leadership from the Council
- A Benefits Realisation Plan will provide hard evidence of the multiple outputs and outcomes arising from the project and provide a platform to communicate its successes

Key conclusions and recommendations

Key conclusions – Strategic Case and Economic Case

The conclusions arising from the preparation of the OBC are summarised below, case by case

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Strategic Case	Economic Case
<ul style="list-style-type: none"> • Council strategies and policies, such as the Council Plan, Cultural Framework and Climate Change Strategy, provide support for the County Hall vision • DDDC’s Local Plan contains many aspirations for Matlock that can be achieved by implementing the County Hall vision • County Hall is expensive to operate, carries heavy maintenance liabilities, is carbon hungry, and does not deliver a supportive workplace for staff • The problems to solve also include the inconsistency between the desired image of the Council and the image presented by County Hall as a headquarters • User needs, utilisation levels, and the experience of other councils point towards a target occupancy level to cater for no more than 500 FTEs at any one time • Project dependencies include the provision of off-site parking and the creation of an effective transport link to the town centre and train station 	<ul style="list-style-type: none"> • The options short-listed at SOBC stage are still appropriate for further testing and analysis, albeit with minor changes • Soft market testing provided evidence and support for the vision and delivered several firm expressions of interest from national and global brands plus regional developers • Specialist consultancy reports have informed the assessment of the options • New Council offices should be linked to Smedley Street via the Co-op Building, with car parking provided both on and off-site for Council staff • A financial and economic appraisal confirmed that remaining on site will deliver significant ongoing and long-term savings while also generating a substantial economic dividend – at approximately £130m of net additional impact and 130 jobs • The Economic Case concluded that an affordability assessment should focus on Option 3 – with 400 and 500 FTEs

Key conclusions – Financial Case and Commercial Case

The conclusions arising from the preparation of the OBC are summarised below, case by case

Page 390

Financial Case	Commercial Case
<ul style="list-style-type: none"> • While the ‘base case’ financial modelling assumes a PWLB rate of 6.1%, it may well drop to a materially lower rate • Optimism bias has been included in capital costs for new offices at 20% – but the additional cost arising will be reduced significantly as the design is developed • Short term financial savings can be achieved by vacating various properties in advance of construction works • The need to borrow to fund construction works results in a short-term peak in operating costs • The Council should not assume that all future life cycle capital expenditure requirements and decarbonisation costs are avoidable with the Do Minimum option • Sensitivity testing shows that significant operating cost savings are achievable in the medium term once new offices are operational – one scenario tested saves over £1m p.a. from the end of Yr 4 onwards • Opportunities exist to improve the affordability level 	<ul style="list-style-type: none"> • Separation of the site development opportunities will deliver better value for money to the Council rather than bundling all opportunities into a single commercial transaction • There are commercial mechanisms to ensure purchasers of components (e.g. residential conversion or hotel) deliver outputs within agreed timescales and to certain minimum standards • [REDACTED] • [REDACTED] • Opportunities may exist for the Council to secure new commercial income streams (e.g. from a long lease to a hotel operator and from ground floor units in the North Block) depending on the nature of the commercial transaction • Commercial attraction will be enhanced by the existence of a transport link between the site and the town centre

Key conclusions – Management Case

The conclusions arising from the preparation of the OBC are summarised below, case by case

Management Case

- Transition to new offices presents a unique opportunity to bring about cultural change and change the way the Council is perceived by internal and external stakeholders
- A range of risks exist potentially impacting on the successful achievement of project outcomes – but the Council can directly manage and mitigate the identified risks
- The project in totality to ultimately deliver new Council offices and a transformed County Hall is complex with many connections and dependencies. It will require clear, strong, and consistent leadership from the Council
- A Benefits Realisation Plan will provide hard evidence of the multiple outputs and outcomes arising from the project and provide a platform to communicate its successes

The recommendations

The OBC has developed the project and refined the optimum direction of travel for the Council. The OBC proposes a series of clear recommendations for the Council to adopt

The recommendations are:

- Maintain the momentum created by proceeding with a pre-application engagement, confirming to the market (and other stakeholders) the commitment in principle of the Council to take the project forward, and explore funding options in addition to PWLB
- Procure new low carbon offices on site to accommodate a maximum of **500 FTEs** - develop the design of new offices to inform an outline planning application based on a continual refinement of user needs for space
- Secure **conversion of South Block / Winter Gardens for hotel and events venue** – and explore how viability can be improved through grants e.g. National Heritage Lottery fund
- Dispose of North Block for **residential conversion** and south-west car park for **residential development** as Phase 1
- Take forward the other specific recommendations set out in the Commercial Case relating to, for example, a potential transport link from the site to the town centre, gap funding opportunities, contractor procurement for new offices, and place-making on Smedley Street
- Develop a comprehensive communication strategy, and begin its implementation by confirming the achievement of a critical project milestone following the Cabinet meeting on 7th December 2023
- Refresh and update the financial model during the course of 2024
- Prepare a Full Business Case before any final commitment is made to invest in new offices

Annex A: Design and masterplanning report, and other specialist reports

Annex B: Project management arrangements

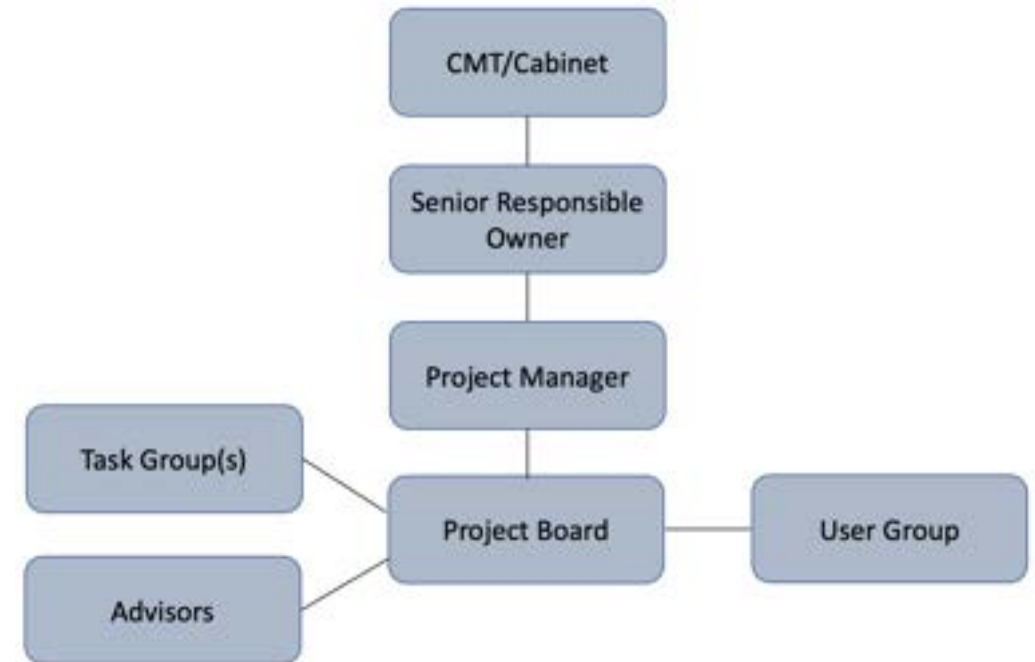
Project management arrangements - governance

The County Hall project should be taken forward within a clear framework of roles, responsibilities and processes

Governance

- A structure similar to that adopted during the course of the OBC should be sustained
- There will continue to be a need for a User Group to help the Project Board specify user requirements in detail
- One or more Task Groups will be charged with taking forward 'sub-projects' or otherwise providing specialist input to the Project Board. The Task Groups should address issues such as ICT, workplace re-design, and funding
- The advisory team will need to be enhanced in due course with specialist input from, for example, legal experts
- The Project Board should maintain links to the OPE programme to identify opportunities for collaboration with partners in the use of space and / or delivery of services

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Project management arrangements - roles

The County Hall project should be taken forward within a clear framework of roles, responsibilities and processes

Senior Responsible Owner (SRO)

- The SRO for the project should continue to be Joe O’Sullivan, Executive Director, Corporate Services and Transformation
- The SRO’s principal roles will include engagement with Members and senior executives to provide progress updates through the CMT, Cabinet and other appropriate mechanisms

Project Manager (PM)

The PM’s principal roles will include:

- Ensuring the project is delivered on time, within the cost budget and meets the project objectives
- Ensuring user requirements are captured on time and in sufficient detail
- Managing project risks
- Submitting project reports to the Project Board identifying, for example, any deviation from the project plan
- Liaising with members of associated or contingent projects and programmes
- Monitoring progress
- Submitting Highlight Reports to the Project Board

Project management arrangements - roles

The County Hall project should be taken forward within a clear framework of roles, responsibilities and processes

Project Board

The principal roles of the Project Board, which will meet periodically as agreed, are to:

- Review and approve Project Initiation Documentation
- Authorise commitment of project resources
- Provide strategic direction
- Approval of any changes to scope, objectives etc
- Help maintain momentum by escalating issues internally as necessary
- Monitoring progress against the project timeline
- Take strategic decisions affecting the project
- Reporting on progress to CMT
- Agree internal and external communication and stakeholder engagement
- Organising and minuting meetings, and sourcing any required information and data from within the Council
- Agree closure of the project.

The identity of Project Board members, the Project Manager, and Task Group members must be established as a priority if the project proceeds.

The roles of the future advisory team should be prepared by the Project Board with appointments made as soon as practical to maintain project momentum.

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Matlock OBC
Sustainability Report

Revision 01
October 2023

HLM
Architects

Executive Summary

The redevelopment of the County Hall Complex at Matlock presents an opportunity for Derbyshire County Council to deliver upon the sustainability goals contained in its strategies, policies and action plans as well as the wider ambition for the County to become net zero by 2050.

The UK Government has committed to the country being net zero by 2050 and has published Outcome Delivery Plans for each Department to support that goal. In response Derbyshire County Council has published its own Corporate Environment Policy and Carbon Reduction Plan setting out its ambitions to be net zero by 2032 as an organisation and its Climate Change Strategy setting out actions to ensure the County can be net zero in line with the UK Governments target of 2050.

The Corporate Environment Policy sets out the Council's commitments:

- Reducing greenhouse gas emissions to net zero carbon by 2032
- Reducing greenhouse gas emissions to net zero carbon by 2032
- Using water efficiently in the Council's buildings and operations
- Reducing waste
- Minimising pollution
- Protecting the natural and built environment
- Ensure all staff are able to implement the Corporate Environment Policy

Derbyshire County Council's Carbon Reduction Plan sets their net zero target as 2032 with an interim target of reducing emissions by 47% by 2025 (against the 2005 baseline). As well as reducing emissions across the Council other priorities include future proofing homes, improving health and well-being, avoiding flood damage costs, enhancing green spaces, improving air quality, infrastructure and transport and boosting biodiversity.

The Climate Change Strategy sets out key actions the following which are relevant in the context of the County Hall Development:

- Identify buildings for energy efficiency retrofitting and land for installation of renewable energy generation technologies and the development of a net zero design standard for estate development.
- Develop a Sustainable Procurement Framework ensuring environmental and social sustainability is embedded in all contracting and procurement activity.
- Expand electric vehicle sharing programme and install electric vehicle charging points all key Council sites.
- Support the implementation of the Derbyshire Cycling Plan and the Local Cycling and Walking Investment Plan. Support actions for increasing the uptake of active transport to reduce emissions and improve health and well-being for all.
- Identify solutions to increase the diversion of organic waste including food, soiled materials, carpets, organic textiles, etc. from landfill.

The Options

The Outline Business Case consider 4 options for the ongoing provision of the headquarters function currently provided across the County Hall Complex. These are summarised as:

Option 1 – Base Case – Do minimum

The minimum expenditure necessary to make the building fit for purpose in its current use including backlog maintenance, continued operational expenditure and de carbonisation measures.

Option 2 – Third Party Development – Council relocate completely

Derbyshire County Council vacate the site entirely into leased premises elsewhere in the County. The site is developed by one or more third parties for a mixture of hospitality and residential use with the potential of some co-workspace depending on operator preferences.

Option 3 – Mixed Development – Council remain in new offices

Derbyshire County Council retain a Council workspace presence as part of a mixed use masterplan potential and bring in third party operators to help develop other hospitality and residential offerings.

Option 4 – Mixed Development – Some staff remain, others relocate

Some Council workspace on site but some roles are also decentralized to create a smaller workspace demand. Remainder of the site sold to third parties to help develop a mixed use masterplan as in Option 3.

Sustainable Outcomes

The RIBA Sustainable Outcomes provide a framework for understanding the sustainability potential for the provision of the Council's Headquarters facility in each of the options.

Net Zero Operational Carbon

Operational Carbon can be minimised through a robust performance based approach to building design where form factor, orientation, fabric efficiency and quality of construction result in low energy demand and as a consequence low carbon emissions.

Net Zero Embodied Carbon

Embodied Carbon relates to the emissions created in the creation of materials and the assembly of those materials into a building on site. Reuse of buildings and materials as well as careful specification can ensure low embodied carbon of new builds and retrofits.

Whole Life Carbon

The whole life carbon of the asset will consider both the embodied carbon and the operational carbon. This balance can be identified and controlled in owned assets compared to being out with the Council's control and subject to market availability when considering leased accommodation.

Sustainable Water Cycle

A sustainable water cycle results from a focused effort to minimise water use alongside an approach to managing rainwater collection, harvesting, use and discharge reducing the overall water consumption while reducing the quantity and improving the quality of surface water runoff from the site in turn contributing to wider catchment area flood management.

Sustainable Connectivity & Transport

Transport emissions can be reduced through considered approaches to sustainable connectivity and transport by developing green transport plans including digital connectivity to reduce the number of journeys and by providing excellent pedestrian and cycle connectivity to encourage active transport.

Sustainable Land Use & Biodiversity

Any development proposal must consider the ecology and biodiversity value of the site. The starting point should be the protection of existing biodiversity value, supported by enhancement where applicable and increasingly a requirement to improve biodiversity by a minimum of 10% in an effort to reverse wider biodiversity decline.

Good Health & Wellbeing

The health and wellbeing of the Council’s workforce is directly influenced by the quality of the accommodation. New build offers the freedom to optimise design for health and wellbeing while achieving similar outcomes for existing buildings will likely require deep retrofit solutions while also dealing with the constraints of orientation, form factor and historical and cultural restrictions

Sustainable Communities & Social Value

The National Themes, Outcomes and Measures (TOM’s) sets out 5 themes for social value;

- Jobs, focusing on skills and employment
- Growth, focusing on responsible regional business
- Social, focusing on healthier, safer and more resilient communities
- Environment, focusing on de-carbonising and safeguarding our planet
- Innovation, focusing on promoting social innovation

Option Appraisal

The options appraisal concentrates on the accommodation occupied, and to be occupied by, the council rather than the entirety of the redevelopment proposals.

The options can be assessed against the 8 topic areas of the RIBA Sustainable Outcomes giving an overview of how they might perform.

	Option 1 Do Minimum	Option 2 Move to leased Accommodation	Option 3 New Build Office (400-600p) & Third-Party Dev	Option 4 New Build Office (200-400p) plus some relocation & Third-Party Dev
Operational Carbon				
Embodied Carbon				
Sustainable Water Cycle				
Sustainable Connectivity & Transport				
Sustainable Land Use & Biodiversity				
Good Health & Wellbeing				
Sustainable Communities & Social Value				

Option 1 will result in minimal additional embodied carbon but will still retain a relatively high operational energy demand even allowing for the de carbonisation works which are predicted to offer an 10% improvement over the current energy demand. The limited retrofit works would not significantly improve the water usage on the site or provide opportunities for rainwater harvesting and sustainable water management on site. Maintaining the current workforce collocated on site would maintain a status quo in relation to sustainable transport with the opportunity for improving travel plans and proposals to encourage active travel choices. Likewise, this option is not expected to create additional impact on biodiversity but neither does it offer an opportunity to offer biodiversity enhancement. By retaining the existing building, there is limited opportunity to deliver improvements to health and well-being in areas such as thermal comfort, indoor air quality or biophilic design. Option 1 would present limited opportunity to add significant social value through improved facilities or new opportunities to support the wider Matlock community.

Option 2 will remove the control which the Council has in achieving its sustainability goals, assuming a relocation to leased multi-tenanted office accommodation elsewhere. While the Council could set out its sustainability requirements properties which fulfil those requirements may not be readily available in the local area. It is therefore difficult to assess how sustainable this option would be although it is assumed that any property would be no worse than the median DEC rating of D 100. The energy saving for this option will result from the much lower GIA of 75000sqm resulting in an energy reduction of approximately 69%.

Option 3 offers the Council the greatest control over the outcomes, giving the ability to specify performance expectations and procuring a building which will deliver not only on energy efficiency but also on health and wellbeing criteria. Current best practice sets a limit operational energy for office buildings at 55kWh/m2/yr. This along with the area efficiencies achievable through new build giving a GIA of 6750sqm will result in an energy reduction of approximately 91%. New build accommodation will create additional embodied carbon but this can be managed and minimised through performance led design. Best practice would set the limit at 600kg CO2e per sqm. This option will also likely lead to some impact on biodiversity, however this can be managed in the context of the wider site and strategies included to offer a net gain in biodiversity overall. This option through the wider redevelopment of the complex offers a real opportunity to add significant social value for the Matlock community.

Option 4 is a hybrid of Options 2 & 3 and while it offers the same benefits as Option 3 in relation to the new build element it also introduces the uncertainties associated with the leased accommodation of Option 2. The relocation of approximately a half of the workforce will have an impact resulting from increased travelling between locations. This option with similar levels of new build performance to Option 3 and assuming a similar level of leased property performance as per Option 2 could result in an energy reduction of approximately 82%. Once again the New Build should have a limit for embodied carbon at 600kgco2e/m2.

The following table presents the predicted energy and carbon savings relating to operational carbon for each of the options.

	Energy Use Intensity kWh/m2/y	Operational Energy Use kWh	% reduction over existing	CO2e Emissions kgCO2e (based on 0.2 kg CO2e per kWh)
EXISTING	203	4,367,358	-	873,471.53
Option 1	183	4,013,024	8%	802,604.84
Option 2	179	1,342,500	69%	268,500.00
Option 3	55	371,250	91%	74,250.00
Option 4	117	789,750	82%	157,950.00

Conclusion

Option 3 offers Derbyshire County Council the most efficient footprint for its HQ facility and by following a performance based approach using robust standards and with ambitious limits around energy use and embodied carbon the largest reduction in energy use and emissions over the existing facility. The following limits and requirements should be set for the new build facility in order to ensure the energy and emissions reductions are achieved in practice.

- Operational Energy EUI of 55kWh/m²/y
- Embodied Carbon of 350kg kgCO_{2e}/m²
- Water Usage of 6l/person/day
- Target net zero emissions per person for travel
- Target 10% Biodiversity Net Gain
- Set excellent metrics for occupant health and well-being
- Quantify the social value of the project
- Consider Passivhaus as a robust performance standard
- Consider WELL Building Standard to define and verify the Health & Well-being Metrics

Finally Option 3 provides Derbyshire County Council to influence and help shape the wider sustainability outcomes that can be expected from the wider redevelopment proposals through a series of mechanisms such as:

- The specification of requirements when seeking expressions of interest and offers
- The procurement process at which point the council can weight the sustainable credentials of potential partners and take into account the specific sustainable elements of the proposals
- Preparation of a Design Code to help ensure that sustainability is embedded in the design of any redevelopment proposals
- Investigation of sustainable transport linkages between the site and the town centre and the potential procurement or management of a solution
- Participation in the ongoing 'estate management' for the complex once developed
- Taking an active role in the review, monitoring and reporting on social value benefits and other wider outcomes achieved.

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1.0 Introduction

1.0 Introduction

HLM Architects have been commissioned by Derby County Council (DCC) to prepare a Sustainability Strategy for the future development of the County Hall Complex. DCC wishes to see the estate re-purposed to celebrate its unique heritage and history within the county town of Matlock located on the fringe of the Peak District National Park.

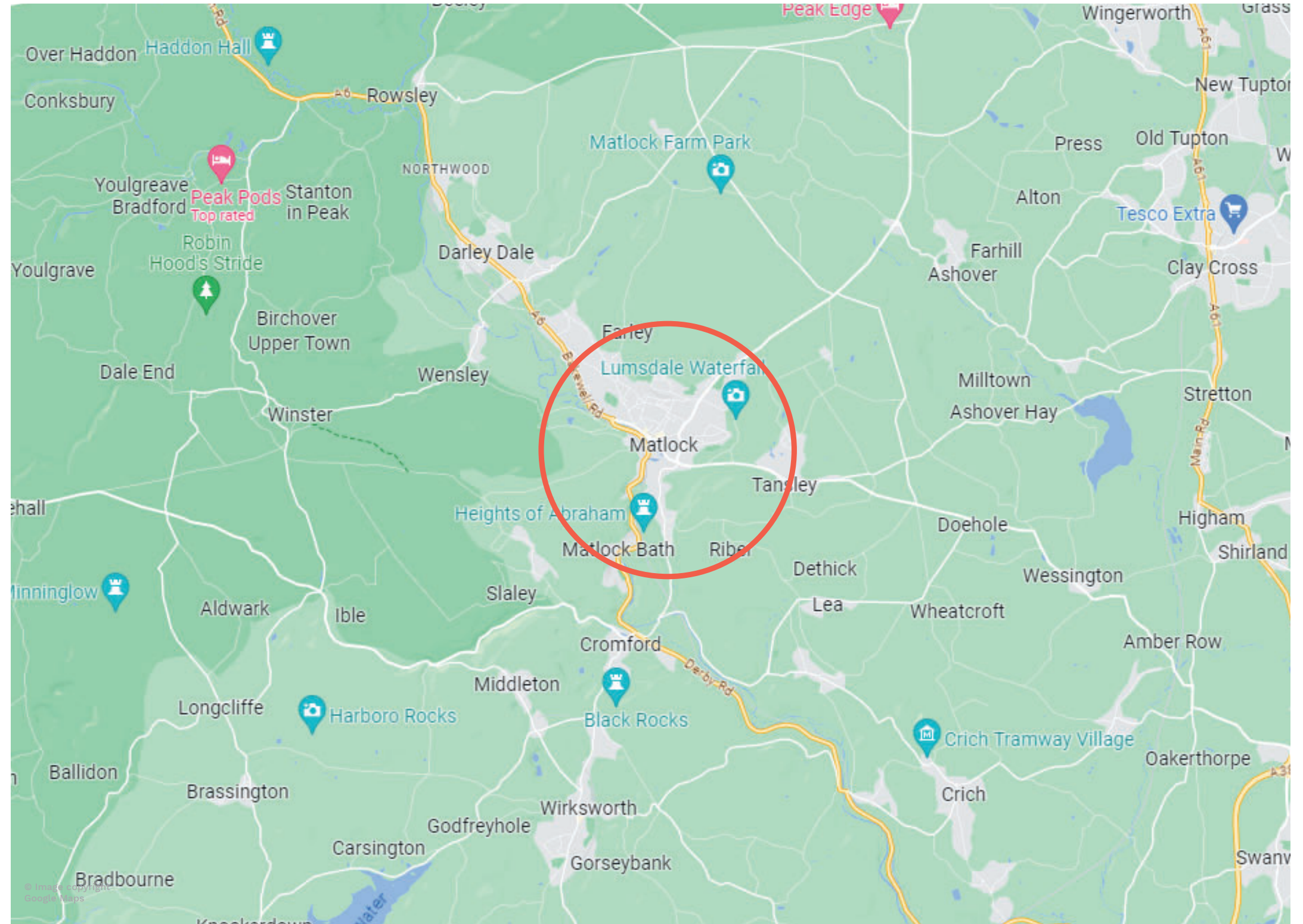
The high-level purpose of this development is to:

- Identify a long-term financially sustainable future for the Council's headquarters operations
- Capitalise on the hidden value of the County Hall complex by attracting private sector investment
- Provide a more efficient and flexible workplace
- Deliver a significant economic impact to Matlock and the surrounding area
- Enable the Council's strategic priorities and objectives to be better supported

The Sustainability Strategy sets out the policy and regulatory context for the development, the sustainability strategy options which could be applied and a recommendation on the strategy to be followed which is aligned to the Council's Sustainability Goals.

1.1 Overview of Project

The Strategic Outline Business Case (SOBC) for County Hall was tasked with assessing the potential to reuse, re-purpose and/or reconfigure the existing Grade II listed County Hall in Matlock which currently functions as the headquarters of Derbyshire County Council. The complex is extensive and, by virtue of its scale and listed status, is very costly to operate and cannot be readily adapted to provide a modern, flexible workspace. The Council therefore tasked the team with identifying future options for the complex including potential workspace opportunities for a modern, flexible Council workspace.

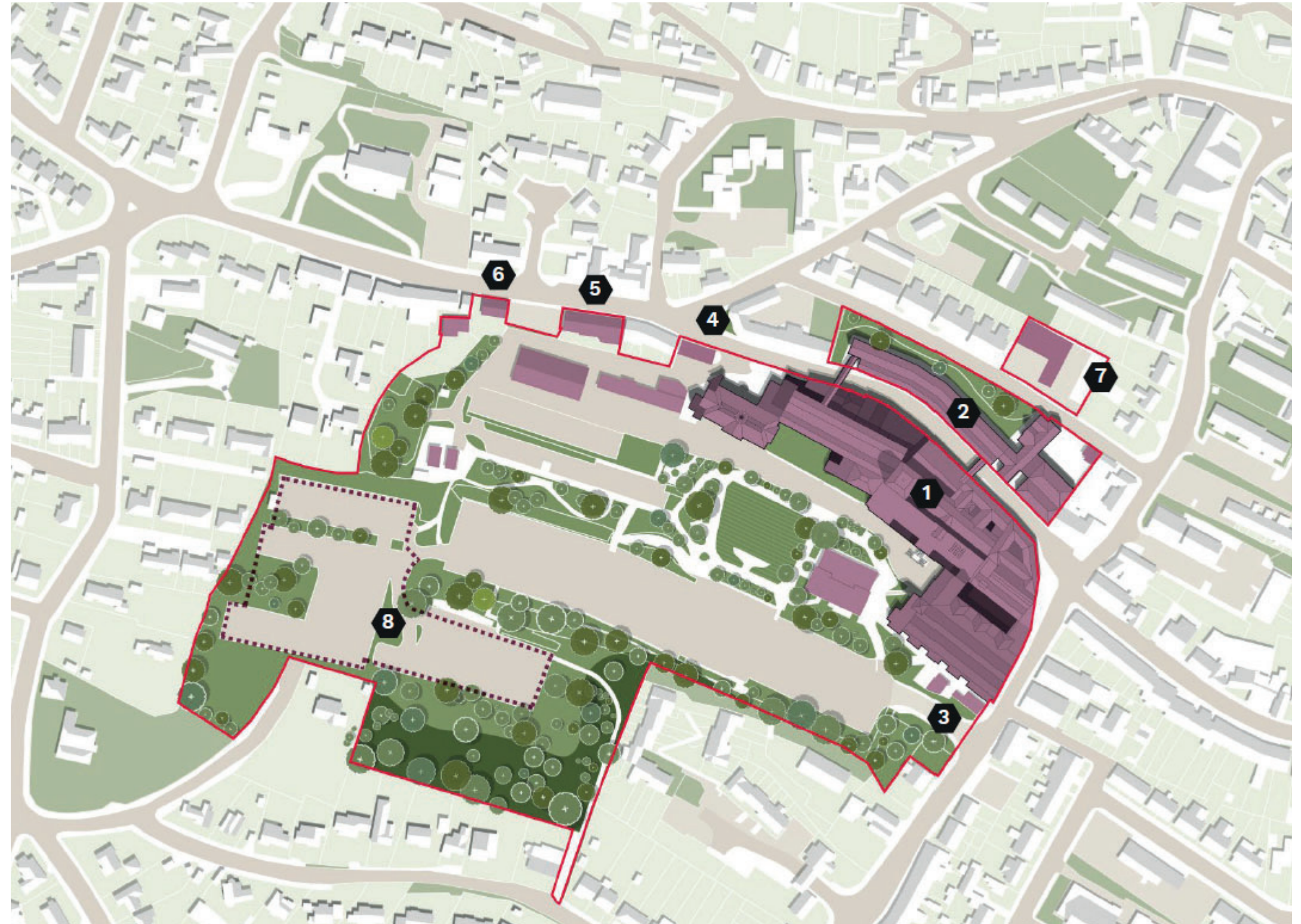


Introduction

1.2 Existing Complex

The existing County Hall complex is located 0.5 miles to the north of Matlock Town Centre within the Matlock Bank Conservation Area. It is bounded by Rutland Street to the East, Hopewell Street to the north, residential development along Woolley Road to the West and Residential development along Edge Road to the south.

The accommodation is laid out on a sloping site with a southerly aspect. The buildings are arranged in the northern part of the site with terraced landscaped grounds and car-parking with mature tree planting in the southerly part of the site.



Introduction

1.3 Proposed Development

The Outline Business Case (OBC) presents several options for the redevelopment including combinations of Workplace accommodation, residential accommodation, a hotel and business units / creative studios arranged in both re-purposed and refurbished existing buildings and some new build accommodation.

These are summarised as:

Option 1 – Base Case – Do minimum

The minimum expenditure necessary to make the building fit for purpose in its current use including backlog maintenance, continued operational expenditure and decarbonisation measures.

Option 2 – Third Party Development – Council relocate completely

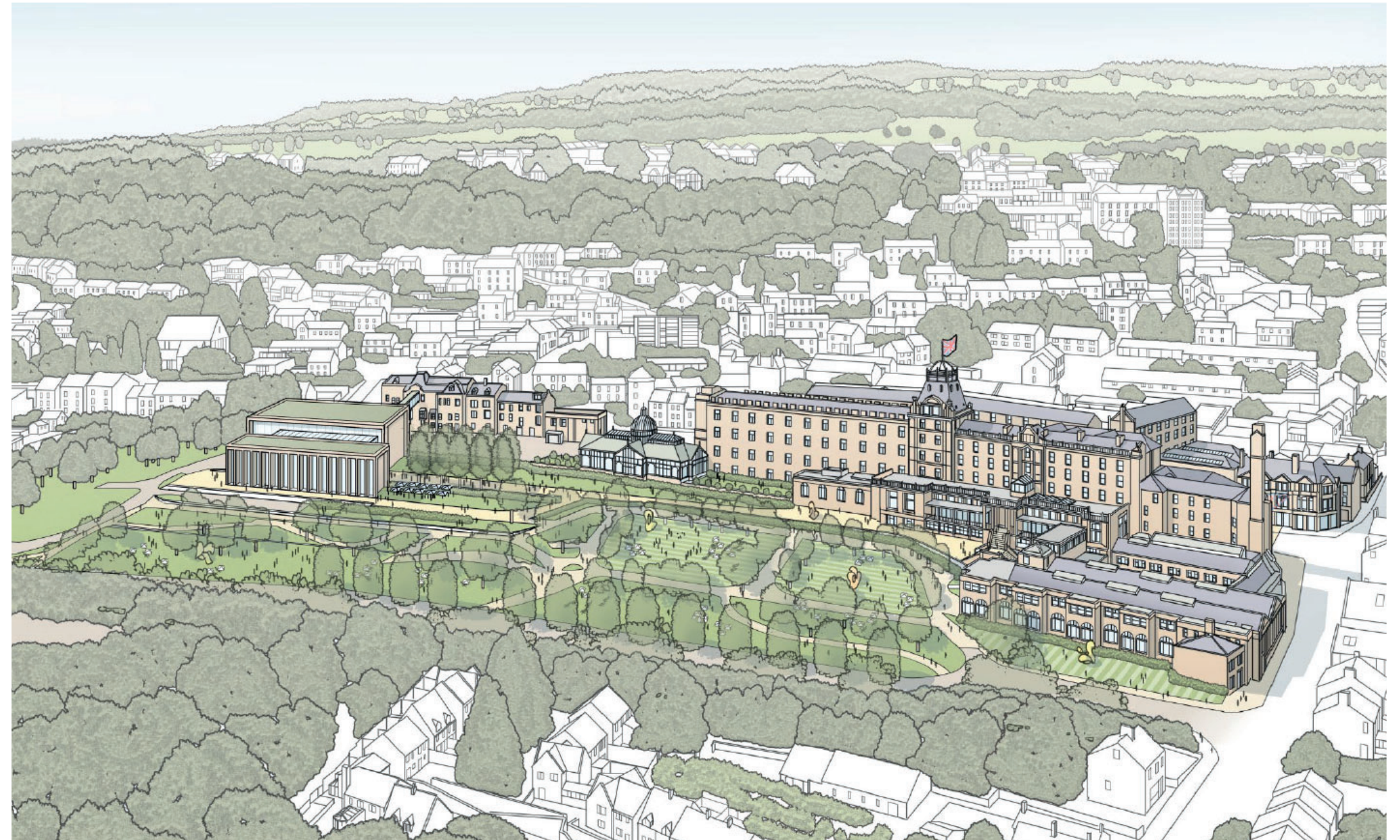
Derbyshire County Council vacate the site entirely into leased premises elsewhere in the County. The site is developed by one or more third parties for a mixture of hospitality and residential use with the potential of some co-workspace depending on operator preferences.

Option 3 – Mixed Development – Council remain in new offices

Derbyshire County Council retain a Council workspace presence as part of a mixed use masterplan potential and bring in third party operators to help develop other hospitality and residential offerings.

Option 4 – Mixed Development – Some staff remain, others relocate

Some Council workspace on site but some roles are also decentralized to create a smaller workspace demand. Remainder of the site sold to third parties to help develop a mixed use masterplan as in Option 3.



This chapter sets out the sustainability context for this project working from a global scale and the response to climate change down to the local policy which the project will need to respond to.

2.0 Sustainability Context

2.1 UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

The 17 SDG's are as follows, each having its own targets and indicators:

- SDG 1 – No Poverty
- SDG 2 – Zero Hunger
- SDG 3 – Good Health & Well-being
- SDG 4 – Quality Education
- SDG 5 – Gender Equality
- SDG 6 – Clean Water & Sanitation
- SDG 7 – Affordable & Clean Energy
- SDG 8 – Decent Work & Economic Growth
- SDG 9 – Industry, Innovation and Infrastructure
- SDG 10 – Reduced Inequalities
- SDG 11 – Sustainable Cities & Communities
- SDG 12 – Responsible Consumption & Production
- SDG 13 – Climate Action
- SDG 14 – Life Below Water
- SDG 15 – Life on Land
- SDG 16 – Peace, Justice & Strong Institutions
- SDG 17 – Partnerships for the Goals

2.2 UK Government Sustainability Policy

The UK Government has published Agenda 2030: Delivering the Global Goals (2017) which sets out how they will support the delivery of the goals domestically and internationally.

The UK Government has published Outcome Delivery Plans for each Department including plan's for becoming more sustainable and how their work contributes to the UN SDG's

The UK Government has also published Implementing the Sustainable Development Goals which sets out how the Government through its Departments is supporting the delivery of the Sustainable Development Goals.

SUSTAINABLE DEVELOPMENT GOALS

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2.3 DCC Climate Change Strategy; Achieving Net Zero (2021-2025)

Derbyshire County Council’s Climate Change Strategy : Achieving Net Zero sets out their ambition to be a net zero organisation by 2032 or sooner and what they will do to help the county become net zero by 2050. The strategy recognises that taking action on climate change and reducing emissions can benefit communities in many ways including improving our homes, creating local jobs, reducing fuel poverty, improving health and well-being, avoiding flood damage costs, enhancing green spaces and improving air quality.

The strategy describes the actions they will take over the next four years to set out into five topic areas:

1. The Council’s Estate and Operations
2. Low Carbon Economy
3. De-carbonising the Domestic Sector
4. Transport, Travel and Infrastructure
5. Waste

The Council’s Estate and Operations

- Identify buildings for energy efficiency retrofitting and land for installation of renewable energy generation technologies and the development of a net zero design standard for estate development.
- Develop a Sustainable Procurement Framework ensuring environmental and social sustainability is embedded in all contracting and procurement activity.
- Ensure Climate Change is embedded across services and partner working.
- Expand electric vehicle sharing programme and install electric vehicle charging points all key Council sites.
- Carry out feasibility study to identify low carbon procurement options.
- Include climate change training in the induction process for all staff and Elected Members.

Low Carbon Economy

- Work with Local Authority Partners to develop a Renewable Energy Strategy for Derbyshire for Renewable Energy Generation, and the de-carbonisation of heating and energy use in homes.

- Through Vision Derbyshire, continue working with the borough and district councils to develop a Strategic Joint Planning Framework for Derbyshire to ensure that planning measures for net zero commercial buildings are integrated into Local Plans.
- Work with local academic institutions, trade unions, and regional Chamber of Commerce to identify geographical areas for low carbon industry growth, as well as assessing and develop the capabilities and skills of the region in supplying those industries.
- Deliver the Derbyshire Green Entrepreneurs Fund and provide additional support for reducing environmental impacts, driving innovation, and creating sustainable growth opportunities for smaller businesses.
- Work with the Midlands Energy Hub, D2N2 LEP and universities and colleges to build technical and economic capabilities across the region to deliver renewable energy and low carbon projects.
- Liaise with Western Power Distribution (WPD) and the D2N2 LEP to understand local grid capacity and constraints for future energy generation opportunities.
- Through the COVID Recovery Strategy, identify high carbon commercial industries and support the business community in shifting to and benefiting from the low carbon economy.

De-carbonising the Domestic Sector

- Conduct a feasibility assessment of the low carbon heat and renewable energy opportunities within the county’s domestic property sector.
- Work with partner local authorities to adopt a whole-system Local Area Energy Planning approach to increase on-site low-carbon energy generation and reduce the demand for energy.
- Through Vision Derbyshire, continue working with the borough and district councils to develop a Strategic Joint Planning Framework for Derbyshire to ensure that planning measures for net zero domestic buildings are integrated into Local Plans.
- Work with local authority and wider government partners to develop a Regional Skills Strategy that pinpoints priority areas for upskilling of the domestic construction and retrofit sector and creates investor-ready programmes to receive support from the proposed National Skills Fund.
- Through Vision Derbyshire develop and implement an approach to supporting the de-carbonising of homes, recognising the specific opportunities and challenges faced by renters and homeowners and reflecting the need to

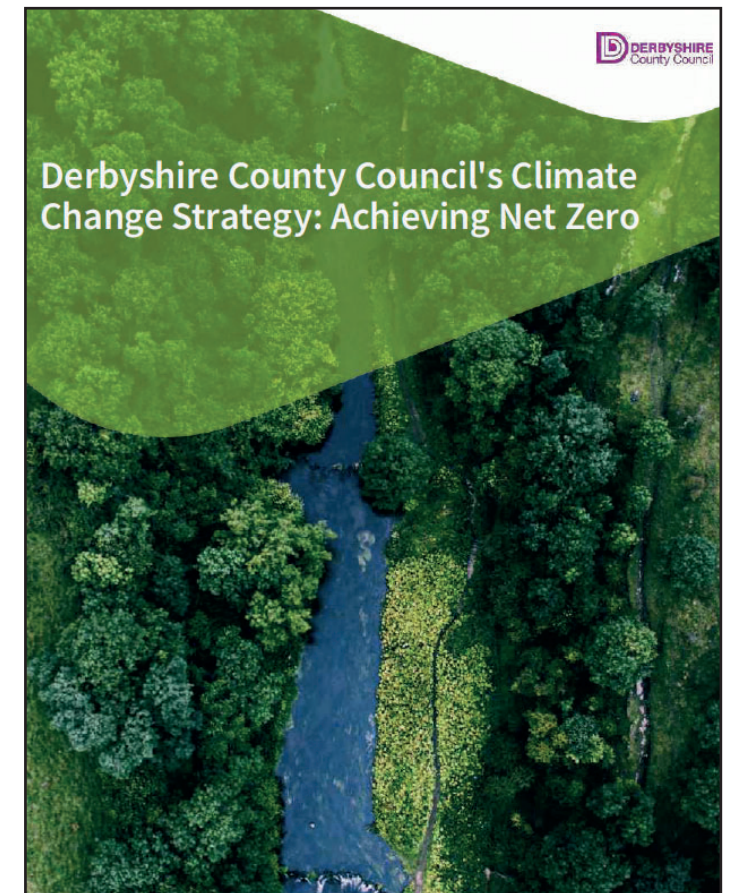
- particularly support those in fuel poverty.
- Develop an information sharing campaign to educate homeowners and renters on how to improve the energy efficiency of their property.

Transport, Travel and Infrastructure

- Promote integrated, and place-based development in transport planning as part of Derbyshire’s COVID recovery and economic revival of market towns, to reduce emissions from first and last mile journeys and provide an economic boost to local retail and businesses.
- Support the new Enhanced Bus Partnership arrangements being introduced in Derbyshire as part of the new National Bus Strategy. This will involve Derbyshire County Council and the bus operators investing in new service provision, improved roadside bus infrastructure, mobility as a service.
- Continue to support the above average growth of zero emissions vehicle ownership in the country by establishing public-private investment partnerships to develop a network of mixed speed public charging and hydrogen infrastructure, which is affordable, consistent, accessible and user friendly for residents and visitors.
- Support the implementation of the Derbyshire Cycling Plan and the Local Cycling and Walking Investment
- Plan. Support actions for increasing the uptake of active transport to reduce emissions and improve health and well-being for all.
- Evaluate the use of smart technologies and alternative fuels to reduce the emissions associated with commercial and freight transports e.g. consolidation hubs, hydrogen sub-stations, transport mobility hubs, mobility as a service etc.

Waste

- Identify solutions to increase the diversion of organic waste including food, soiled materials, carpets, organic textiles, etc. from landfill.
- Undertake a cross authority behaviour change campaign to promote reduction in waste and resource consumption in the home and businesses
- Work with local producers and businesses to restrict the use of single use products and support the market for re-manufactured goods.
- Explore the potential for partnering with local charities and organisation to segregate and redistribute good quality products from HWRC.



2.4 Vision Derbyshire; Climate Change Strategy (2022-2023)

Derbyshire vision seeks to create a fair society, improve quality of life, health, and wellbeing, exceed climate change targets and to empower communities to drive sustainable change. The key elements of the vision include to live and work sustainably, embedding sustainable and green strategic spatial planning Derbyshire-wide. Which considers Local Authority Estate, Operations and Services as well as Strengthening the Low Carbon Economy.

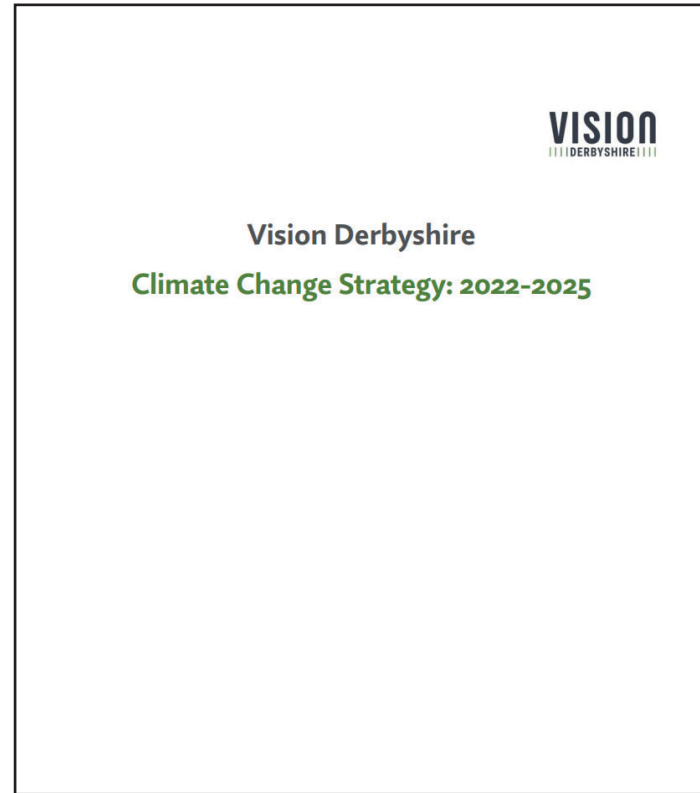
The Air Quality Strategy developed in conjunction with the Health and Well-being Board, sets out how partners will work together to reduce the health impact of poor air quality for the people of Derby and Derbyshire.

The D2N2 Energy Strategy (2019-2030) was developed by the D2N2 Local Enterprise Partnership in collaboration with Midlands Energy Hub. The strategy aims to expand renewable and low carbon energy development and achieve a net zero future. A study was also carried out to identify the renewable energy opportunities in the county, including which technologies are most suitable and where they could be located.

The DCC seeks to promote net zero commercial and industrial building developments and retrofiting. Activities, supporting the adoption of large-scale and small-scale renewable energy generation in suitable locations. Low carbon technologies are encouraged for space and water heating. Planning policies and practices are used to promote net zero and sustainability. LED lighting and energy efficient machinery and technology is promoted.

The Sustainable Transport, Travel and Infrastructure vision aims to deliver an ambitious low-carbon integrated transport system across the county as well as improving air quality, delivering health and well-being benefits. The DCC aims to accelerate the shift to electric vehicles through improving charging points and increase the modal share of active transport (walking and cycling).

The Waste and Resources vision for Derbyshire proposes a sustainable and circular economy-based system of resource management, placing a high value on our natural resources, reducing consumption and generation of resource and waste. An increase in green spaces and tree coverage in urban areas is proposed by the DCC.



2.5 DCC Corporate Environment Policy

DCC's aim of promoting a better quality of life for Derbyshire communities, encouraging sustainable economic regeneration and protecting and enhancing the environment is set out in their Corporate Environment Policy.

**Derbyshire County Council is committed to:
Reducing greenhouse gas emissions to net zero carbon by 2032**

Identifying, adopting and promoting technologies and practices to reduce the emissions of greenhouse gases, including carbon dioxide, from our estate and operations including Council property, street lighting and fleet and employee travel.

Using water efficiently in the Council's buildings and operations

Using water efficiently in our buildings and operations and ensuring improvements are made to the measurement and monitoring of water consumption across our estate to inform water saving practices.

Reducing waste

Eliminating, reducing, reusing, composting and recycling wastes where possible. Managing our remaining wastes in accordance with our Duty of Care obligations.

Minimising pollution

Minimising, with the goal of eliminating, the release of any pollutant which may cause damage to health or the environment whether from air, land or water.

Protecting the natural and built environment

Protecting, conserving and enhancing the environment, habitats, biodiversity and heritage.

Ensure all staff are able to implement the Corporate Environment Policy

Raising awareness, educating and training employees and those working on our behalf to ensure that all staff have the knowledge, skills and understanding to implement the Environmental Policy.

Ensuring that the Council's purchasing power is used positively

Ensuring that the Council's purchasing power is used to reduce negative environmental impacts and to improve the

environmental standards and social value of products and services the Council purchases.

DCC aim to achieve this by:

Partnership Working

Working closely with employees, other organisations, interested groups and individuals, where appropriate, to further the aims of this Policy.

Objective Setting

Continually improving our environmental performance by setting realistic but challenging objectives and targets and regularly reviewing our progress as set out in the Environment Strategy and Action

Legal Compliance

Complying with relevant environmental legislation, Council policies and other commitments and striving to deliver best practice.

Environmental Management Systems

Promoting, operating and extending environmental management systems to control, monitor and enhance our environmental performance and communicating this Policy to all employees and contractors.

Policy Review

Reviewing this Environment Policy every three years in view of changes to the Council's activities and priorities in light of new local, national and international developments.

2.6 DCC Carbon Reduction Plan

Derbyshire County Council (DCC) is targeting reducing their own carbon footprint to net zero by 2032 and for the whole of Derbyshire by 2050, through their 'Achieving Net Zero Strategy and Action Plan'. The plan seeks to embody the ambition of the sustainable Development Goals (SDGs). It proposes to reduce emissions by 47% by 2025 (against the 2005 baseline). Their energy strategy seeks to promote renewable and low carbon energy development.

As well as reducing emissions across the Council other priorities include future proofing homes, improving health and well-being, avoiding flood damage costs, enhancing green spaces, improving air quality, infrastructure and transport and boosting biodiversity.

The zero-carbon integrated transport approach of the council for the county involves encouraging the use of active travel, through the implementation of the Derbyshire Cycling Plan and the Local Cycling and Walking Investment Plan. Active travel will be required to aid the achievement of their net zero target. Walking and cycling can reduce emissions for improved air quality, and the improved health and wellbeing of local residents. The County Council seeks to make Derbyshire the most connected and integrated county for cycling in England.

The DCC are undergoing a portfolio-wide upgrade to LED lighting, which should achieve a 60% energy reduction. Also proposed is a net zero waste system, moving towards 100% diversion from landfill, increasing in recycling and reuse of waste.

2.7 DCC Council Plan Refresh 2023-25

Derbyshire County Council in their Council Plan Refresh 2023-25 reflect on the achievements of the past year and set out key commitments for the year ahead. They identify Climate Change in their key challenges and opportunities and make reference to recent damage caused by flooding as a key indicator of changing weather patterns.

Derbyshire County Council reiterates its commitment to reviewing its land and building assets with a view to reducing the greenhouse gas emissions generated by the Council to net zero by 2032 including reducing emissions from travel by encouraging sustainable transport use and use of the councils' electric vehicles.

Derbyshire council (DCC) would like Derbyshire to have resilient and green communities where people are happy, safe and healthy. With great places to live and work with good transport connections. The DCC has Invested over £890,000 on green energy and carbon reduction schemes via their Green Entrepreneurs Fund and has achieved a 64% reduction in carbon emissions from the Council's estate and operations since 2009-10. £250,000 of funding has also been secured for tree planting.

The DCC are working with partners to deliver an East Midlands Combined County Authority and devolution deal which aims to improve the local economy, transport, housing, job opportunities and reduce emissions to net zero. With partners finalising a regional response to an integrated rail plan along with a strategic approach to sustainable travel and transport, which includes the promotion of cycling and walking. A £47 million Bus Service Improvement Plan has been implemented with Derbyshire bus to improve frequency, affordability and usage.

2.8 DCC Local Transport Plan 3

DCC published Local Transport Plan 3 in April 2011. It sets out a transport vision, goals, challenges to be tackled and a strategy covering the period to March 2026.

The vision aims to achieve a transport system that is both fair and efficient, promotes healthier lifestyles, safer communities, safeguards and enhances the natural environment and provides better access to jobs and services. Whilst also improving choice and accessibility of transport and integrating economic, social and environmental needs.

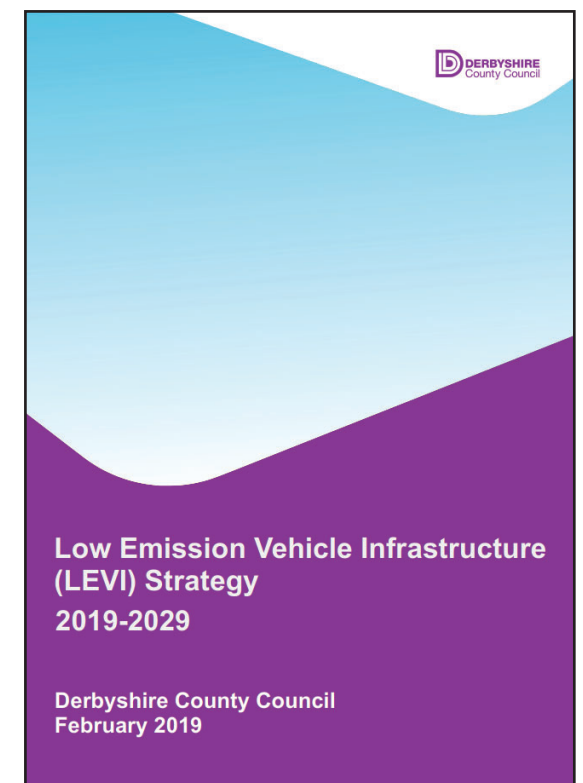
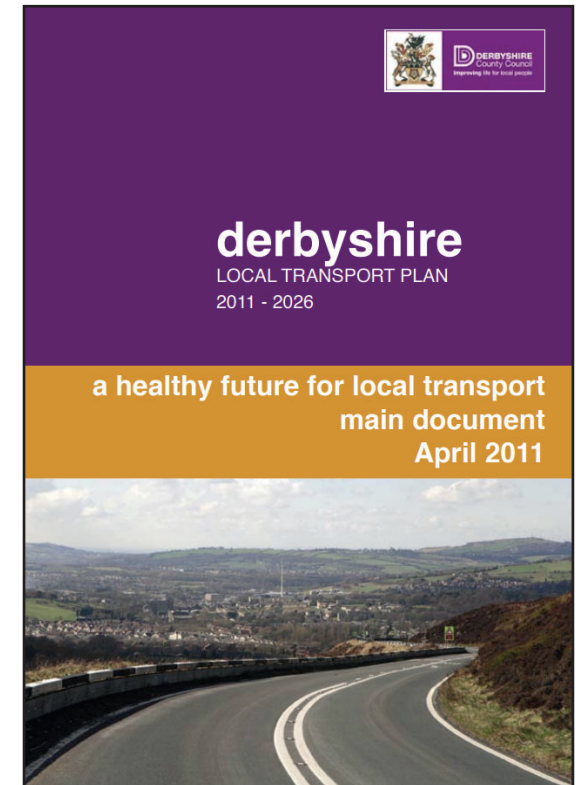
The 5 transport goals are:

- Supporting a resilient local economy.
- Tackling climate change.
- Contributing to better safety, security and health.
- Promoting equality of opportunity.
- Improving quality of life and promoting a healthy natural environment.

2.9 LEVI Strategy 2019-2029

Derbyshire County Council (DCC) will work with partners on the provision and delivery of low emission vehicle infrastructure across the county. The DCC have carried out a consultation to establish the current and future demands for Local electric vehicle infrastructure. They aim to provide a public charging infrastructure which is affordable, consistent, user friendly and accessible. The uptake of low carbon emission vehicle in the commercial sector such as taxi's is supported. There will also be charging available for residents with no off-street parking. It is intended that Derbyshire will be a 'safe haven' for e-bike users.

The DCC have explored a number of innovative and trial opportunities such as e-car clubs, e bike schemes and hydrogen technologies. Soft market testing has been proposed for charging; lamp post charging and rapid charge hubs. There will be an approach to the policies and practice of parking management for EV ChargePoint locations developed. DCC will facilitate the take up of LEV (low emissions vehicles) amongst its employees and provide infrastructure required. The deployment of LEVs within the DCC fleet will be accelerated. Opportunities to support public transport and taxi operators embracing alternative technologies and infrastructure will be maximised.



2.10 Derbyshire Cycle Plan 2016-2030

The ambition of the cycle plan is for Derbyshire to be the most connected and integrated county for cycling in England by 2030, recognised as a world class cycling destination for all. More people of all ages and abilities will be cycling regularly for leisure, active travel, commuting and sport. The plan sets out strategic aims:

- **Infrastructure Connectivity:** High quality connected routes, in all cycling environments, supporting all forms of cycling, creating and supporting economic growth.
- **Increased Participation:** Behaviour change approaches and targeted participation programmes at community level will support and enable more people to cycle, closing the gaps in participation and reducing health inequalities.
- **Effective Communication and Marketing:** Excellent, well connected marketing and communications for Derbyshire residents and visitors to the county, helping to change behaviour, increase confidence and get more people cycling regularly.
- **Advocacy:** Cross sector advocacy for policy change and implementation at the highest level

The Plan will be adopted by all key partners through individual authorities' corporate plans, local spatial plans, and Local Transport Partnerships. It will complement and help to shape key strategies and policies now, and in the future. Shared actions will be prioritised within their own organisational business, travel plans and service plans. Cross sector policies will be written in ways that will contribute to the achievement of this vision. Large and small organisations from all sectors will be asked to become partners in the delivery of this plan, making a contribution to getting more people on bikes, and through their own travel plans and business plans.

The Key Cycle Network (KCN) evolved from the Derbyshire Cycling Plan to deliver the infrastructure connectivity with high quality connected routes, supporting all forms of cycling and economic growth, leisure, health and tourism needs. The KCN also supports the Derbyshire Climate and Carbon Reduction Manifesto which includes provisions to 'support and promote the development of low carbon travel'. The KCN project totals 770km with around 420km considered complete and open for use. The remaining 350km is proposed and has been sectioned into 127 individual links of which the County Council has prioritised the delivery of 20 sections in the short to medium term, but delivery is dependent on further funding availability

or other issues.

KCN and seeks to create a 97km circuit connecting the existing popular Tissington, High Peak and Monsal Trails into the market towns of Buxton, Bakewell and Matlock. When complete this attractive route will benefit the local economy and boost tourism.

2.11 Derbyshire Mobility Hub Study

Derbyshire County Council commissioned SYSTRA to investigate the potential for components of a network of Mobility Hubs across Derbyshire.

Mobility Hubs are a public space which provides integration of transport nodes and local amenities and activities. They have the potential to improve transport provision, promotion of a sustainable visitor economy, reducing social isolation, bringing transport connection to jobs and education opportunities, improving access to healthcare and reducing carbon emissions to improve air quality.

83% of the access to Derbyshire is by cars or vans, the growth in the volumes of vehicles is now impacting the local community. For the current transport provision, the coordination between transport nodes is poor and there are no formal hubs at present. In Derbyshire there are several traffic free walking and cycling routes, but these are mainly for leisure activities. Routes for everyday destinations of cycling and walking are much less provided for. Cycle routes are often disjointed and are not direct, which narrow footways discourage walking. Walking zones were identified where destinations within walkable distances are concentrated, allowing improvements to pedestrian routes to be focused. To improve the situation in these areas the Local Cycling and Walking Infrastructure Plan (LCWIP) was adapted which identified infrastructure investment priorities across Derbyshire.

The town of Matlock and its surrounding roads gets congested leading to air quality issues, especially at the weekend with tourists visiting by car. The town attracts a good number of commuters due to the bus and train stations. These two stations are well connected to each other and are on land owned by the council, which could facilitate the development of a mobility hub. The main requirements of a hub would be cycle parking, cycle links and electric vehicle charging points (EVCPs). Matlock is currently the last stop on the railway line and represents a gateway to the Peak district. A cycle hub is planned

to be developed in Matlock as the well-used White Peak Loop Cycle route starts there. Derbyshire has a number of sustainable travel campaigns including; car free initiatives, promotion of public transport and grants and support for business who wish to become cycle friendly.

The East Midlands Railway company proposed to increase the number of cycle hubs at train stations. Northern Trains are also improving several cycle storage hubs at stations, offering bike checks, and looking at introducing bike washes at stations. DfT funding would be required for improved access to paths and cycle trails from train stations, this could increase the number of people using the train for leisure trips.

Derbyshire Community Transport suggests that Mobility Hubs should be easily identifiable, provide links to different services and allow easy transfer between different legs of a user's journey. They should be able to provide support to users from public transport operator employees and others. The hubs should also be co-located where there are other facilities such as leisure services, tourism attractions, community halls and health services.

Enterprise MaaS a transport service provider has been appointed to deploy the GO-HI Mobility-as-a-Service (MaaS) platform. The GO-HI app provides access to information on all modes of transport allowing users to plan journeys and pay for them on their mobile. The Toyota Mobility Foundation has received funding for initiatives aimed at tackling community mobility issues, to make communities more physically and socially connected. Kinto Go is a multi-modal mobility app which can be used for car sharing, corporate carpooling and on-demand shuttle services. Midlands Connect is developing a tool aimed at predicting the best locations for hydrogen refuelling sites. This will be useful for the Hub concept in identifying refuelling locations hydrogen powered buses and vehicles. They are also launching an EV infrastructure planning tool aimed at helping local authorities identify locations for EVCPs.

The NHS Derbyshire Trust are preparing a bid for a facility in Matlock which could form part of a mobility hub. eHUBS at dedicated on street locations which offer an alternative to the use of private cars such as; e-bikes, e-scooters or electric cars.

The development of Mobility Hubs has the potential of improving transport provision, providing alternatives to car travel, increased transport connection for jobs and education, improved access to health care, creating a more sustainable visitor economy all while reducing carbon emissions and improving air quality. The public realm surrounding Mobility

Hubs should if possible be step free with safe crossings. A sign or pillar should identify the HUB and provide digital travel and ticketing services. Mobility Hubs can also offer wider services that have community and commercial functions, for increased access to services. These services include a library, office space, toilets, package delivery lockers, fitness/ play area, café, WIFI, covered seating and bike parking and repair. The hub should be integrated into the town with high quality public realm that maximises safety and security. A well-located hub with charging facilities for low/zero emission vehicles could help overcome some of the challenges of people switching to these types of vehicles.



2.12 Dealing with Debyshire’s Waste 2013-2026

Derbyshire County Council have published their waste strategy ‘Dealing with Derbyshire’s Waste’ which sets out a vision and a framework for the period 2013 to 2026 including priorities for action over the next 5 years and provides a framework for how the 10 councils will work to:

- reduce the amount of waste produced
- reuse, recycle and compost as much material as possible
- find the most sustainable solutions to deal with any waste produced

The waste strategy will also contribute to:

- Improved resource efficiency
- Reduced carbon / climate change impacts
- Protection of natural resources
- The management of non-household waste
- Local self-sufficiency in the management of waste

Derbyshire Dales District Council sets out its waste management services in its Waste Action Plan as follows:

- Waste Prevention and Reuse
- Kerbside Dry Recycling Collection Service (Domestic)
- Kerbside Garden Waste Collection Service (Domestic)
- Kerbside Food Collection Service (Domestic)
- Kerbside General Waste Collection Service (Domestic)
- Bring Sites
- Commercial Waste

2.13 D2N2 Energy Strategy 2019-2030

The D2N2 Energy Strategy (2019-2030) was developed by the D2N2 Local Enterprise Partnership in collaboration with Midlands Energy Hub. The strategy aims to expand renewable and low carbon energy development and achieve a net zero future. The 2030 targets are set out as follows:

T1	100% avoidance of recoverable materials going to landfill
T2	At least a 60% reduction against 1990 carbon emissions per capita and a 15% reduction in per capita energy demand
T3	15% of buildings using low carbon heating and all current building stock be Energy Performance Certificate level C or above where possible
T4	To comply with, and exceed where possible, applicable air quality standards in all locations
T5	100% low carbon energy supply with 60% renewable generation output and increase of 180MW in electricity storage
T6	Increase the provision of smart transport infrastructure to support a target of 70% of vehicle miles to be Ultra Low Emissions
T7	100 new businesses in the Low Carbon and Renewable Energy sector and 1000 new jobs
T8	Decouple carbon from growth through the reduction of carbon intensity ratio of growth by 50%
T9	Secure at least £100m of investment in local energy projects with adequate funding for infrastructure development and resilience
T10	15MW of community energy installed and two industrial sites brought into low-carbon energy generation and innovation

Derbyshire County Council seeks to promote net zero commercial and industrial building developments and retrofiting. Activities, supporting the adoption of large-scale and small-scale renewable energy generation in suitable locations are encouraged as are Low carbon technologies for space and water heating. LED lighting and energy efficient machinery and technology is promoted. Planning policies and practices are used to promote net zero and sustainability.

2.14 Renewable Energy Study for Derbyshire

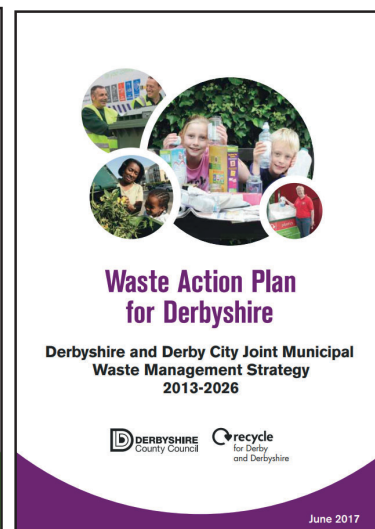
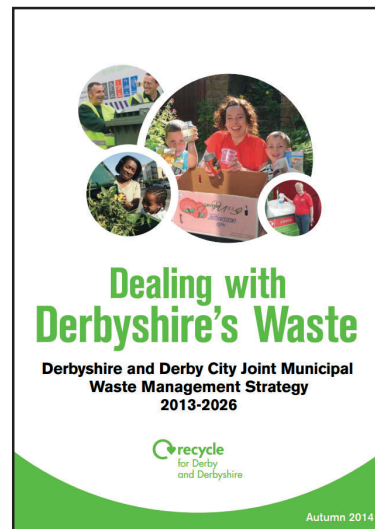
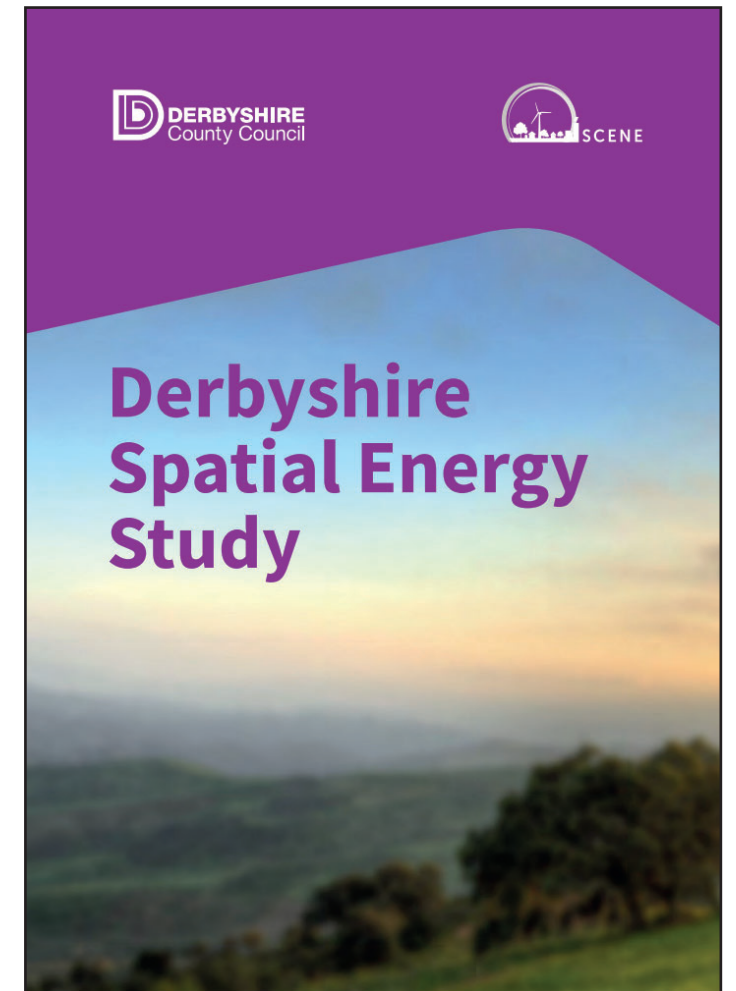
In 2022, Derbyshire’s local authorities undertook a spatial energy assessment covering all of Derbyshire to provide an evidence base supporting better integration of energy system planning with the growing need to address and mitigate climate change at local and regional levels in the county. This study has been supported by the Midlands Net Zero Hub and D2N2, and conducted by energy consultancy, Scene Connect.

As of 2022, Derbyshire consumes 10,046 GWh of heat energy and 4,547 GWh of electricity annually. Electricity generated from renewable sources in Derbyshire totalled approximately 270.5 MW in 2021, of which 76.2% was from solar PV’s, 10.3% on shore wind and 10% energy from waste. There are a number of planned energy projects within the county which include: - energy from waste, battery storage systems and large-scale ground mounted PV.

Derbyshire has a carbon budget of 38.1 million tonnes of CO₂ equivalent (tCO₂e) up to 2100. Derbyshire’s local authority must meet targets of an average carbon emissions reduction of 13.5% a year. Derbyshire’s total net carbon emissions totalled 7,224 kilo tCO₂e in 2019. To meet these carbon targets, demand reduction is required which can be achieved by energy efficiency improvements to the heat demand. Projections suggest there maybe 14,000 – 174,000 heat pumps and similar low carbon heating technologies may be deployed by 2040. Heat pump technologies include: - Air-source heat pumps (ASHP), Horizontal Ground-source heat pump (GSHP), Borehole or Vertical Ground-source heat pump (GSHP) and Water-source heat pump (WSHP). It is projected that there will be 50 – 300 MW of low carbon electricity generation in Derbyshire up to 2040 via solar PV, onshore wind, and supporting technologies (e.g., battery storage). Electric Vehicle (EV) is predicted to rise from 7,300 vehicles (2022) to 350,000 – 510,000 by 2040.

There are several energy opportunities within the county such as: rooftop PV which could meet 19% of the electricity demand and solar thermal which could meet 18% of heat demand. 3635 MW of heat pump capacity would meet regional heat demand, leading to an increase of 3500 GWh. District heating has the possibility to meet up to 18% of the county’s heating demand, with Matlock identified as a priority area. The improvement of properties up to a rating of 69 or above EPC levels (C) has the potential to reduce annual heat energy demand by approximately 743 GWh. From 2022 the county has 10 MWh of large-scale battery storage with a further 199 MWh planned.

The County council will invest in low carbon vehicles within council owned fleets, promote low carbon alternatives for staff travel to work and public transport will be de-carbonised. It is recommended that Planning applications for new buildings should prioritise low carbon and active transport.



Sustainability Context

2.15 The Air Quality Strategy (2020-2030)

Derbyshire County Council's Air Quality Strategy aims to reduce the health impact of poor air quality for the people of Derbyshire County. It outlines 3 key priorities and their strategic actions as:

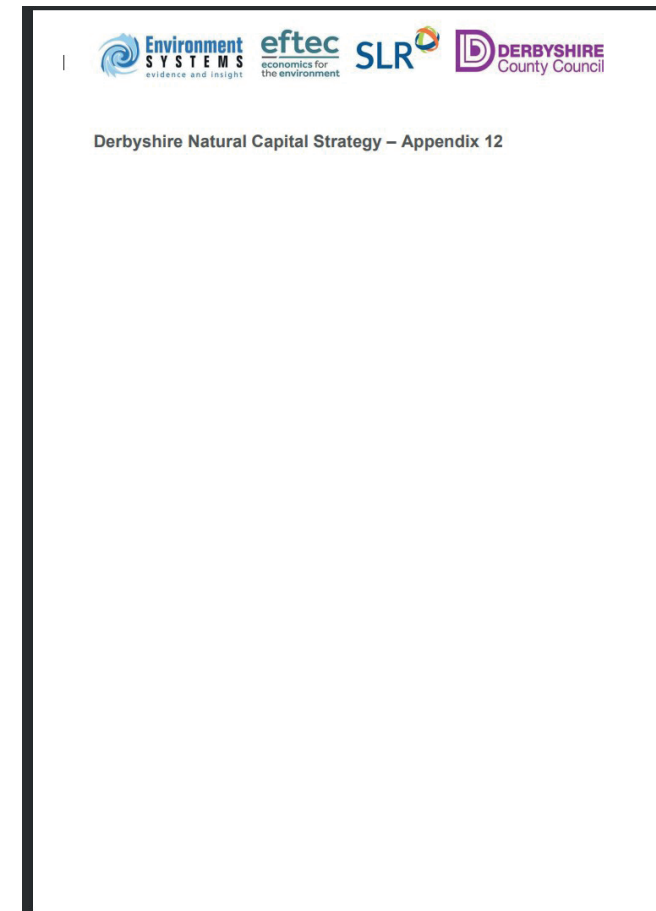
- Facilitate travel behaviour change
- Participate in engagement campaigns
- Facilitate sustainable travel choices for service users and employees
- Utilise policy to promote sustainable travel
- Utilise schemes to support and incentivise sustainable travel
- Reduce sources of air pollution
- Participate in engagement events to promote awareness of the sources of air pollution
- Facilitate the uptake of ULEVs amongst employees and within own fleet
- Utilise policy to reduce sources of pollution including mileage reduction, solid fuel burning and uptake of ULEVs.
- Work collectively to help de-carbonise transport and contribute to a D2 Low Carbon Growth agenda.
- Explore opportunities to promote low-carbon heating options such as district heating schemes or heat exchange pumps
- Mitigate against the health impacts of air pollution
- Monitor air pollution levels locally with particular reference to vulnerable sites
- Utilise policy to reduce exposure to air pollution
- Provide advice to individuals with long term conditions around the impacts of air quality
- Utilise schemes to mitigate the impact or air pollution on health

2.16 Natural Capital & Biodiversity Strategy for Derbyshire

Derbyshire County council have commissioned a Natural Capital And Biodiversity Strategy due to be published in late 2023.

Derbyshire is a diverse county with very contrasting geology, land uses, history and landscapes. These biodiverse landscapes of Derbyshire attract significant numbers of tourist to the county, which makes a considerable contribution to the economy. Also, many industries such as agriculture, forestry and fisheries are dependent on healthy biodiverse environments. Natural Capital is the stock of natural resources including plants, animals, air, water, soils, minerals which in addition to its intrinsic value, delivers benefits to people. The 'ecosystem services' people receive from nature include healthy soil, crops, timber, clean air and water, carbon sequestration, pollination, flood mitigation and more.

The strategy aims to set out the baseline of the ecosystem services which exist in the County and what value the residents get from this Natural Capital and further how they can be improved.



This chapter sets out the Planning Context for the development from national policy to local plan policies and supplementary planning guidance focused on sustainability.

3.0 Planning Context

Planning Context

This chapter sets out the Planning Context for the development from national policy to local plan policies and supplementary planning guidance focused on sustainability.

3.1 National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other development can be produced.

The NPPF sets out to achieve sustainable development through a plan-making and decision making process with three overarching objectives:

An Economic Objective – to help build a strong, responsive and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity; and by identifying and coordinating the provision of infrastructure;

A Social Objective – to support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering well-designed, beautiful and safe places, with accessible services and open spaces that reflect current and future needs and support communities' health, social and cultural well-being; and

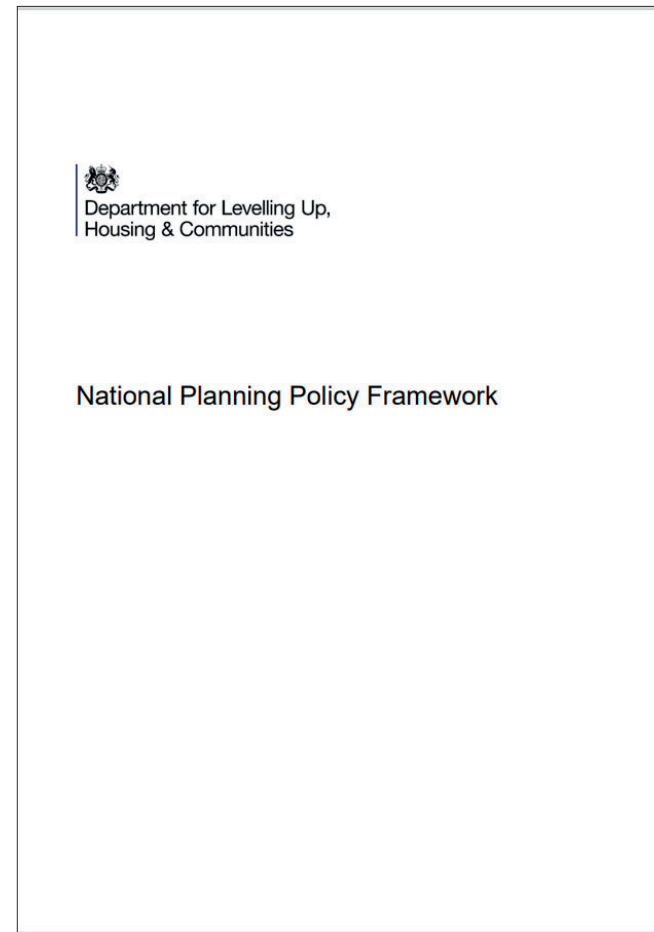
An Environmental Objective – to protect and enhance our natural, built and historic environment; including making effective use of land, improving biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.

The NPPF has a presumption in favour of sustainable development.

The NPPF sets out requirements against specific policy areas:

- Delivering a Sufficient Supply of Homes
- Building a Strong, Competitive Economy
- Ensuring the Vitality of Town Centres
- Promoting Healthy & Safe Communities

- Promoting Sustainable Transport
- Supporting High Quality Communications
- Making Effective Use of Land
- Achieving Well Designed Places
- Protecting Green Belt Land
- Meeting the Challenge of Climate Change, Flooding and Coastal Change
- Conserving and Enhancing the Natural Environment
- Conserving and Enhancing the Historic Environment
- Facilitating the Sustainable Use of Minerals



3.2 Local Planning Policy requirements

Derbyshire Dales Local Plan

The Derbyshire Dales Local Plan sets out the overall vision, objectives, and policies for the future development of the parts of the Derbyshire Dales that lie outside the Peak District National Park including Matlock Town. The Plan has a 'start' date or baseline of April 2013 and is intended to cover the period 2013 to 2033.

The Plan sets out 18 strategic objectives to tackle the key issues identified for the Local Plan Area arranged under 3 themes:

Protecting Derbyshire Dales' Character

- SO1: To protect and enhance the Green Infrastructure Network.
- SO2: To maintain, enhance and conserve the area's distinct landscape characteristics, biodiversity and cultural and historic environment.
- SO3: To ensure that design of new development is of high quality, promotes local distinctiveness and integrates effectively with its setting.
- SO4: To protect and enhance the character, appearance and setting of the District's towns and villages.
- SO5: To address, mitigate and adapt to the effects of climate change on people, wildlife and places.

Promoting Healthy and Sustainable Communities

- SO7: To meet the objectively assessed housing needs of the District.
- SO8: To ensure that there is an adequate mix of housing types, sizes and tenures to meet the needs of all sectors of the community.
- SO9: To protect and facilitate the necessary infrastructure, connectivity, services and facilities to support the development of the District and connectivity.
- SO10: To support development that minimises risks to safety and health as a result of crime (or fear of crime), flooding, pollution and climate change.
- SO11: To encourage development that increases opportunities for healthy lifestyles

- SO12: To promote the efficient use of suitably located previously developed land and buildings whilst minimising the use of greenfield land.
- SO13: To facilitate low carbon development and energy generation from renewable sources of a type and scale appropriate to its location.
- SO14: To increase the opportunities for travel using sustainable forms of transport by securing improvements to public transport, walking and cycling infrastructure

Supporting the Rural Economy and Enhancing Prosperity

- SO15: To facilitate development that will support the growth of the District's economy, particularly through improving the quality of local employment.
- SO16: To support employment development in locations and of a scale appropriate to the Plan area.
- SO17: To support and develop the District's tourism and cultural offer.
- SO18: To strengthen the vitality and viability of the District's market towns as places for employment, shopping, services, leisure and tourism.

The key policies supporting sustainable development include:

Policy S1 – Sustainable Development Principles

All developments should seek to make a positive contribution towards the achievement of sustainable development by improving the economic, environmental and social conditions of the area wherever possible.

Policy S2 – Settlement Hierarchy

Proposals for new development will be directed towards the most sustainable locations in accordance with the settlement hierarchy, local towns including Matlock as the first tier, local service centres as the second tier and accessible settlements as the third tier. This will ensure that development reduces the need to travel and promotes sustainable communities based on the services and facilities that are available in each settlement. The use of previously developed land and buildings will be encouraged.

POLICY S7: Matlock / Wirksworth / Darley Dale Development Strategy

The District Council will seek to promote the sustainable growth of Matlock, Wirksworth and Darley Dale whilst promoting and maintaining the distinct identity of its settlements, provide an increasing range of employment opportunities, promote the growth of a sustainable tourist economy and meet the housing needs of the local community.

POLICY PD1: Design and Place Making

The District Council will require the layout and design of new development to create well designed, socially integrated, high quality successful places, where people enjoy living and working. All developments should respond positively to both the environment and the challenge of climate change, whilst also contributing to local distinctiveness and sense of place.

POLICY PD2: Protecting The Historic Environment

The District Council will conserve heritage assets in a manner appropriate to their significance. This will take into account the desirability of sustaining and enhancing their significance and will ensure that development proposals contribute positively to the character of the built and historic environment

POLICY PD3: Biodiversity and the Natural Environment

The District Council will seek to protect, manage, and where possible enhance the biodiversity and geological resources of the Plan Area and its surroundings by ensuring that development proposals will not result in harm to biodiversity or geodiversity interests and by taking full account of the following hierarchy of protected sites:

POLICY PD4: Green Infrastructure

The District Council will through partnership working, develop, protect, enhance and secure the long term management of green infrastructure networks.

POLICY PD5: Landscape Character

The District Council will seek to protect, enhance and restore the landscape character of the Plan area recognising its intrinsic beauty and its contribution to the economic, environmental and social well-being of the Plan area.

POLICY PD7: Climate Change

In addressing the move to a low carbon future for the Derbyshire Dales, the District Council will promote a development strategy that seeks to mitigate global warming, adapts to climate change and respects our environmental limits.

POLICY PD8: Flood Risk Management and Water Quality

The District Council will support development proposals that avoid areas of current or future flood risk and which do not increase the risk of flooding elsewhere, where this is viable and compatible with other policies aimed at achieving a sustainable pattern of development.

POLICY HC14: Open Space and Outdoor Recreation Facilities

The District Council will seek to protect, maintain and where possible enhance existing open spaces, sport and recreational buildings and land including playing fields in order to ensure their continued contribution to the health and well-being of local communities.

POLICY HC15: Community Facilities and Services

The District Council will seek to maintain and improve the provision of local community facilities and services.

POLICY HC17: Promoting Sport, Leisure and Recreation

Development proposals involving the provision of new sports, cultural, leisure and recreational facilities, or improvements and extensions to existing facilities will be permitted provided that:

- the proposals are connected to and associated with existing facilities, they are located at a site that relates well to the settlement hierarchy in the District or they are intended to meet specific rural needs that cannot be appropriately met at settlements within the settlement hierarchy;
- it is capable of being accessed by a range of transport modes and by disabled people and those with restricted mobility;
- it would not have an adverse impact on the character and appearance of its surroundings and the immediate or wider landscape;
- it does not create unacceptable problems in terms of the relationship between the proposal and the neighbouring uses beyond the development site

POLICY HC18: Provision of Public Transport Facilities

Development proposals should cater for the needs of bus and taxi operators, where appropriate. Layouts should encourage operational efficiency, maximise likely bus passenger traffic and include ancillary facilities such as shelters and seating for users

POLICY HC19: Accessibility and Transport

The District Council will seek to ensure that development can be safely accessed in a sustainable manner. Proposals should minimise the need to travel, particularly by unsustainable modes of transport and help deliver the priorities of the Derbyshire Local Transport Plan.

POLICY HC20: Managing Travel Demand The District Council, in consultation with the Highways Authority, will adopt a hierarchical approach to ensure the delivery of sustainable transport networks will be adopted which will seek to provide

- site specific and area wide travel demand management (measures to reduce travel by private car and incentives to use walking, cycling and public transport for appropriate journeys; including intensive travel planning);

- improvements to walking and cycling facilities and public transport services that are provided early in the build out period of new developments and that are sufficient to encourage sustainable modes of transport;
- optimisation of the existing highway network to prioritise walking, cycling and public transport that are provided early in the build out period of new developments, such as measures to prioritise the need of pedestrians above the car and improved or new cycle and bus lanes; and
- highway capacity enhancements to deal with residual car demand where the initiatives required under points (a) to (c) above are insufficient to avoid significant additional car journeys.

POLICY EC1: New and Existing Employment Development

The District Council will support proposals for new or expansion of existing business or industrial development in sustainable locations that contribute towards the creation and retention of a wide range of jobs, an increase in higher value employment opportunities and training provision locally in order to enhance the economic base of the Plan area.

POLICY EC6: Town and Local Centres

The District Council will seek to maintain and where possible, enhance the vitality and viability of town centres, district centres and local centres as defined on the Policies Map in accordance with their function, scale and identified development needs.

POLICY EC8: Promoting Peak District Tourism and Culture

The District Council will support the development of Peak District tourism and culture.

POLICY EC11: Protecting and Extending our Cycle Network

The Council will encourage proposals that develop and extend our cycle network. Wherever opportunities exist, development proposals should seek to provide safe and convenient access to established cycle networks

This chapter sets out the Planning Context for the development from national policy to local plan policies and supplementary planning guidance focused on sustainability.

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4.0 Sustainability Standards & Guidance

Sustainability Standards & Guidance

This chapter sets out the Planning Context for the development from national policy to local plan policies and supplementary planning guidance focused on sustainability.

4.1 Sustainability Requirements & Standards

Building Regulations

Several of the UK building regulations, have an impact on the energy efficiency and thermal comfort of a building, the main regulation which applies is Approved Document Part L: Conservation of fuel and power, uses carbon emissions as the basis to determine compliance. Part F considers ventilation within the building, Part O considers overheating risks, and the Proposed Document Part Z would consider the Whole life carbon.

Approved Document: Conservation of fuel and power Part L

This regulation considers the limiting of heat gains and losses through setting of requirements for; thermal U values of materials, airtightness, the effects of solar gains, limiting heat losses and gains from building services, Target primary energy rate, Target emission rate, Building primary energy rate, Building emissions, the Consideration of high efficiency alternative systems for heating and cooling and fixed building services energy efficiency and controls and on-site generation of electricity.

Approved Document: Part F Ventilation: Volume 2: Buildings other than dwellings

This regulation ensure that good ventilation is provided which is required for good air quality and a healthy internal environment. Part F considers; ventilation performance and strategies, acoustics, Indoor air quality monitoring and the commissioning of systems.

Approved Document Part O. Building regulation in England setting standards for overheating in new residential buildings.

Overheating in buildings can have a highly negative effect on human health particularly in that of the elderly, with increased death rates in extreme temperatures. Over the last few years there has been an increase instances of very high temperatures, so it is important to design the building accordingly. Part O considers; Limiting solar gains, removing excess heat and strategies for removing overheating risks.

Building Regulations

Several of the UK building regulations, have an impact on the energy efficiency and thermal comfort of a building, the main regulation which applies is Approved Document Part L: Conservation of fuel and power, uses carbon emissions as the

Proposed Document Part Z: Whole life carbon

The Part Z regulation has been proposed and has not yet been approved, it was developed in conjunction with the construction industry.

Z1: Carbon assessment

The Whole life carbon emissions shall be assessed and reported for a building. This intended to normalise the undertaking of whole life carbon assessments and allows ways to reduce the whole life carbon impact of the building to be identified. It was proposed that this part of the regulation would apply to buildings other than dwellings from 1 January 2023 and to dwellings from 1 January 2025.

Z2: Carbon intensity

A reasonable provision should be made for minimising carbon emissions. By setting a good standard of efficiency for the upfront embodied carbon intensity of the building it is intended that unnecessary use of resources will be discouraged. It was proposed that this part of the regulation would apply to all buildings from 1 January 2027.



4.2 Voluntary Standards

RIBA Sustainable Outcomes

The RIBA has developed with other professional UK construction bodies a sustainability framework with voluntary performance targets for operational energy use, water use and embodied carbon which form the basis of their 2030 Climate Challenge. This aims to realise the significant reductions necessary by 2030 to have a realistic prospect of achieving net zero carbon for the whole UK building stock by 2050. The proposed outcomes are:

- Net zero operational carbon
- Net zero embodied carbon
- Sustainable water cycle
- Sustainable connectivity and transport
- Sustainable land use and biodiversity
- Good health and wellbeing
- Sustainable communities and social value
- Sustainable life cycle cost

Net zero operational carbon

Operational energy targets are < 55kWh/m² /year operational energy use for non-domestic buildings and < 35kWh/m²/year operational energy use for domestic buildings by 2030. This is a 60% reduction in operational energy from current business as usual baseline figures. It encourages the maximum use of on-site renewables, the proposed use of low carbon heating such as heat pumps or connections to non-fossil fuel district heat networks by 2025.

Net zero embodied carbon

In order to reduce embodied energy and carbon emissions refurbishment and retrofit of existing buildings should be prioritized where possible. A target for embodied carbon of <750 kgCO₂e/m² for non-domestic office buildings is proposed as defined by a RICS Whole Life Carbon Assessment. Remaining carbon emissions can be offset either through renewable energy projects and/or certified woodland afforestation projects.

Sustainable water cycle

Water use targets of 10l/person/day for non domestic buildings aim to reduce water by optimising building systems, harvesting rainwater as well as recycling and reusing water on-site. The challenge also sets out key health and wellbeing metrics. Enhancing the sites biodiversity is also encouraged.

Sustainable Connectivity and Transport

A target of net zero carbon emissions per person per day is set to reduce the carbon impact of users and visitors travel to and from a building.

Sustainable Land Use and Biodiversity

A target of net positive species impact and 0.3-0.4 urban green factor is set for all new sites with the aim of maintaining, protecting and improving the flora and fauna on site.

Good Health & Wellbeing

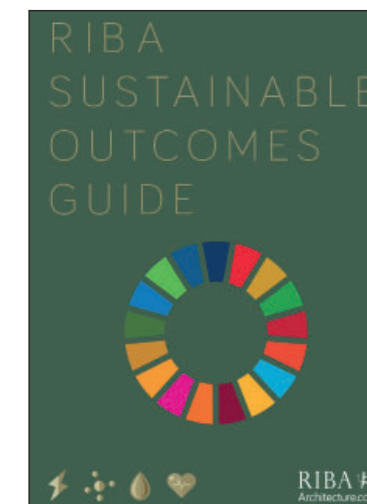
A target of achieving good indoor health metrics including indoor air quality, daylight, overheating, acoustic comfort, responsive controls and physical contact to outside using appropriate standards or processes eg WELL Building Standard or CIBSE Standards.

Sustainable Communities and Social Value

A target to measure the positive impacts of good placemaking on a community as defined by the RIBA Social Value Toolkit 2019

Sustainable Life Cycle Cost

A target to use the Government Soft Landings requirement for measuring the operational cost of buildings.



LETI

The LETI organisation is a voluntary network of over 1,000 built environment professionals who are working towards a zero-carbon future for the UK. Originally established in 2017 to support the transition of London’s built environment to meet Net Zero Carbon, it has since evolved to support the transition of the UK’s built environment to Net Zero Carbon. LETI aims to engage with stakeholders to develop a robust and energy reduction approach, producing solutions to energy security, sustainability, and affordability. They work with local authorities to develop policy alterations, provide technical guidance and encourage collaboration between built environment professionals.

LETI believes that by 2025, 100 percent of new buildings must be designed to deliver net zero carbon. The Whole life carbon of a building is formed by Operational Carbon and Embodied Carbon. The following topics are required to be considered: -

- Operational energy: The energy consumed by a building associated with heating, hot water, cooling, ventilation, and lighting systems etc.
- Embodied carbon: The ‘upfront’ emissions associated with building construction.
- Future of heat: The de-carbonisation of heating and hot water.
- Demand response: Integrating demand response and energy storage into buildings so they can be flexible with their demand on the grid.
- Data disclosure: Understanding buildings in use performance, though post occupancy evaluation. Addressing the ‘performance gap’ between estimated and actual in use performance.

BREEAM New Construction & BREEAM Refurbishment & Fitout Energy

The BREEAM UK standards encourage projects to reduce operational energy demand, primary energy consumption and carbon emissions. Low carbon design can be achieved by design measures which reduce building energy consumption and associated carbon emissions and minimise reliance on active building services systems. To ensure optimum performance and energy savings in operation building’s unregulated energy load should be reduced through the use of energy efficient equipment.

Water

Reductions in the consumption of potable water for sanitary use can be achieved through the use of water efficient components, water leak detection and water recycling systems. To aid this reduction in water consumption greywater and rainwater systems can be used. Water monitoring of usage helps aid use reductions.

Materials

The materials specified within a building have an environmental impact, over their lifespan which we should seek to reduce. Environmental Product Declarations (EPD) of materials encourage the use of robust and comparable data on the impacts of the products. Responsible sourcing of materials and timber-based products is encouraged. The embodied energy of insulation materials should be low where possible. Materials should be specified in an efficient way within the building and procuring materials that are durable, resilient and have higher levels of recycled content is encouraged.

Pollution

Low emission heat sources in the building can aid the reduction of NOx emission levels. The reduction of unnecessary nighttime light pollution, can reduce energy consumption and nuisance to neighbouring properties. The discharge of rainfall into public sewers and water courses should be avoided or reduced to minimise flooding and watercourse pollution. Noise pollution should be minimised in any development.

Health and Wellbeing

The BREEAM standard encourages the provision of good daylighting and visual comfort; also considering glare, views out and both internal and external lighting. Good indoor air quality is promoted by healthy internal environment through the specification and installation of appropriate ventilation, equipment and finishes. Thermal comfort is important in the building and how adoption can take place for a projected climate change scenario. Good acoustic performance in the building effects both productivity and health. To reduce risks of crime to people and property measures which provide an appropriate level of security to the site are encouraged.

Waste

Building waste can be reduced by effective management and reduction of refurbishment and fit-out waste and the reuse and direct recycling of materials. Also reducing waste by designing for changing functional demands of the building, avoiding unnecessary material use and maximising the ability to reclaim materials.

Transport

The provision of cyclist facilities such as showers, lockers and changing facilities can encourage the use of cycles as a mode of transport, helping to reduce transport-related pollution and congestion. Reduced reliance on cars is promoted along with the provision of electric car charging stations.

Land Use and Ecology

The development of a building site offers the opportunity to enhance the ecological value of the site.

Management

To ensure sustainability objectives are realized it is encouraged to have management practises in place during the construction, commissioning, handover and aftercare of the building.



Home Quality Mark

The Home Quality Mark (HQM) is a trusted standard for new homes in the UK. Developed by the Building Research Establishment (BRE), the same trusted organisation behind BREEAM, HQM serves as a beacon of quality and sustainability for housebuilders, and the mark of assurance for homeowners and tenants.

Home Quality Mark (HQM) is a certification scheme for new homes which covers a wide range of ESG indicators, from energy efficiency and biodiversity to health and wellbeing, providing a holistic view of a home’s sustainability and social impact. The areas covered include; transport and movement, the outdoors, safety and resilience, comfort, energy, materials, space, water, quality Assurance, construction Impacts and customer experience.

The HQM encourages resilience to climate change, considering future risks such as flooding resilience and overheating. Biodiversity is encouraged through the protection and enhancement of local ecosystems which contributes to healthier and more sustainable communities. The HQM considers public and sustainable transport options and local amenities. Availability of local services and facilities, walking, public transport and cycling routes are all encouraged. The accessibility and quality of outdoor spaces associated with the home is considered as well as the home’s impact on local biodiversity.

Comfort in the home is considered including daylight, noise, air quality, and thermal comfort. The homes energy performance is considered including its energy efficiency and use of renewable energy. The lifecycle performance of the materials within the home are evaluated as is the use of responsibly sourced materials. The water-efficient fittings and appliances and the provision of water recycling systems is considered. The environmental impact of the home’s construction process is evaluated.

The HQM offers a number of economic benefits to homeowners and developers, these include; lower running costs, a healthier living environment and a home which holds its value. In addition HQM homes can open up opportunities for green finance and attract socially conscious buyers.

WELL Building Standard

The WELL Building standard is a health and wellbeing standard which was developed 10 years ago by the International WELL Building Institute (IWBI). It is backed by the latest scientific research evidence, codes and best practises. The aim is to improve human health through design, operational protocols, and policies. Scientific data has proved a connection between our physical health and the building environment we inhabit. It is a performance-based third party verified standard. Following COVID 19 the health and wellbeing of the building occupants has become of increased importance.

We spend 90% of our time indoors so a buildings design and operations have a great effect on our health and wellbeing. Research has shown that a well-designed building environment can also increase the productivity of its occupants. The standard considers the following categories:

Air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, community, and innovations. Onsite testing is undertaken for water and air quality, and for sound and light. The inclusion and access to nature-based elements can have a restorative effect on the building's occupants. Sedentary behaviour has several negative health effects, the WELL standard seeks to increase movement within spaces, using features such as attractive circulation spaces ergonomic workstations. Air quality has a large effect on the building occupant's health and can lead to respiratory issues and sick building syndrome.

Air quality

Indoor air quality that contributes to the health and well-being of building users. An increased risk of respiratory and cardiovascular diseases can be caused by exposure to air pollutants, such as Volatile Organic Compounds (VOCs), ozone, particulate matter, carbon monoxide. Headaches, dry throat, eye irritation, runny nose and in more extreme cases asthma attacks and cancer are possible symptoms are a result of Inhaling pollutants. Good indoor air quality aims the minimisation of health risks. To achieve this a well-ventilated space either mechanical or naturally ventilated will contribute to the reduction of negative health symptoms. These can include headache, fatigue, dizziness, nausea, cough, sneezing, shortness of breath and eye, nose, throat and skin irritation which are collectively referred to as sick building syndrome (SBS). Increased rates of employee absences, higher operational costs for businesses and decreased productivity in students have all been linked to poor ventilation.

Indoor air quality monitoring can be used to assess the quality of a building inform the building occupants. Air filtration reduces indoor and outdoor airborne contaminants within the air ventilation system. There are negative health outcomes though the exposure to particulate matter (PM) . A range of respiratory-related conditions are caused by exposure to PM10, with PM2.5 poses even greater health risks including heart disease and other cardiovascular complications.

Risks from indoor contamination and pollution sources, such as infectious disease particles and volatile organic compounds (VOC) can be reduced through the use of carbon filters, media filters and/or Ultraviolet Germicidal Irradiation (UVGI).

To reduce Mould and bacteria growth within the building mechanical system it is recommended that UVGI systems be used and/or regular inspections on components are conducted. Mould development in cooling coils may cause particles to be spread into the building's indoor air and trigger asthma, headaches, allergies, respiratory system disorders, hypersensitivity pneumonitis, allergic rhinitis, bronchitis, lung tumour development, eczema and toxic mould syndrome.

Water quality

Access to good clean water, sanitation and hygiene are required for good public health. This requires well-designed and equipped bathrooms, supporting appropriate hand washing to reduce risks of acquiring diseases associated with poor hygiene practices. Measures include; Testing for water quality, drinking water promotion, Moisture management and Hygiene support; bathroom support-hands free design, sinks and handwashing supplies for improved hygiene and hand washing.

Nourishment

There are health benefits relating to mindful eating, this can be aided by the creation of dedicated eating spaces within the buildings.

Light

Circadian rhythms are the 24-hour cycle which humans function with. The main driver of the cycle is light which controls body processes, such as digestion, the release of certain hormones, body temperature and sleep. The reduced exposure to daylight has been linked to depression and impairment of cognitive function in individuals. Exposure of light during the day has been linked to increases in productivity and sleep quality, as well as reduction in symptoms of depression in individuals.

Good lighting designs provides the building occupants with visual comfort with the appropriate illuminances on work planes required for tasks to be performed in the space. Circadian Lighting Design supports circadian and psychological health through indoor daylight exposure and outdoor views. To maintain circadian health and aligning the circadian rhythm with the day-night cycle. Good visual comfort is aided by the controlling of glare in the electric lighting and minimising flicker of the lighting. Exposure to daylight through design can be achieved by ensuring workstations are within 7.5m of windows, visual light transmission of glazing at least 40%, the integration of solar shading. Customizable lighting environments with occupant Control aid the creation of a visually comfortable lighting environment.

Movement

Design within the building can be used to encourage physical activity. The design aesthetic of staircases, which are highly visible and have stair signage can increase the possibility of their use. A building which is within a 200 m walk distance of an existing cycling network and contains bike parking, showers and lockers, can encourage the building occupants to use a healthier form of transport. Pedestrian-friendly streets with continuous pavements both sides of the road can encourage walking as can being within a 400m walk distance of physical activity spaces' such as parks, playgrounds and recreational fields.

Thermal comfort

Thermal comfort within a building can be enhanced by different thermal zones and controls. Radiant heating and cooling via radiant ceilings, walls or floors can increase comfort.

Sound

Acoustical comfort of a space can be quantified by the overall level of satisfaction of an occupant in a given environment. Exposure to noise sources, such as traffic and transportation have been shown to hinder the health and well-being. The effects of exterior noise from transportation or industrial sources have been linked to sleep disturbance and hypertension. HVAC equipment, appliances and other occupants create sound which hinders productivity, focus, memory retention. Inappropriate reverberation times and background sound levels in a space can impede speech intelligibility. Sound reducing surfaces can minimize the buildup of speech or other unwanted sound. Sound barriers increase the level of sound isolation and speech privacy between enclosed spaces.

Materials

Chemicals within building products and finishes may impact health during the construction, remodelling, furnishing and operation of buildings. respiratory health and cancer risks maybe affected by Volatile organic compounds (VOCs), which is a group of chemicals which are abundant in indoor environments due to various source materials, including insulation, paints, coatings, adhesives, furniture and furnishings, composite wood products and flooring materials.

Indoor air quality (IAQ) and health are affected by VOC emissions occurring inside the building. The WELL building standard limits VOC emissions in interior products, it requires that products with disclosed materials that are officially certified in terms of materials and their effect on health.

Mind

Mental health is a fundamental component of human health, and the built environment can contribute to improved mental wellbeing. This can be achieved though incorporating the natural environment within the interior of the building and access to nature nearby. Also, the creation of restorative spaces that support access to spaces that promote restoration and relief from mental fatigue or stress.

Community

Civic and stakeholder engagement encourages individuals to become actively involved in and connected to the surrounding community through volunteerism, public spaces and community programming

Passivhaus & Enerphit

The Passivhaus standard was developed in Germany and is the world's leading standard in energy efficient construction. It is a tried and tested building solution which has over 30 years of international evidence. Passivhaus buildings are highly energy efficient, create high occupant comfort and require very little energy for heating and cooling.

A Passivhaus building has a highly efficient and airtight building fabric, with a very low primary energy demand, space heating and cooling demand. Airtightness in a building is important as heat loss through an inefficient 'leaky' building fabric greatly affect the energy use of a building. The ventilation system within a Passivhaus, reduces energy loss through heat exchange and is responsible creating good air quality.

When retrofitting and renovating existing buildings the full Passivhaus standard may be challenging to achieve due to the existing architecture, making the same level of airtightness may not be feasible to be achieved. The EnerPHit standard is a Passive House standard intended for refurbishment projects and is less stringent compared to the traditional standard to accommodate retrofitting challenges, but still achieves much reduced energy use and internal comfort.

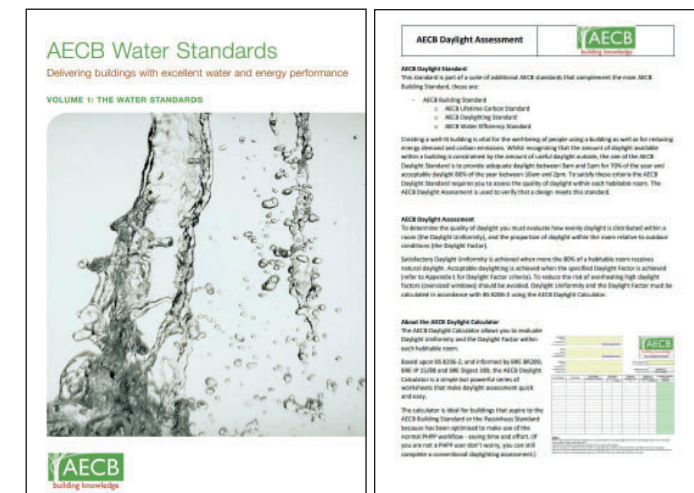
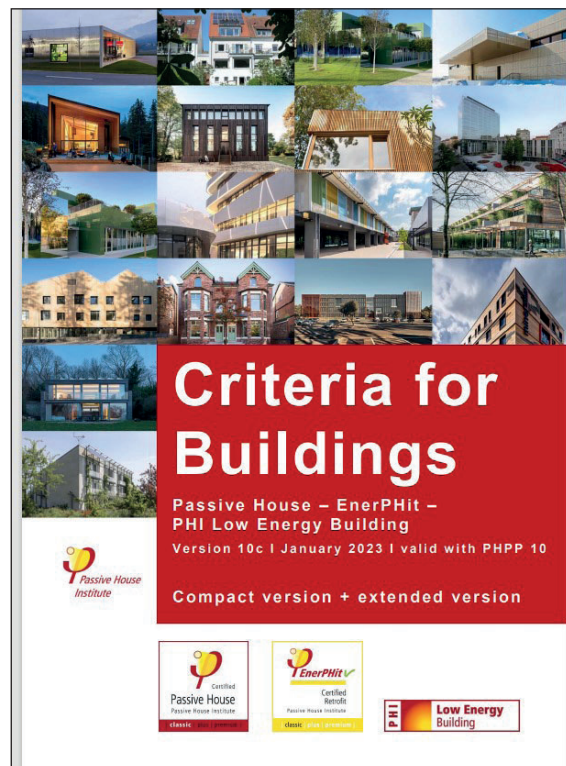
AECB Building Standard

The AECB (Association for Environment Conscious Building) has various green building standards for both retrofit and new build projects. There are also additional standards for water, daylight and airtightness.

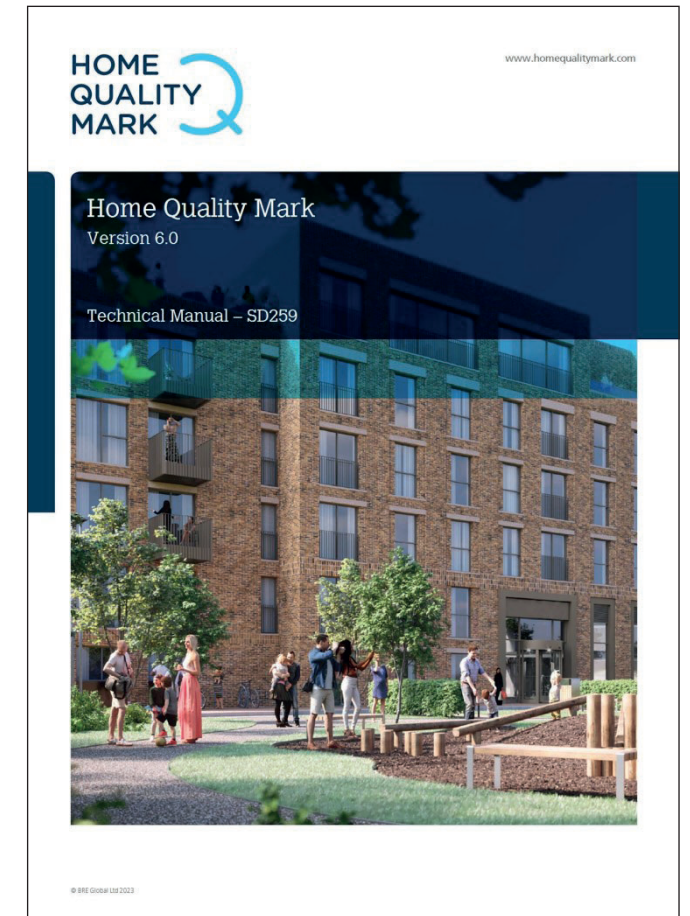
- The AECB CarbonLite Retrofit Standards Level 1 requires the lowest capital cost of the levels. It has requirements for Limiting thermal bridges, airtightness, requires a continuous MEV or MVHR to be installed, changing an existing fossil fuel system to a heat pump and there are also recommendations based on overheating risks.
- The AECB CarbonLite Retrofit Standards Level 2 is for a deeper retrofit project. It has requirements determining the delivered space heating and cooling, Continuous MEV or MVHR must be installed, an improved air tightness requirement further than Level 1, thermal bridges are improved, the existing heating systems can be retained but practical plan to allow for future low carbon heating supply must be in place and there are also recommendations based on overheating risks.
- The AECB CarbonLite Building Standard Level 3 is for new buildings only. The standard reduces overall CO2 emissions by 70% compared to the UK average for buildings. Compared to the retrofit options; a lower delivered space heating and cooling is required, continuous MEV or MVHR must be installed, improved airtightness and thermal bridges, install non fossil fuel system and recommendations based on overheating risks.
- AECB Water standard is for new homes, the refurbishment of existing dwellings and also to non-domestic buildings. The Standard sits alongside the CarbonLite Energy Standards. The standard has requirements for appliance limits, Min and Max flow limits, emphasis on demand reduction, carbon saving prioritised, cost effectiveness considered, peak demand considered and good initial plumbing design encouraged.

- AECB Daylight guidance complements the main AECB Building Standard. Daylight Standard requires that adequate daylight is provided between 9am and 5pm for 70% of the year and there is acceptable daylight 80% of the year between 10am and 2pm. Also considered is the Daylight Uniformity within a room, satisfactory Daylight Uniformity is achieved when more the 80% of a habitable room receives natural daylight. Daylight Factor is the proportion of daylight within the room relative to outdoor conditions and this is considered. Both the Daylight Uniformity and the Daylight Factor must be calculated in accordance with BS 8206-2.
- The AECB Airtightness guidance complements the main AECB Building Standard. Air leakage increases heat loss making buildings colder and less energy efficient. This can lead to condensation and mould occurring which can affect the building occupant's health and incur increased costs for heating. Moisture in the air moves through walls or roofs then this water is deposited in the building fabric, often giving rise to major damage and shortening a building's life.

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AECB Standards certification criteria			
Criteria	Level 1	Level 2	Building Standard Level 3
Permitted water heating and cooling (kW/m ²)	Waterfall (Standard 1, level 1)	Waterfall (Standard 2, level 2)	Waterfall (Standard 3, level 3)
Primary Energy (kWh/kWh)	Level 1	Level 2	Level 3
Renewable (PHPP, kWh/kWh)	Level 1	Level 2	Level 3
Thermal Bridges	Level 1	Level 2	Level 3
Surface Condensation (PH) assessed	Level 1	Level 2	Level 3
Heating System	Level 1	Level 2	Level 3
Thermal Comfort	Level 1	Level 2	Level 3
Energy Model using PHPP, showing:			
Where a heat pump is installed			



4.3 Emerging Standards


UK Net Zero Carbon Building Standard

In 2022 a steering group representing stakeholders from across the built environment develop a Standard for verifying UK buildings as Net Zero Carbon (NZC). The UK Net Zero Carbon Buildings Standard was set up to enable built assets to be verified as Net Zero Carbon, delivering a Net Zero Carbon UK by 2050, with a 78% reduction by 2035. Providing clear definitions, easy to use, driving market transformation through industry engagement and uptake and aligning with the system-level changes needed for a NZC UK. The standard sets out requirements in the areas below to achieve a Net Zero building:

- **Operational Energy Limits:** Which will set the required operational energy performance of the building which is demonstrated in operation.
- **Upfront Embodied Carbon:** Limits set, defining a building's required embodied carbon performance in kgCO₂e/m² GIA.
- **Lifecycle embodied carbon emissions:** Required to be reported, kgCO₂e/m² GIA over the building's Reference Study Period (default being 60 years).
- **Fossil fuel free:** New with onsite plant are required to be fossil fuel free, with the end goal of this for existing buildings also.
- **Demand management:** There are no targets for demand management, but reporting of peak demand and the time of it is required.
- **Onsite renewables:** Renewable electricity generated onsite should be reported, how much used and the amount exported kgCO₂e/kWp. For new buildings there is a target for onsite renewables, measured in kWh/m² of building footprint/yr.
- **Renewable procurement & offsetting:** The UKGBC sets out the requirements in their renewable procurement and offsetting guidance.
- **Refrigerant & Leakage:** Refrigerant emissions from the building are accounted for within embodied carbon of the building. A Global Warming Potential (GWP) will have limits set that align with F gas regulations and EU taxonomy. Refrigerant leak detection will be required to be installed.

Future Homes Standard

The Future Homes Standard (FHS) has been developed by the Ministry of Housing, Communities and Local Government. From 2025 the Future Homes Standard will deliver homes that are zero-carbon, with new homes being built with no fossil fuel heating. New homes will be required to produce 75-80% less carbon emissions than under the current Building Regulations. The standard refers to the Part L building regulations (Conservation of fuel and power), the Part F building regulations for ventilation and airtightness. The standard focuses on improving heating, hot water systems, and reducing heat waste, with the use of low-carbon alternatives and future proofing homes.



Department for Levelling Up,
Housing & Communities

The Future Buildings Standard: 2021
Consultation on changes to Part L
(conservation of fuel and power) and Part F
(ventilation) of the Building Regulations for
non-domestic buildings and dwellings; and
overheating in new residential buildings

Summary of responses received and Government response

December 2021
Department for Levelling Up, Housing & Communities

Sustainability Standards & Guidance

4.4 Sustainability Standards Matrix

The matrix shows a comparison of industry standards for sustainability and wellbeing and the scope they cover, please refer to the tables in the Appendices for a more detailed table.

	RIBA 2030 Climate Challenge-2030	LETI	BREEAM UK New construction	WELL Building Standard	Passivhaus & EnerPHit	AECB Building Standard :Carbonlite standard 3 (New build)
Operational Energy	Included	Included	Included			
Embodied Carbon	Included	Included	Included			
Potable Water Use Litres/person/day	Included	Included	Included			Included
Overheating/ Thermal comfort	Included	Included	Included	Included	Included	Included
Daylighting	Included	Included	Included	Included		Included
Indoor air quality (including emissions from construction products)	Included	Included	Included	Included		
Biodiversity	Included		Included			
Air tightness		Included	Included		Included	Included
Thermal bridging		Included	Included		Included	Included
Heating/ cooling system	Included	Included			Included	Included
Domestic hot water peak		Included				
Renewable Primary Energy Demand		Included			Included	Included
Fabric U-values (W/m2)		Included			Included	
Windows		Included		Included	Included	
Renewables		Included	Included		Included	
Form factor		Included			Included	
Lighting power density		Included				
Glare: electric lighting				Included		

5.0 Economic Sustainability

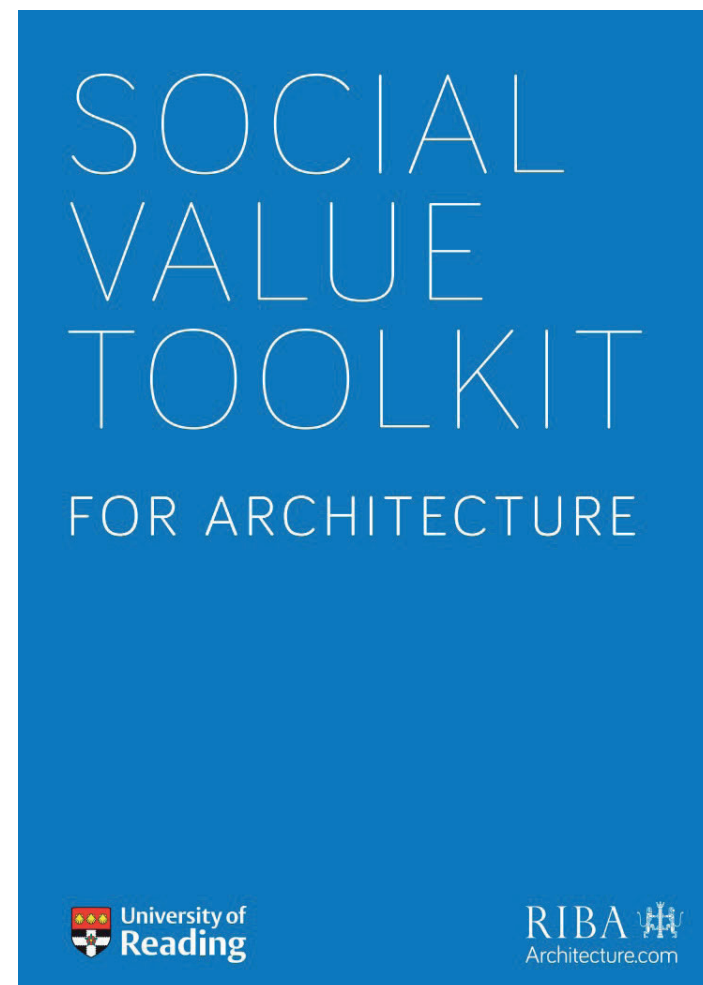
5.1 Social Value

Social value forms one of the core themes of the RIBA sustainable outcomes guidance and refers to the additional benefits that an organisation can bring to society. Social value is defined as the 'economic, social and environmental wellbeing that is created by a development or service as defined by the Public Services (Social Value) Act 2012. In the relationship between public and private sectors social value is at the centre of procurement decision making, the publication of Policy Procurement Note PPN06/20 and the Construction Playbook added further weight to the Social Value Act 2012. In 2021 the Government updated guidance requiring all major procurements to evaluate social value.

Social value principles can be considered in real estate development from the design stage to the in-use occupation of a building. At design stage plans are developed which can affect community activities and add value, create local jobs by getting involved in community outreach programmes. The development brings empty sites alive creating social value. During the buildings construction social value conditions are captured within Section 106 agreements there can be requirements such as the use of local labour and spending. Within the property management of the building security staff, cleaning and maintenance are required. Upon occupation of the building there is potential social value through engaging with the local community, providing employment and training opportunities and engaging in local supply chains.

The key reasons social value is included in the delivery or new and existing buildings:

- Community engagement: To empower communities and serve as a vehicle for developing solutions.
- Societal value: Developers understand and respond to local needs.
- Supply chain engagement: Engaging local suppliers, building local capabilities.
- Social investors: A growing awareness that investments also have a beneficial impact on society.



5.2 Economic Impact on Local Communities

The Social Value Toolkit for Architecture developed by the RIBA and is based on holistic social, environmental and economic benefits to society, the triple bottom line of sustainability. This is the method by which UK government assesses cost benefits.

For the National Social Value Measurement Framework (National TOMs) each activity is allocated a value which reflects, the value for the individual, value for the government e.g., the fiscal savings and the economic benefits to the local community.

- There are five themes for the TOMs.
- Jobs: The promotion of local skills and employment.
- Growth: Providing local business with the skills to compete and work as part of business and public sector supply chains.
- Social: Healthier more resilient communities.
- Environment: Decarbonising, providing greener places for people to work and live.
- Innovation: Promoting innovative solutions to old problems.

Derbyshire county council in their Economic development policy (www.derbyshire.gov.uk, 2023) states that they are committed to improving the county's economy through sustainable development working in partnership with the Derbyshire Economic Partnership and local enterprise partnerships. The DCC works with these organisations to help secure external funding to help develop locally based economic growth in particularly in areas of economic disadvantage and high unemployment. This involves supporting local business, maximising external funding, creating jobs for local people, enhancing the quality of life of local communities and creating the conditions for investment. DCC are aiming to strengthen the local economy and tackle deprivation.

5.3 Circular economy

According to the United Nations extraction and processing of materials, fuels and food make up approximately 50% of the total greenhouse gas (GHG) emissions, with resource extraction and processing causing 90% of water stress and biodiversity loss. The built environment uses almost half of the world’s extracted materials, with the growth in resource use projected to increase 40 billion tonnes to roughly 90 billion tonnes by 2050.

Building design often just considers the current use of the building, without thinking about the future of the building and its materials. With raw materials becoming harder to extract not considering the future of existing materials is a missed opportunity. Rather than a linear economy of manufacturing and throwing away we need to move towards a circular economy where are resources retain their value, prioritising refurbishment and retention over demolish and rebuilding. Adoption and deconstruction of buildings can extend their life, allowing materials and components to be salvaged for re use or recycling.

“A circular economy is an industrial system that is restorative or regenerative by intention and design.” Ellen MacArthur Foundation.

To apply these circular principles to building design components should be designed to allow disassembly and reuse. Some salvaged elements such as Belfast sinks or chimneypots are valuable components. For other elements materials are able to be recycled back into the manufacturing process. Incineration of waste should be avoided as the recourse is lost from the circular economy. Ideally when a building reaches the end of its useful life, it would be disassembled into modules with could be reassembled in a new configuration or location.

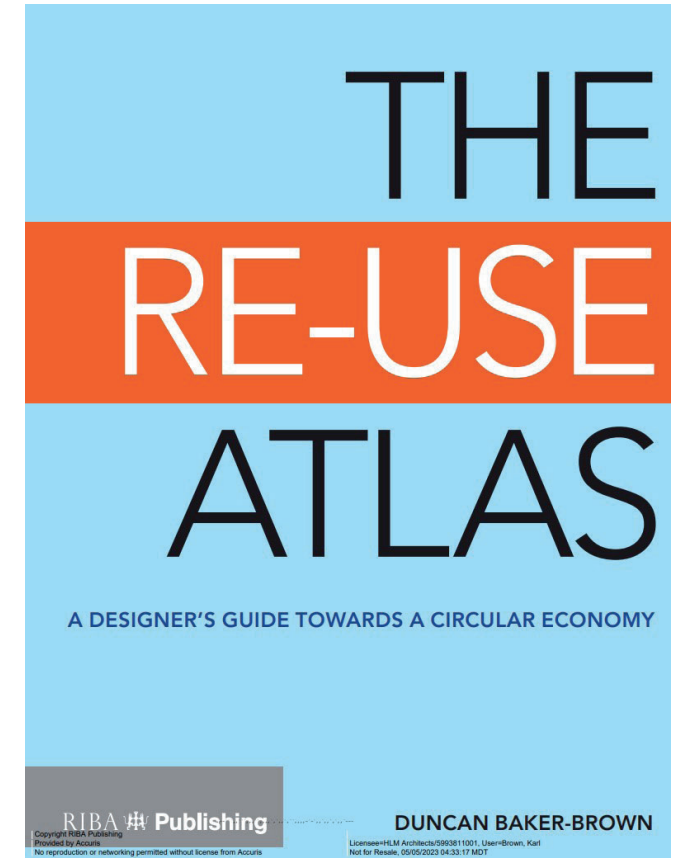
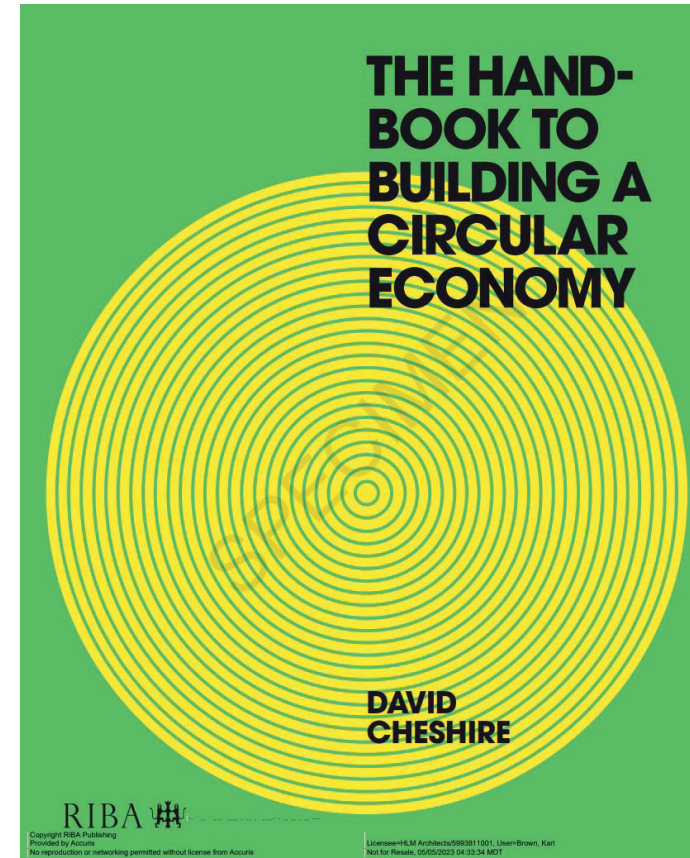
The Ellen MacArthur Foundation estimates that with the introduction of a circular built environment there could be a reduction in global carbon dioxide emissions from building materials by 38% or 2 billion tonnes in 2050, due to a reduced demand for raw materials.

Circular economy principles cannot be applied wholesale over a building as products have very different lifespans and demands. To tackle this difficulty components can be considered in layers using different rules e.g., the structure and building fabric be made adaptable over their lifespan, whilst internal elements be made reusable or compostable. By keeping each layer independent this allows for the structure to be retained when upgrading the fabric of the building. The layers of the building include;

- Shell: flexible space with long spans, good floor-to-ceiling heights and flexible/ spacious cores and Risers.
- Services: Accessible, demountable, modular systems allowing upgrade, lease arrangements (e.g., lighting).
- Scenery: Re-locatable partitions, Modular components and system furniture.
- Settings: Consumable components made for recycling/ composting, Design for reconfiguration of space and also leasing furniture and equipment.

When designing to consider any changes in the future use of the building over engineering the structure or foundations to accommodate expansion to the building could be considered, exploring different building footprints. How internal spaces could be reconfigured is considered, scenario modelling to consider different use types of the building, generous floor-to-ceiling heights with abundant levels of daylight to allow greater flexibility of use and the principles of disassembly to make the building more adaptable.

Certain principles when undertaking the construction can make it easier to disassemble such as; having mechanical and reversible (e.g., not chemical) connections which are easily accessed, independent and easily separable elements of the building and not using resins or adhesive coatings on the elements. Designing for disassembly allows materials to be reclaimed intact during demolition or renovation.



6.0 Sustainability Development Considerations

Sustainability Development Considerations

6.1 Operational Energy & Carbon

Relevant standards: BREEAM New construction, BREEAM UK Refurbishment and Fit out, BRE Home quantity mark, LETI, Nabers UK, Passivhaus & Enerphit, AECB Building Standard (Carbonlite Retrofit standard 2), Future Homes Standard

Best practices:

The redevelopment of the County Hall Complex has the opportunity to significantly reduce the operational energy of the facility through retrofit of existing buildings to standards like Enerphit, or by new build to higher performance standards such as Passivhaus. The relocation to leased premises with an EPC rating of C or better may deliver a reduction in operational energy, however this is subject to the availability of properties in the market and the quality of the construction of those buildings.

Reductions in energy use will be achieved by improved fabric performance focusing on insulation, air tightness and reduction or omission of thermal bridges. The use of the most efficient lighting and equipment along with efficient systems for ventilation, space heating, domestic hot water and if required cooling will reduce the demand for energy and in tandem reduce carbon emissions.

The opportunity exists to develop on site renewable energy generation through roof, ground or canopy mounted solar PV panels.

The table shows the achievable energy use for the Councils proposed accommodation under each option.

Standard	EUI kWh/m2/yr	Option 1 : Do Minimum 21967sqm Energy Use (kWh/m2/yr)	Option 2 : Move to leased Accommodation 7500sqm Energy Use (kWh/m2/yr)	Option 3: New Build Office (400-600p) & Third Party Dev 6750sqm Energy Use (kWh/m2/yr)	Option 4 :New Build Office (200-400p) plus some relocation & Third- Party Dev 3375sqm New Build & 3375sqm Lease Energy Use (kWh/m2/yr)
Existing	203	4,367,358			
Shallow Retrofit	182	4,013,024			
Enerphit Retrofit	60	1,322,975			
RIBA / LETI New Build	55	1,212,727		371,250	185,625
Passivhaus New Build	60	1,322,975		405,000	202,500
Leased Accommodation DEC 100	179		1,342,500		604,125

6.2 Embodied Carbon

Relevant standards: BREEAM New construction, BRE Home quantity mark, LETI, Nabers UK, Passivhaus & Enerphit, AECB Building Standard (Carbonlite Retrofit standard 3), Future Homes Standard, WELL

The redevelopment of the County Hall Complex presents an opportunity for the extensive retrofit of the existing building stock supporting general objectives and guidance to make retention and retrofit of buildings a priority over new build. While any retrofit of buildings will result in new embodied carbon its generally accepted that this will still be less than even the lowest embodied carbon new builds. This does need to be balanced against operational carbon and so a whole life carbon approach should be taken.

For the Council's office accommodation an embodied carbon limit of 350kgCO₂e/sqm should be set in line with LETI's 2030 targets supporting the UK transition to net zero.

Derbyshire County council places high value on reducing consumption and waste of natural resources. The use of recycled or reclaimed materials, aids the reduction of embodied carbon. To support a circular economy a requirement to use 50% recycled materials and for 80% of all materials to be reuseable should be set for all new construction.

6.3 Sustainable Water Usage

Relevant standards: BREEAM New construction, BRE Home quantity mark, LETI, Nabers UK, Passivhaus & Enerphit, AECB Building Standard (Carbonlite Retrofit standard 3), Future Homes Standard, WELL

The redevelopment of the County Hall Complex presents the opportunity to significantly reduce water usage through carefully chosen fittings and the use of rainwater harvesting. At the same time surface water runoff could be managed more sustainably through water sensitive design and sustainable urban drainage systems with the ultimate aim of restoring groundwater and reducing the risk of downstream flooding.

The redevelopment should set water usage limits of 6l/ person/day and require a sustainable urban drainage scheme sensitively integrated into the wider landscape design.

Sustainability Development Considerations

6.4 Sustainable Transport Opportunities

The location of the County Hall Complex at the top of the hill presents challenges to promoting health and green transport choices, however any redevelopment must support Derbyshire District Council's sustainable transport goals through provision of appropriate facilities within the development and indeed through collaboration with other service providers and agencies such as local public transport providers.

The development could support Derbyshire County Council's key priority of encouraging active transport and Derbyshire Dales district council, Adopted Derbyshire Dales Local Plan "Improved accessibility to community services and facilities by sustainable means such as walking and cycling or via public transport through:

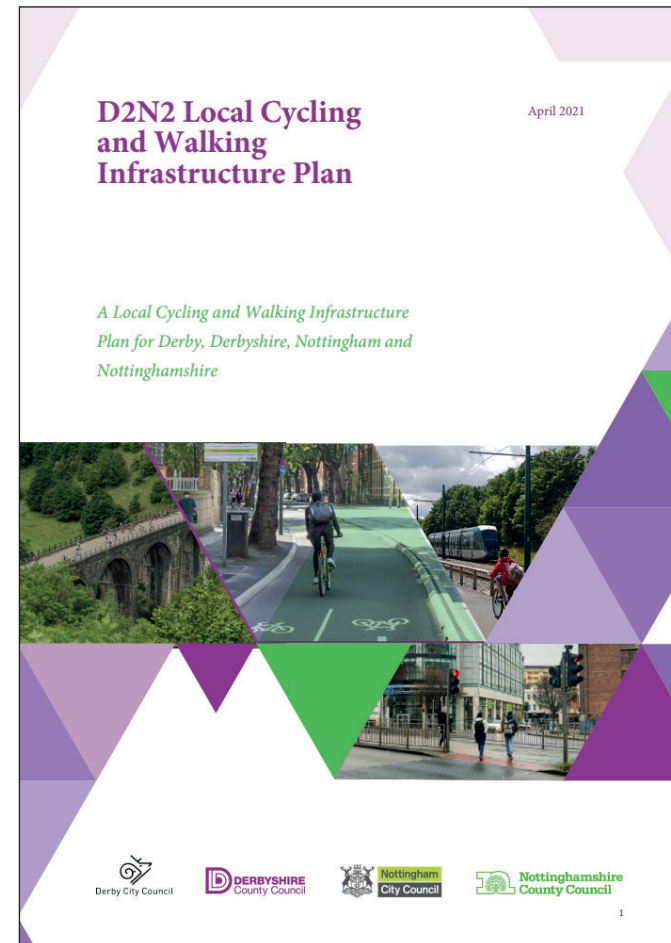
- Provision of excellent connections to the wider pedestrian and cycle network
- Provision of facilities for cycle parking and charging of e-bikes
- Provision of cyclist facilities including showers, lockers, changing rooms and basic maintenance space

The development could support Derbyshire Vision's aims to deliver an ambitious low-carbon integrated transport system through:

- Creation of a travel plan encouraging the use of local public transport solutions
- Supporting multi modal active travel / public transport choices
- Supporting ambitions for an EV Shuttle linking the development to a potential mobility hub

The development could support Derbyshire County Council's aim to accelerate the shift to electric vehicles through:

- Provision of destination and / or rapid charging points / bays
- Encouraging use of electric vehicles within supply chains.



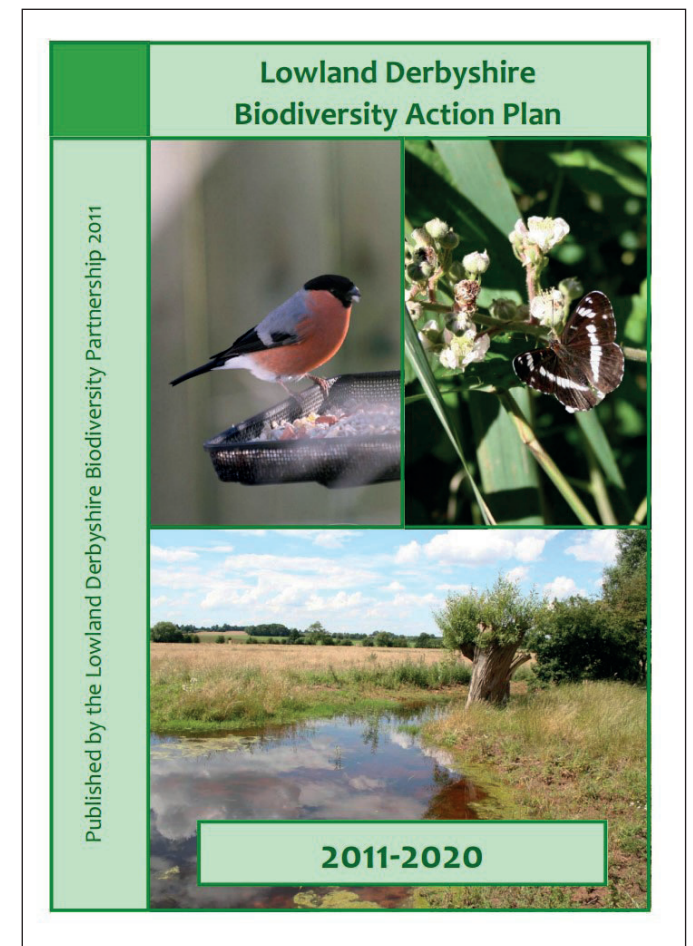
6.5 Environment and Habitat - Enhancing Site Ecology / Biodiversity Net Gain / Natural Capital

The County Hall Complex with its mature landscape setting close to the centre of Matlock is a valuable asset not only for the people of Matlock but also as an environmental resource supporting local wildlife and biodiversity.

The Biodiversity of the site should be surveyed and valued using appropriate methodologies aligned to the new Biodiversity Net Gain Legislation.

The redevelopment of the complex should seek to protect and retain the existing biodiversity value and in line with future legislation seek to offer a biodiversity net gain of 10% preferably within the development site. This could be achieved through:

- Protection of existing mature trees
- New tree planting
- Protection and enhancement of existing habitats
- Rebalancing of land use for biodiversity rather than carparking
- Use of biodiverse planting mixes in lieu of amenity planting supporting local wildlife species
- Use of biodiverse green roofs / walls
- Multifunctional landscape – water management techniques
- Inclusion of species specific elements, eg bird and bat boxes.
- Proactive maintenance and management of the landscape for long term biodiversity
- Opportunities for people to engage with nature fostering connection and ownership, for example walking trails, allotments, wildlife areas.



6.6 Health and Wellbeing

Relevant standards: BRE Home quantity mark, BREEAM New construction, BREEAM UK Refurbishment and Fit out 2014, BRE Home quantity mark, LETI, Nabers UK, Passivhaus & Enerphit, AECB Building Standard (Carbonlite Retrofit standard 2&3), AECB Water Standard, AECB Daylighting Guidance, WELL, Future Homes Standard, Passivhaus & Enerphit.

The proposed redevelopment of County Hall presents the opportunity to provide workspace and other facilities which support the health and wellbeing of the people who use them through excellent indoor air quality, water quality, healthy eating, exercise, thermal comfort, acoustic comfort and mental wellbeing. Excellence can be achieved by requiring buildings to be delivered to standards focused on health and wellbeing for example the WELL Building Standard

Indoor Air Quality

Indoor air quality is one of the most important elements of the indoor environment as it can greatly effect health and wellbeing. When air quality is poor there is the possibility of low productivity, sick building syndrome and poor health effects. Appropriate ventilation, ideally with heat recovery, is key to ensuring the indoor air quality remains high.

Volatile organic compounds (VOCs) are a group of chemicals which are found in indoor environments from various sources including insulation, paints, coatings, adhesives, furniture and furnishings, composite wood products and flooring materials. These chemicals can cause a number of negative health effects such as: - nose, eye and throat irritation, headaches and nausea to liver, kidney and central nervous system damage. Other chemicals found within the building also have negative health effects.

The WELL building standard places restrictions and limits on chemicals within building products such as :- Halogenated flame retardants, PFAS, lead, Cadmium, Mercury, Asbestos, PCBs, chromated copper arsenate (CCA), VOC Restrictions. WELL has options to consider the material transparency of materials which are certified in relation to the health effects of the products e.g. A Health Product Declaration (HPD).

In BREEAM levels of TVOC and Formaldehyde are considered for the materials contained within the building

Water

Water hygiene is encouraged, through sensor activated faucets, and having an adequate water column from the taps and sinks that are of large enough size. Water quality can be maintained through appropriate testing.

Protection of moisture sensitive building materials and finishes which are likely to be exposed to water should be considered in order to prevent degradation and the growth of mould etc.

Nourishment

The workplace should promote nourishment and healthy eating. This is achieved by offering healthy foods within the building and in vending machines. Dedicated eating spaces within the building which promote health benefits relating to mindful eating should be considered. Access to Drinking water should be promoted through positioning of water coolers spread out at regular intervals around the workspaces.

Light

Light is the main driver of our bodies circadian system, which effects our sleep-wake cycle. There are several negative health effects such as obesity, diabetes and depression which are associated with poor lighting. Glare especially in the workplace can lead to visual fatigue and glare-induced headaches, when glare is present you may also sit in an uncomfortable position which can lead to back and neck ache. A view to the outside has several mental health and physical advantages, in studies of hospital patients having a view to nature has shown an improvement in recovery time.

The BREEAM recommends glare control, minimum daylight levels, glazing to floor area ratio, view out, lighting zoning/ occupant control, room depths/ window head heights and view of sky/no-skyline.

The LETI Climate Emergency Design Guide provides guidance on window to wall ratio for avoiding overheating and providing the required daylight levels. AECB have a Daylighting Guidance add on to their main standard. This considers daylight factor daylight levels and daylight uniformity.

The WELL building standard considers several metrics for lighting and health these include; Light exposure in indoor environments, visual lighting design- illuminances on work planes, Circadian Lighting Design, Electric Light Glare Control, Daylight Design Strategies, Visual Balance- environments that enhance visual comfort, Electric Light Quality- visual comfort and minimize flicker for electric light and Occupant Lighting Control- customizable lighting environments. Any changes to the floor plan layout would consider views and have workstations which are within 7.5m of the windows to ensure exposure to daylight, with a visual light transmission of glazing of at least 40%. Glare and visual comfort will be considered in the design. There will be good quality electric lighting design, minimising flicker, customizable lighting environments with occupant Control to aid the creation of a visually comfortable lighting environment. Depending on the building and floor plan there could be any opportunities to introduce light wells to improve the daylight levels further into the building plan. For the interior design reflective surfaces applied to the ceiling could encourage light reflectance further into the buildings plan where required.

Movement

The design of the building can be used to encourage movement within it. There are a number of poor health outcomes associated with sedentary behaviour which include obesity, type II diabetes, cardiovascular risks and premature mortality. The Derbyshire County council have strategies to encourage people to be active and healthy.

Consideration should be given to active workstations and providing gym facilities within the building to encourage physical activity. Also, the provision of showers, bike storage and lockers for cyclists, which ties in with the Derbyshire County council desire to increase cycling as a form of transport. For movement within the building staircase design and signage can be used to encourage staircase use rather than lift usage. This can be achieved by aesthetically pleasing staircases with elements such as; being well lit, with views, natural elements, artwork or music.



Sustainability Development Considerations

Comfort

The WELL building standard has a number of strategies relating to thermal comfort which include, thermal Performance, ensuring that a substantial majority of building users (above 80%) perceive their environment as thermally acceptable, thermal zoning, individual thermal control- personal heating and cooling options, radiant thermal comfort, thermal comfort monitoring, humidity control, operable windows and outdoor thermal comfort.

Thermal Zoning within the building can enhance thermal control of building occupants allowing them to sit in different areas which suit their thermal requirements. Outdoor Thermal Comfort considers, outdoor shading, temperature modelling and computational fluid dynamic modelling for winds. External shading, trees and awnings can improve the outdoor thermal comfort. Heat stress counter measures can include the addition of landscape/ greenery and water features.

Thermal comfort is considered in the LETI Climate Emergency Design Guide. The BREEAM seeks to reduce the risks of high temperatures occurring in the current and projected future climate scenarios. BREEAM also considers thermal zoning and controls. For the AECB standards overheating risks are considered. For the Future Homes Standard Part O for overheating is referenced which offers strategies for reducing over heating risks.

Passivhaus projects create good indoor comfort environments; draught free internal spaces, with consistent indoor surface temperatures and temperature limits to avoid overheating.

Sound

Noise such as traffic noise or from industrial sources has been shown to have negative effects on health and wellbeing, such as sleep disturbance, hypertension, and the reduction of mental arithmetic skills. Internally generated noise from sources such as HVAC equipment, appliances and other occupants can affect, focus, memory retention and productivity.

The WELL building standard has a number of acoustic parameters which it considers these include: - production of an acoustic design plan, maximum noise levels within different spaces, design for sound isolation, reverberation times, sound reducing surfaces, sound masking, noise reducing flooring and enhanced audio devices. Sound reducing surfaces can minimize the buildup of speech or other unwanted sound. Sound barriers increase the level of sound isolation and speech privacy between enclosed spaces.

BREEAM considers the acoustic performance within the building, minimising noise transmission between spaces and providing an appropriate acoustic environment for different functions and spaces.

Mind

The design of a building has the potential to have a positive effect on the mental health of the occupants. We are increasing living in environments with limited access to nature. Decreased levels of depression and anxiety, better recovery from job stress and illness, increased pain tolerance and increased psychological well-being have been linked with access to natural elements such as daylight and plants.

The well building standard promotes access to nature in spaces using: - natural patterns, plants (e.g., green walls), water features and nature views. The integration of art and culture within the interiors is recommended to improve mental wellbeing. Restorative Spaces and naps spaces are included within the standard. The creation of spaces that promote restoration and relief from mental fatigue or stress may contain: - adjustable lighting, thermal controls, nature elements, thermal control, and visual privacy.

BREEAM has several requirements for mental wellbeing such as visual comfort, security - which supports physical and mental wellbeing of the building users and the promotion of safe and healthy surroundings. The ecological value of a site is considered but this also offers an opportunity for benefits to wellbeing and the inclusion of recreational spaces.



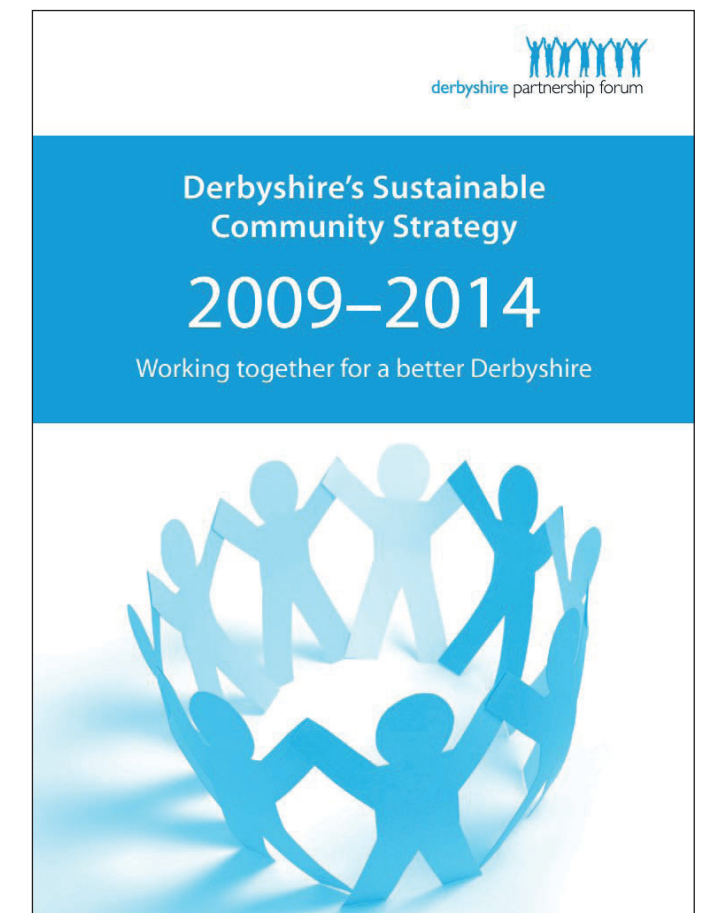
6.7 Sustainable Communities

Relevant standards: WELL, BRE Home quantity mark, BREEAM New construction, BREEAM UK Refurbishment and Fit out

The redevelopment of the County Hall complex presents the opportunity to both retain existing community facilities and services within the town and also to create new facilities and services to support the sustainability of Matlock Town as a community.

The new development should identify the economic and social requirements of the residents and aim to meet these. Proposals should also consider future needs of the community and how flexibility could be built in to the design to allow future adaptability.

The new development should have good access to other nearby services and amenities, ideally within walking or cycling distance or via public transport. The development also has the opportunity to provide access for local residents to green open space having a positive effect on mental health and wellbeing.



7.0 Conclusions and Recommendations

7.0 Conclusions and Recommendations

The redevelopment of the County Hall Complex at Matlock presents an exciting opportunity for Derbyshire County Council to deliver upon the vision for the county but also the sustainability goals contained in its policies and action plans. The following are some recommendations for the project aligned to the 8 RIBA Sustainable Outcomes.

Net Zero Operational Carbon

- Set Operational Energy limits for each building typology
- Consider industry best practice standards such as Passivhaus for new builds and Enerphit for retrofit as a proven, building physics based standard to deliver Net Zero Operational Carbon
- Employ accurate energy modelling using Passivhaus Planning Package (PHPP) or dynamic modelling aligned to CIBSE TM54 including both regulated and unregulated energy use.
- Maximise fabric performance to minimise energy demand
- Aim for EPC 'C' as a minimum on Retrofit
- Employ appropriate generation technologies on site to further reduce energy demand from the grid
- Employ sub metering and monitoring to accurately understand energy use across the development
- Exclude use of fossil fuels

Net Zero Embodied Carbon

- Prioritise reuse of existing buildings over new build
- Set Embodied Carbon limits for each building typology based on industry best practice
- Promote the use of low embodied carbon materials and construction methods
- Utilise modern methods of construction on new builds to minimise waste
- Minimise the size and complexity of heating / cooling systems through intelligent fabric design
- Facilitate a circular economy by setting targets for reuse and re-usability.

Sustainable water cycle

- Set water use limits for each building typology
- Reduce the existing surface water discharge from the site through sustainable drainage design.
- Minimise water demand through low flow fittings and appliances
- Minimise water demand through resilient planting design
- Employ rain and grey water harvesting to minimise water demand from the network

Sustainable connectivity and transport

- Develop a clear travel plan promoting active public transport choices
- Provide excellent cycle and pedestrian infrastructure within the development
- Provide facilities for cyclists including shelters, parking, showers, changing and maintenance facilities
- Connect with local public transport providers regarding transport stops and routes.
- Connect with local car share / pool providers
- Promote electric vehicle use through provision of destination and / or rapid chargers

Sustainable land use and bio-diversity

- Protect existing mature trees, hedgerows and habitats
- Enhance existing habitats and support locally established species using appropriate features for example bird or bat boxes integrated into the development
- Provide appropriate new tree planting and vegetation to support biodiversity
- Target a 10% net gain in biodiversity value.

Good health and wellbeing

- Provide comfortable buildings – thermal, acoustic, lighting
- Provide healthy buildings – air quality, VOC's, water quality
- Support active and healthy lifestyles
- Provide facilities to support good mental health
- Provide connections to nature through biophilic design

Sustainable communities and social value

- Respond to the needs of the local community
- Deliver economic value to the locality through jobs and supply chain services
- Create employment opportunities for local people
- Create opportunities for disadvantaged people
- Deliver improved skills
- Minimise waste in operation by facilitating recycling and green waste composting

Sustainable life cycle cost

- Consider Capital Cost alongside Operational Cost
- Consider Environmental and Societal costs and benefits

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9.0 Appendices

Table part 1

	RIBA 2030 Climate Challenge-2030 Targets	LETI	BREEAM UK New construction	WELL Building stanard	Passivhaus & Enerphit	AECB Building Standard :Carbonlite standard 3 (New build)
Operational Energy	< 55 kWh/m2 /y DEC B (40) and/or NABERS Base build 6	< 55 kWh/m2 /y Aligned with RIBA 2030: 2025 target aligned with LETI band C & 2030 target aligned with LETI band B.	Energy Performance Ratio for New Construction (EPR NC) compared to benchmarks: 0.4-0.5 Excellent, 0.6-0.8 Outstanding, 0.9 + zero net regulated CO ₂ -eq.		Space Heating Energy Demand specified.	Delivered space heating and cooling.
Embodied Carbon	< 750 kgCO ₂ e/m ²	2030 Best practice <350 kgCO ₂ Area in GIA/m ²	Comparison of the building with the BREEAM LCA benchmark for an office or Third party verification.			
Potable Water Use Litres/person/day	< 10 l/p/day	Green' Euro Water Label for hot water outlets (e.g certified 6 L/ min shower head not using flow restrictors).	Water consumption (litres/person/day)for building is compared against a baseline performance: 65% improvement exemplary.	Not measured but points for access to water coolers, to encourage drinking water.		AECB Water standard: Wc's 6/4 litres dual flush or 4 .5 litres single flush, showers 8-10 litres max, Sink taps 6-8 litres/ min, baths 180 litres max.
Overheating/ Thermal comfort	25-28 °C maximum for 1% of occupied hours	Ensure risk of overheating assessed & mitigated	Thermal modelling using software in accordance CIBSE AM11.Design to limit risk of overheating to CIBSE TM52.	Thermal Comfort Satisfaction Thresholds: 80% of regular occupants OR 90% of regular occupants.	Thermal comfort not more than 10 % of the hours in a given year over 25 °C.	Thermal comfort: PHPP modelled overheating risk, <10% acceptable. 5% good practice, 3% best practice.
Daylighting	> 2% av. daylight factor, 0.4 uniformity	Window to wall ratio <35% overheating avoidance & daylight.	Average daylight factor 2% (over 80% or area).	Average sDA300,50%, Target illuminance of 300 lux for >50% of regularly occupied areas throughout 50% of daylight hours OR Average sDA300,50% for > 75% of regularly occupied floor area, Target illuminance of 300 lux for >50% of total area & average illuminance 100 lux for >95% of total area throughout 50% of daylight hours.		AECB Daylight Standard: adequate daylight 9am- 5pm for 70% of the year & acceptable daylight 80% year between 10am-2pm. Satisfactory Daylight Uniformity when > 80% habitable room receives natural daylight. Daylight factors: AECB: >3 atrium,>2 occupied spaces.
Indoor air quality (including emissions from construction products)	Co ₂ < 900 ppm, Total VOCs< 0.3 mg/m ³ , Formaldehyde, < 0.1 mg/m ³	Temperature, relative humidity and CO ₂ / VOCs / NO _x monitoring	Occupied spaces CO ₂ / air quality sensors in accordance with Building Regulations, ≤ 1.0 mg/m ³ Total VOCs , ≤ 0.06 mg/m ³ Formaldehyde.	Co ₂ <900 ppm, Total VOCs: 500 µg/m ³ or lower. , Formaldehyde: Formaldehyde (CAS 50-00-0): 50 µg/m ³ or lower, PM _{2.5} : 15 µg/m ³ or lower, PM ₁₀ : 50 µg/m ³ or lower.	No set requirements, but the air is filtered so there is good indoor air quality.	

Table part 2

	RIBA 2030 Climate Challenge-2030 Targets	LETI	BREEAM UK New construction	WELL Building stanard	Passivhaus & Enerphit	AECB Building Standard :Carbonlite standard 3 (New build)
Biodiversity	Enhance site's biodiversity net gain and green cover compared to pre-development levels.		Determining existing ecological value, risks/ opportunities for ecological protection & enhancement, limit negative ecological impacts & enhance ecological value associated with the site.	There are no requirements for this but points for access to green spaces, nature & biophilia.		
Air tightness		<1 (m3 /h.m2@50Pa)	Airtightness testing: professionals with membership of Air Tightness Testing & Measurement Association (ATTMA).		Passive Houses must be airtight with air change rates being limited to n50 = 0.6/h (1 for Enerphit).	Airtightness (q50) <or = 1.5 m3/m2.h
Thermal bridging		0.04 (γ-value)	Complete post-construction testing of building fabric.		Thermal bridge free design	Thermal bridges assumed less than 0.01w/mk
Heating/ cooling system	Low carbon heating e.g. heat pumps	<ul style="list-style-type: none"> •MVHR 90% (efficiency) ≤2m (duct length from unit to external wall) •Space heating demand: <15 kWh/m2 •Space heating peak: 10 W/m2 Equiv. to 6 kWh/m2.yr renewable electricity from grid. 			<ul style="list-style-type: none"> •At least 75% of the heat from the exhaust air is transferred to the fresh air again by means of a heat exchanger. •Space Heating Energy Demand is not exceed 15 kWh per m2 net living space (treated floor area) per year (25 kWh/ m2.a Enerphit) or 10 W per square meter peak demand. 	Delivered space heating and cooling <or = 40kWh/m2.a
Domestic hot water peak		Domestic hot water peak 6 W/m2 Equiv. to 9 kWh/m2 .yr renewable electricity from the grid.				
Renewable Primary Energy Demand					Renewable Primary Energy Demand (PER, according to PHI method), total energy to be used for all domestic applications (heating, hot water and domestic electricity) must not exceed 60 kWh per m2 treated floor area per year for Passive House Classic.	Renewable PER <or = 75kWh/m2.a

Table part 3

	RIBA 2030 Climate Challenge-2030 Targets	LETI	BREEAM UK New construction	WELL Building stanard	Passivhaus & Enerphit	AECB Building Standard :Carbonlite standard 3 (New build)
Fabric U-values (W/m2		0.12 - 0.15 Walls, 0.10 - 0.12 Floors, 0.10 - 0.12 Roof, 1.2 Doors			For most cool-temperate climates, this means a heat transfer coefficient (U-value) of 0.15 W/(m ² K)	
Windows		U-values (W/m2: 1.0 (triple glazing) 1.2 (double glazing). 0.4 - 0.3 g value of glass.		Envelope glazing area no less than 7% of floor area per level. Floor plate no less than 20 m between opposite walls. Visible light transmittance (VLT) of windows > 40%	Cool-temperate climates, this means a U-value of 0.80 W/(m ² K) or less, with g-values around 50% (g-value= total solar transmittance, proportion of the solar energy available for the room).	
Renewables		Generate annual energy requirement for at least two floors of development on-site.	Low & zero carbon feasibility study, Energy generation from/ near-site LZC sources sufficient offset 100% of carbon emissions from regulated energy use + % emissions from unregulated energy use, exemplary performance 'Beyond zero net regulated carbon % of carbon emissions from unregulated energy use that is offset by LZC sources.		Renewable energy generation required for Premium and Plus level PH. •Premium: >or+120 kWh per/(m2 ground.a) •Plus: >or+60 KWH kWh per/(m2 ground.a)	
Form factor		1-2 Offices			A form factor of under 3.0 is considered ideal for a passive house.	
Lighting power density		4.5 (W/m2 peak NIA)		Not in terms of energy but quality: Enhance Colour Rendering Quality, flicker & glare.		
Glare: electric lighting				100% light emitted above the horizontal plane, Unified Glare Rating (UGR) of 16 or lower/ Luminance does not exceed 6,000 cd/m2at any angle between 45 and 90 degrees from nadir or Unified Glare Rating (UGR) of 16 or lower.		

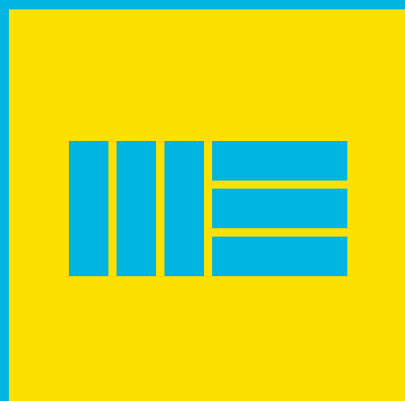


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MATLOCK DERBYSHIRE COUNTY HALL

OUTLINE BUSINESS CASE - PLANNING STRATEGY REPORT

03 OCTOBER 2023



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1.0 EXECUTIVE SUMMARY

- 1.1 This Report has been prepared on instruction from HLM Architects to support the work undertaken to deliver an Outline Business Case (OBC) to Derbyshire County Council for the future redevelopment of their County Hall and the wider estate (“the Site”) in Matlock.
- 1.2 The site currently functions as the headquarters of Derbyshire County Council, but it is no longer fit for purpose and, as a designated heritage asset, has several operational limitations and costs. The overarching objective of the project is to assess potential options for how the Site could be better used to deliver financial savings to the Council, deliver a continued Council presence, and create a long-term viable future for the listed building. Ultimately the aim is to deliver the optimum outcome for the long-term use of the County Hall estate so that it contributes to the viability of the town of Matlock and makes a significant ongoing contribution to the economy of the area.
- 1.3 This Report provides an overview of the planning policy context for the Site and provides a commentary on the principle of development and other land use matters for the County Hall Estate. The four options are then assessed against the discussed planning considerations and then a commentary is provided on the recommended strategy to be taken forward.
- 1.4 It is evident from a local and national perspective that a principle of development can be established for the redevelopment of the County Hall Estate. Sustainable development is at the heart of policy and planning decisions and a clear case can be made from an economic, social, environmental and historic perspective. The County Hall is an under-used and undervalued heritage asset that can be redeveloped to provide new residential, employment and social opportunities as well as restoring heritage assets to their original state and purpose.
- 1.5 Whilst there is support in planning policy for individual land use matters, such as the principle of residential, economic and hospitality development, they cannot be viewed in isolation and they will need to be considered collectively, particularly when considering the designated heritage assets. This will ensure that the benefits case is robustly considered for all potential options for the Site.
- 1.6 Option 3 or 4 will create the greatest planning balance to justify the need for development against the heritage considerations, as the County Council offices will be repurposed and decentralised to provide further deliverable benefits to the wider Site, as well as various heritage benefits too.
- 1.7 Whilst we have identified that Options 3 or 4 would likely be supported by policy and therefore should be taken forward as a planning application, there are still various planning issues associated with a planning application for either option. These issues include the physical works to and the impact on setting of the Grade II listed building, the loss of some employment, and complexity of the site. The table below lists the potential issues that may arise, but also outlines the responses that could be taken to reduce the impact of these issues.

Issues	Responses
Heritage Issues – Physical Works to Buildings	A detailed assessment of the significance of the proposed building works and assessment of the planning balance resulting from the harm to the heritage assets should be undertaken ahead of any planning application.

Heritage Issues – Impact on Setting	<p>The impact on the setting of the heritage asset will be impacted from development and the significance of such impact must be reduced.</p> <p>Option 3 will provide County Offices to accommodate 400 – 600 staff and therefore will be a larger building, in comparison to Option 4 which is only proposed to accommodate 200 – 400 staff. Option 3 will therefore carry a greater impact on the setting of the heritage asset.</p> <p>To mitigate the impact on the setting, a views analysis will need to be undertaken to identify the impact and identify ways to mitigate such impact.</p>
Loss of Employment	<p>There is a chance that the district council may not be supportive of the reduction of the office space, as proposed in Option 4 as this will lead to a reduction of County Council officers operating on site.</p> <p>Therefore, robust market analysis will need to be undertaken to establish why the County Council offices should be decentralised, as well as to establish the employment opportunities that will arise from the hospitality and co-workspace uses proposed. These alternative employment uses will create a wider range of jobs that will operate in both the day and nighttime economy. An economic case that will establish these benefits from the alternative economic uses proposed will help justify the loss of County Council offices and should be established ahead of a planning application.</p> <p>There is equally a chance, however, that the bigger office space provided may have greater heritage impacts on the setting and therefore the planning balance on the different heritage and economic merits of either scheme will need to be assessed.</p>
Complex Site	<p>The County Hall estate is a complex site that consists of a variety of different components/uses and different pressures, including financial and heritage pressures. Therefore, to respond to the issues that may arise from taking forward a planning application on such a complex site, we recommend that an early pre-application meeting is undertaken with Derbyshire Dales Council to help council members understand the site and the different uses proposed and how these will co-exist.</p>
<p>██████████</p>	<p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p>

- 1.8 Seeking an outline planning application with listed building consent therefore presents the best option for reducing planning uncertainty. The benefits from redelivering the council offices in a fit-for-purpose space and restoring the site to its original hotel use and utilising the other heritage assets will help further justify the principle of development, as well as the need to deliver some of the additional uses, such as the residential accommodation, which may otherwise may not be justified as there may be harm to the heritage assets.
- 1.9 It is recommended that for this Site, the determining authority for any future planning application brought forward should be the Derbyshire Dales District Council. This approach will overcome the restrictions around personal consents as well as ensuring that the combined planning benefit case can be considered in parallel with the heritage matters. Ultimately this approach presents least risk from a determination phase, as well as ensuring that potential grounds for Judicial Review are minimised by allowing an independent decision to be made.
- 1.10 To conclude, Montagu Evans are of the opinion that the principle of redevelopment for the County Hall, on balance, would likely be acceptable in planning terms.
- 1.11 Of the four options outlined within the OBC, we believe that Options 3 and 4 would be the most suitable to be taken forward, as they clearly establish a planning balance to justify the overall principle of development.
- 1.12 See below a RAG rating summarising the four options:

Options	RAG Rating	Commentary
Option 1 – Do Minimum	Yellow	This option delivers the least amount of planning and heritage benefits that could be used to offset any harm arising from the works when seeking listed building consent.
Option 2 - Full Redevelopment of the Site by a Third Party	Red	Option 2 option holds the most planning uncertainty through relocating the council offices to an off-site location and therefore involves the loss of employment.
Option 3 - Council Remain On-Site in Newley Built Office Accommodation with the County Hall Grounds.	Green	This option proposes the greatest level of office provision, all of which will be delivered on-site and thus is compliant with Policy EC3. Option 3 has the greatest potential to maximise the planning benefits from the scheme to county any heritage harm.
Option 4 – Hybrid Option	Green	This option is also supported as there is no loss entirely of the council offices. However, there will be a reduction in overall provision of space for council employees, some of which will be provided off-site, which may be resisted. Nonetheless, Option 4 still provides significant levels of employment.

1.13 It is recommended a scheme is taken forward as follows:

- Stage 1: Formal pre-application advice (2-3 months)

Pre-application advice sought on the key principles of development. With the information already produced on the Derbyshire County Hall, the pre-application process could begin underway immediately. This would help to de-risk the planning process but will also help validate the work undertaken to date and provide confirmation from the Council on the next steps.

- **Stage 2: Stakeholder Meetings**
Key meetings with the MP, local councillors and local interest groups are arranged to brief them on the project and what it is to achieve.
- **Stage 3: Preparation of an Application (8 months)**
Work progresses on preparing an outline planning application with listed building consent for the future redevelopment of the site.
A Planning Performance Agreement is entered into with Derbyshire Dales District Council covering all aspects of work for this site.
Further pre-application meetings and consultee / community engagement
- **Determination of an Application (6 months)**
Submission of an outline planning application would be targeted for Summer 2024 to allow for a decision to be issued ahead of elections in Spring 2025.

2.0 INTRODUCTION

- 2.1 This Report has been prepared on instruction from HLM Architects to support the work undertaken to deliver an Outline Business Case (OBC) to Derbyshire County Council for the future redevelopment of their County Hall and the wider estate (“the Site”) in Matlock.
- 2.2 The site currently functions as the headquarters of Derbyshire County Council, but it is no longer fit for purpose and, as a designated heritage asset, has several operational limitations and costs. The overarching objective of the project is to assess potential options for how the Site could be better used to deliver financial savings to the Council, deliver a continued Council presence, and create a long-term viable future for the listed building. Ultimately the aim is to deliver the optimum outcome for the long-term use of the County Hall Estate so that it contributes to the viability of the town of Matlock and makes a significant ongoing contribution to the economy of the area.
- 2.3 To achieve this, the masterplan concept prepared by HLM Architects and outlined within the OBC is focused around the idea of ‘reclaiming the promenade.’ The original design of the County Hall Estate included a historic promenade that ran the length of the whole Site. By ‘reclaiming the promenade’ this will redesign the County Hall Estate to become legible and cohesive across the multi-use areas of the Site.
- 2.4 The Strategic Outline Business Case (SOBC) identified four distinct solutions to take forward for further testing in the OBC, which are set out below:

Option 1: Base Case – Do Minimum

- This option looks at only the minimum expenditure necessary to make the building fit-for-purpose in its current use. This includes backlog maintenance, continued operational expenditure and decarbonisation measures.

Option 2: Full Redevelopment of the Site by a Third Party

- With this option, the potential for the Council offices to be relocated offsite entirely into leased premises elsewhere within the County is explored. The Site would then be developed by one or more third parties for a mixture of hospitality and residential use with the potential of some co-workspace depending on operator preferences.

Option 3: Council Remain On-Site in Newley Built Office Accommodation with the County Hall Grounds.

- This option looks at the possibility of retaining a Council workspace presence as part of a mixed-use masterplan potential and bringing in third party operators to help develop other hospitality and residential offerings.

Option 4: Hybrid Option

- Option 4 is similar to option 3 in terms of the Council workspace will be retained on site, but some roles are also decentralised to create a smaller workplace demand.

- 2.5 This Report provides an overview of the planning policy context for the Site and provides a commentary on the principle of development and other land use matters for the County Hall Estate. The four options are then assessed against the discussed planning considerations and then a commentary is provided on the recommended strategy to be taken forward.

- 2.6 This Report should only be used to support the OBC and to provide clarity on the expected planning strategy for securing and delivering the redevelopment of Derbyshire County Hall and for no other purpose. It should be read in conjunction with the OBC, and the masterplan options prepared by HLM Architects.

3.0 SITE LOCATION AND DESCRIPTION

- 3.1 The Site is located within the administrative area of Derbyshire Dales District Council and comprises a site area of approximately 5.8 hectares.
- 3.2 The Site currently functions as the headquarters of Derbyshire County Council, having occupied the building since the late 1950s. Prior to becoming occupied by the County Council, the Site was purpose-built to be a hydropathic establishment in 1867 by John Smedley.
- 3.3 The Grade II listed County Hall is a complex of buildings, including the original Hydropathic Establishment, domed glass Winter Gardens building as well as various other additional buildings.
- 3.4 At present, the Site consists of the following elements, shown in Figure 1 below:
1. North Block
 2. South Block;
 3. Stables;
 4. Business Centre;
 5. Lodge;
 6. Co-op Building;
 7. Former Gym; and
 8. Audit Building.

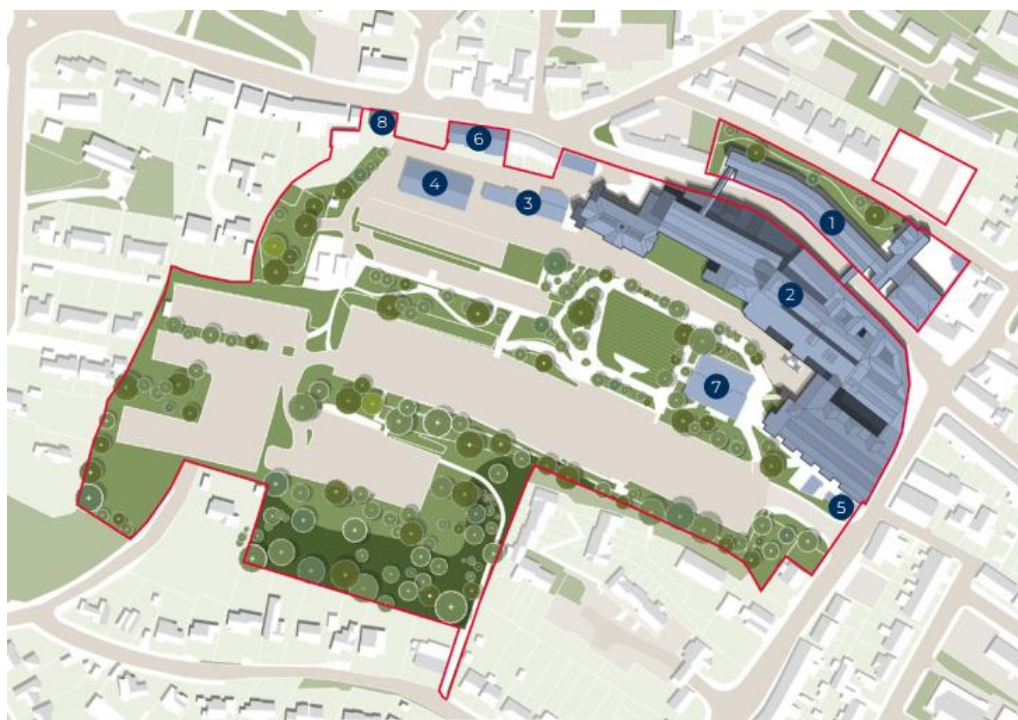


Figure 1

- 3.5 The majority of the Site is located south of Smedley Street, with the exception of the North Block which is located to the north of Smedley Street. The North and South Blocks are connected by an overpass, as seen in Figure 2 below.



Figure 2

- 3.6 There is extensive levels of hardstanding on the Site to provide car parking for staff and visitors.
- 3.7 The Site is located within the Matlock Bank Conservation Area, and it is noted within the 2007 Conservation Appraisal that the distinctive characteristics of the Matlock Bank is dominated by the County Hall.
- 3.8 The County Hall is located just outside of the Matlock town centre and is situated on an elevated site, providing views overlooking the historic town centre.
- 3.9 In accordance with the Environmental Agency's (EA) Flood Map, the Site is located within Flood Zone 1 and therefore is identified as an area which benefits from a low probability of flooding.

Surrounding Area

- 3.10 The Site is immediately bound to the:
- North by low density residential dwellings;
 - East by local amenities including several food and beverage shops and hair and beauty amenities.
 - South by Matlock Town Centre and low-density dwellings; and
 - West by low-density residential dwellings and Matlock All Saints C of E Infant School
- 3.11 Matlock is the county town of Derbyshire, as well as being the largest town in Derbyshire Dales with a population of almost 12,500. Matlock is set within an area of natural beauty, being located adjacent to the Peak District National Park, as well as being in the near vicinity of the Derwent Valley Mills UNESCO World Heritage Site; making the area a popular tourist and holiday destination.

- 3.12 Matlock is located centrally between a number of regional cities and towns, all within a commutable distance. Matlock train station is located approximately 0.5 miles away from the Site and provides rail services to Nottingham and London St Pancras International.
- 3.13 In addition to the Grade II listed building on Site, there are also other various Grade II listed buildings in the near vicinity and across Matlock.

4.0 DEVELOPMENT PLAN

- 4.1 Section 38(6) of the Planning and Compulsory Purchase Act 2004 requires planning applications to be determined in accordance with the policies of the statutory development plan unless material considerations indicated otherwise.
- 4.2 One of these material considerations is the National Planning Policy Framework 2021 (“NPPF”) which states at paragraph 11 that where there are no relevant plan policies, or the policies which are most important for determining the application are out-of-date permission should be granted unless in conflict with the NPPF or any adverse impacts would significantly outweigh the benefits. The National Planning Policy Framework (NPPF) was published in 2012, with a revised version published in 2019 and 2021. The NPPF sets a presumption in favour of sustainable development and calls for schemes that are in accordance with planning policy to be approved without delay.
- 4.3 Any plans for the site, be it disposal or development of new facilities, will be assessed against the adopted statutory development plan. Other material considerations – including emerging policy – will be relevant to the determination of applications. The weight attributed to these will be dependent on the matters arising and, and the case of emerging policy, the stage their formulation has reached.

Statutory Development Plan

- 4.4 The Statutory Development Plan for Derbyshire Dales District Council comprises of the Derbyshire Dales Local Plan 2017.
- 4.5 The 2017 Local Plan is considered ‘out of date’ by virtue of its age given it predates the last two versions of the NPPF and the Council are unable to demonstrate a five-year housing supply.
- 4.6 Notwithstanding this, the plan is given weight as a material consideration in the determination of applications. Whilst the 2017 Local Plan does not stipulate any specific policies relating to the Site and does not allocate the Site for any specific land use, it does include several development management policies which have relevance to the redevelopment of the County Hall estate.

Emerging Policy

- 4.7 In November 2020, the district council commenced a review of the adopted Derbyshire Dales Local Plan which will set out the planning framework for the District for the period through to 2040.
- 4.8 The 2022 Local Development Scheme outlined that a new local plan is to be adopted in the Winter of 2024, however to date, only a review to consider the Housing Needs for 2017 – 2040 and an update to the Strategic Housing Land Availability Assessment has taken place.
- 4.9 Given the early stages of the Local Plan Review, the currently adopted Derbyshire Dales Local Plan is of most relevance and the proposed options for the County Hall will be assessed against the adopted Derbyshire Dales Local Plan, the NPPF and other relevant material considerations.

Material Considerations

4.10 In addition to the NPPF, there are also various Supplementary Planning Documents (SPD) published by the Council which can be considered a material consideration in respect of any future planning application. These include:

- **Landscape and Design SPD (2018)** which aims to:
 - To protect and enhance the character, appearance and features important in the landscape.
 - To provide detailed guidance on landscape issues to be considered as part of any proposal.
 - To illustrate and encourage good practice.
 - To help developers in their submission of planning applications.
- **Development Contributions SPD (2020)** which seeks to:
 - Provide guidance to developers in their submission of planning applications.
 - Gives detailed guidance to developers that new developments should contribute to infrastructure needs.
 - Provide further information setting out what factors form the basis of the calculations.
 - Sets out the different types of financial contributions sought as part of any proposal.
- **Climate Change SPD (2021)** which seeks to provide additional guidance on the following key areas:
 - Green infrastructure
 - Water
 - Energy
 - Transport
 - Building Design.

Development Plan Policies

4.11 Outlined below are the development management policies stipulated within the 2017 Derbyshire Dales Local Plan which demonstrate that the redevelopment of the County Hall is largely capable of being supported at a Policy level.

- **Policy S1: Sustainable Development Principles** sets out the aims of the Council to ensure that all development seeks to make a positive contribution towards the achievement of sustainable development by improving the economic, environmental, and social conditions of the area wherever possible. The policy further outlines that sustainable development will be achieved by making efficient and effective use of previously developed land, building and existing infrastructure, and through supporting the local economy and businesses by providing for a range of economic developments that provide employment opportunities suitable for local people and generally encourage larger developments to incorporate mixed uses.
- **Policy S2: Settlement Hierarchy** outlines that proposals for new development will be directed towards the most sustainable locations in accordance with the settlement hierarchy, with Matlock being the first tier and a primary focus for growth and development. It is identified within Policy S2 that first tier market towns, such as Matlock, will continue to provide significant levels of jobs and homes, together with supporting community facilities and infrastructure to meet their economic potential in the most sustainable way.
- **Policy S5: Strategic Housing Development** outlines a strategic target of at least 5,680 new dwellings to be delivered over the local plan period.
- **Policy S7: Matlock / Wirksworth / Darley Dale Development Strategy** sets out the District Council's aims to promote the sustainable growth of Matlock and other first tier towns. The Council will seek to promote the

sustainable growth of Matlock whilst promoting and maintaining the distinct identity of the settlement, provide an increasing range of employment opportunities, promote the growth of a sustainable tourist economic and meet the housing needs of the local community.

- **Policy PD2: Protecting the Historic Environment** asserts that the Council will ensure that heritage assets will be considered in a manner appropriate to their significance.
- **Policy PD3: Biodiversity and the Natural Environment** sets out that the Council will seek to ensure that development proposals do not result in any harm to biodiversity.
- **Policy PD7: Climate Change** outlines that the Council will promote a development strategy that seeks to mitigate global warming, adapts to climate change and respects environmental limits.
- **Policy HC1: Location of Housing Development** states that the provision for new housing will be promoted through the effective reuse of land including redevelopment, infill, conversion of existing dwellings and the change of use of existing buildings to housing.
- **Policy HC4: Affordable Housing** outlines that all residential developments of 11 dwellings or more or with a combined floorspace of more than 1000 square meters should provide 30% of the net dwellings proposed as affordable housing.
- **Policy HC8: Conversion and Re-Use of Buildings for Residential Accommodation** asserts that the conversion and/or re-use of existing buildings to residential use from other uses will be permitted where all criteria are met.
- **Policy HC17: Promoting Sport, Leisure and Recreation** states that development proposals involving the provision of new cultural, leisure and recreation facilities will be permitted in accordance with several criteria, which include proposals being sustainably located and connected and in accordance with the settlement hierarchy.
- **Policy EC1: New and Existing Employment Development** outlines that the Council will support proposals for new or expansion of existing businesses in sustainable locations that contribute towards the creation and retention of a wider range of jobs, an increase in higher value employment opportunities and training provision locally in order to enhance the economic base of the plan area.
- **Policy EC3: Existing Employment Land and Premises** outlines that development proposals involving the redevelopment or change of use of existing businesses for non-employment uses will be permitted where the continuation of that business is no longer suitable or commercially viable as demonstrated by marketing evidence and when an appropriate level of enabling development is required to support improvements to employment premises or supporting infrastructure.
- **Policy EC8: Promoting Peak District Tourism and Culture** sets out that the Council will support the development of tourism and culture, specifically outlining that the Council will support the provision of new serviced accommodation, particularly hotel accommodation, in order to encourage overnight visitor , as well as new visitor and cultural attractions and facilities.

4.12 There is a clear support therefore for sustainable development, focused on the promotion of economic and residential development, particularly in areas such as Matlock and thus the redevelopment of County Hall is likely to be supported by the Council.

5.0 OPTIONS APPRAISAL

- 5.1 This Section of the Report provides a headline planning discussion on the key policy matters for the County Hall Estate, and then specifically appraises the four options proposed by the OBC. Our recommendations on planning strategy are set out in Section 5.0 of this report.
- 5.2 The intention of the masterplan concept for the Site is focused on the idea of 'reclaiming the promenade'; such that the whole County Hall Estate is redesigned to become legible and cohesive across the multi-uses and areas of the site.
- 5.3 The original design of the County Hall Estate features a historic promenade that ran the length of the site, creating a continued thoroughfare from the main building to the avenue of trees that still exist today. The creation of a new 'ribbon' of continuous activity will allow the varied uses within any of the proposed options to co-exist and become one; merging tourism, local business, public realm and local residents in one cohesive environment.
- 5.4 This Report does not give a breakdown or related discussion of specific issues such as design rationale, specific works to the listed buildings or amenity standards. Such issues will need to be assessed at a future date when one of the four options are taken forward as part of a future planning application.

LAND USE APPRAISAL

Principle of Development

- 5.5 Planning policy at both the national and local level places an emphasis on achieving sustainable development. In particular, at the heart of the NPPF is the presumption in favour of sustainable development, which is broken down into three strands of delivering development that has a social, economic and environmental benefit. These three strands of sustainable development allow for the consideration of the planning balance, based on the benefits and disbenefits that a scheme may offer in regard to these.
- 5.6 There is a strong case that can be presented for any option taken forward for the County Hall Estate, as this will deliver clear economic and social benefits. These benefits would be for both the wider location of Matlock through the provision of new economic enterprises, as well as heritage benefits of securing the long-term future of the County Hall estate. This will make the best use of previously developed land in line with the requirements of the NPPF for both development and environmental enhancements.
- 5.7 This approach is once again given substantial weight at the national and local level, as evident within paragraph 120(c) of the NPPF and Policies S1 and DP9 of the Derbyshire Dales Local Plan.

Loss of Existing Use

- 5.8 The Site currently functions as the headquarters of the Derbyshire County Council which provides the largest single Class E office opportunity within Matlock. Three of the options presented within the OBC involve either the relocation of the County Council offices off-site, either in its entirety or partially, or the retention of the council offices on site with a reduction in total office floorspace.
- 5.9 In any scenario where there is a loss of Class E office employment, this will need to be justified in line with Policy EC3. Under this policy, any redevelopment or change of use of the County Council offices for non-

employment uses will only be permitted where inter alia the continuation of that business is no longer suitable or commercially viable with the size and scale of development (supported by marketing) or where an appropriate level of enabling development is required to support improvements to employment premises.

- 5.10 It is expected that a case can be made for the change of use of the premises on the basis that it is no longer fit for purpose, post-covid working patterns has changed the space requirements, and the heritage constraints limit the ability for the Council to viably use the building.
- 5.11 The soft market testing of the building for alternative use as a hotel could be used to form part of the evidence base for this element of the case. The soft market testing could be supplemented with an agent's analysis of the current market requirements for office buildings to help build a narrative that the office space is not suitable or desirable for the market needs in order to satisfy local policy surrounding the loss of employment.
- 5.12 For Option 3 and 4 where new Council office space is to be provided on site, the change of use of the current office can be used as part of the evidence for enabling the new fit-for-purpose building to be created.
- 5.13 There is certainly a case to be made which supports the loss of the existing use for alternative employment uses and for this to be considered acceptable under Policy EC3, especially if the alternative use is also able to provide employment opportunities and/or Option 3 and 4 to include new provision on site is taken forward.

Principle of Residential Development

- 5.14 The principle of residential development is supported by local policy, from both a needs perspective and from a sustainable development standpoint.
- 5.15 The local plan has identified a strategic target of 5,680 new dwellings that need to be delivered across the local plan period (2017 - 2033). Policy S5 sets a target of 284 dwellings per annum, with the latest annual monitoring report confirming that the Council are achieving this. This is a minimum target, however, and whilst of the 258 completions 88 were within the Matlock/Wirksworth/Darley Dale strategic area, the NPPF seeks to boost significantly the supply of housing and to prioritise brownfield development. This is particularly important as the 2021/22 monitoring report identifies that when looking at the 5-year supply of new homes, the Council are only able to demonstrate 3.96 years. This activates the "tilted balance" under Paragraph 11(d) of the NPPF, presenting the presumption in favour of sustainable development.
- 5.16 In terms of decision making, Paragraph 11(d) outlines that where the local planning authority cannot demonstrate a five-year supply of deliverable housing, then development proposals should be granted without delay, unless:
 - i. The application of policies in this Framework that protect areas or assets of particular importance provides a clear reason for refusing the development proposed; or
 - ii. Any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in this Framework taken as a whole.
- 5.17 As established, the redevelopment of the County Hall estate presents an opportunity for sustainable development. It is capable of not only helping to deliver new homes on brownfield land and within a sustainable location, but there is also the ability to look at how fund generation can help to deliver heritage improvements or new office provision.

- 5.18 It is worth noting that in line with Policy HC4, for 11+ dwellings or 1000 square meters + of residential development proposed on site, then 30% of the total net dwellings proposed will need to be delivered as affordable housing.
- 5.19 Furthermore, the local plan is supportive of the reuse and/or conversion of existing buildings for residential development, as evident by policy HC8. The OBC has identified the County Hall North Block and Audit Block to be suitable for conversion into residential dwellings. This support for the reuse of buildings for residential is further emphasised by national policy that states at paragraph 120(d) that planning policies and decisions should: *“promote and support the development of under-utilised land and buildings, especially if this would help to meet identified needs for housing where land supply is constrained and available sites could be used more effectively.”* The re-purposing of the County Hall North Block and Audit Block and will provide substantial sustainable benefits for the proposed development in terms of embodied carbon savings.
- 5.20 Further residential development has also been identified to be developed on existing areas of hardstanding in the southwestern area of the site.
- 5.21 It is therefore clear that the principle of residential development should be supported in any proposal coming forward, especially given the ‘Tilted Balance’ position is currently applicable.

Principle of Economic Development

- 5.22 It is likely that any economic development resulting from the proposals will be supported at the local level, given the Sites sustainable location, being located on the edge of the town centre and being the largest town in the Derbyshire Dales.
- 5.23 Policy EC1, which outlines that the Council will support proposals for new or expansion of existing business in sustainable locations to enhance the economic based of the Plan area, outlines various different ways that this will be achieved which includes:
- Encouraging the redevelopment, intensification and more efficient use of existing sites where they are either not fully utilised or unsuited to modern employment requirements, particularly those sites located within or serving the Market Towns and those with good access by a variety of transport modes.
 - Encouraging office development within the Market Towns in accordance with identified need.
 - Encouraging small-scale and start up businesses, including through the provision of innovation centres and managed workspace.
 - Supporting visitor-based service sector jobs within the local tourism industry.
 - Encouraging flexible working practices in the interests of achieving the principles of sustainable development.
 - Ensuring that sites proposed for mixed use redevelopment should aim to provide for at least the same or an increase in the level of job opportunities as existed when the employment space was previously used, subject to viability and site-specific circumstances.
- 5.24 It is therefore evident that the provision of hotel and hospitality uses, as well as co-working spaces is supported within local policy and thus makes the Site suitable for economic development.

5.25 Moreover, as noted with the SOBC, there is currently a shortage of space in Matlock for small and growing businesses requiring flexible workspaces. Therefore, it is anticipated that the Council will be supportive of any proposal that leads to the creation of a job and economic value for Matlock.

Principle of Hospitality Development

5.26 The re-configuration of the Site for hotel use will not only see the building being restored to a use that closely aligns with its original purpose, but also will help to promote tourism within Matlock. Additionally, it is also proposed for the Winter Garden to become a potential events / performance venue linked to the hotel use. The Winter Gardens was originally designed to be a ballroom so likewise to the County Hall, this will see the Winter Garden being restored to a similar use to its original purpose.

5.27 There is a clear support from local policy specifically for the promotion of tourism and serviced accommodation, particularly hotels, that facilities tourists, as noted within Policy EC8. Consequently, any proposal to restore the County Hall into a hotel is likely to be supported by the Council, albeit subject to heritage considerations in relation to the physical works.

5.28 Nonetheless, it is also worth noting that the re-configuration of the County Hall and Winter Garden to its original use would be given significant weight as a heritage benefit arising from the scheme.

Works to Heritage Assets

5.29 Under the Planning (Listed Building and Conservation Areas) Act 1990 (as amended), there is a statutory obligation to protect or enhance designated heritage assets. When considering the merits of a listed building application, consideration is required for the significance of the building and the harm resulting from the proposals (if any) and whether this is outweighed by the benefits.

5.30 NPPF paragraph 197 states that when determining applications that affect heritage assets, the decision maker should take account of:

- a) the desirability of sustaining and enhancing the significance of the heritage assets and putting them to viable uses consistent with their conservation;
- b) the positive contribution that conservation of assets can make so sustainable communities including their economic vitality; and
- c) the desirability of new development making a positive contribution to local character and distinctiveness.

5.31 The Derbyshire County Hall is a Grade II listed building, located within the Matlock Bank Conservation Area, and as such careful consideration and significant weight given towards the conservation of these heritage assets, in line with national policy and Policy PD2.

5.32 Nonetheless, the redevelopment of the County Hall estate provides a unique opportunity to restore an under-utilised heritage asset. The Winter Garden is a unique feature of the estate with a rich history, but nonetheless is in despair and not actively used as part of the County Hall facilities.

5.33 The OBC is supported by a conservation analysis, identifying areas within the wider Site that are of particular heritage significance. The areas identified to have the highest level of significance include the South Block West Wing, which still contains some of the original art deco features, the South Block Main, South Bath-Houses, Winter Gardens and Central Building.

- 5.34 Accordingly, if any option is taken forward it will need to be supported by the Heritage Statement to assess the proposed harm to the significance of any heritage assets. At this stage in the process this detailed analysis has not been undertaken, but for the purposes of this review the key heritage considerations relating to land use and setting have been considered.
- 5.35 Not only do the options provide an opportunity to restore under-utilised heritage assets, but they also accord with local plan policies, specifically policies relating tourism such as Policy EC8. By bringing back the building into its historically use, this will promote the tourism industry in Matlock and thus in addition to the inherent heritage benefits that will arise from restoring the building, the options will also create economic and social benefits.
- 5.36 Ultimately, however, if it is found that there is harm arising from the proposed scheme, then it will be necessary to consider these within the planning balance. This will allow consideration of the key scheme components including, but not limited to:
- Benefit of delivering a long-term viable use for the heritage buildings;
 - Economic benefit of supporting tourism and delivering better, fit-for-purpose office space;
 - Delivery of housing, including affordable housing, as part of the scheme; and
 - Opening up the site and listed buildings to the public.
- 5.37 In principle, it is expected that a suitable case can be formed around these benefits which will allow a scheme to come forward in line with the requirements of the NPPF and Local Plan Policy PD2.

Parking Requirements

Car Parking

- 5.38 The requirements for car and cycle parking are outlined within the 2017 Derbyshire Dales Local Plan and the 2021 Climate Change SPD. As referenced within section 3.0, the 2021 Climate Change SPD is a material consideration in the determination of planning applications which looks to improve sustainable travel methods.
- 5.39 The car parking standards are set out within Appendix 2 of the Local Plan which outlines the following requirements for non-residential uses:
- B1 offices: urban town centre or edge of centre - one space for every 60m²; and
 - Conference facilities: one space for every 5 seats.
- 5.40 The local plan does not provide any specific car parking standards for hotel accommodation.
- 5.41 In terms of disabled parking, the following levels should be provided:
- Employees and visitors:
 - Up to 200 spaces: Individual bays for each disabled employee plus two bays or 5% of total parking spaces whichever is greater.
 - Over 200 spaces: Six bays plus 2% of total parking spaces.

5.42 For residential uses, Appendix 2 of the Local Plan outlines that developments for five or more dwellings should refer to the Department for Communities and Local Government DCLG's 'Residential Car Parking Research Report' published in May 2007. The Transport Review, prepared by Mott MacDonald, which supports the OBC has therefore used the adopted Derbyshire County Council standards set out within the Amber Valley Local Plan (2022) instead for residential parking standards. The following maximum standards are outlined below:

- 1 bedroom per dwelling: 1 space per unit plus 1 space per 2 units for visitors;
- 2 / 3 bedrooms per dwelling: 2 spaces per unit;
- 4 + bedrooms per dwelling: 3 spaces per unit, of which no more than 2 shall be in line.

5.43 It is understood from the Mott MacDonald Transport Review that 1.5 spaces per dwelling will be provided for the residential development, which is in line with local parking guidelines and local car ownership figures.

Cycle Parking

5.44 The 2017 Derbyshire Dales Local Plan does not outline any specific policies on cycle parking nor electric vehicle parking.

5.45 The 2021 Climate Change SPD outlines suggested levels of cycle parking capacity, based on the Cycle Infrastructure Design Local Transport Note published by the Government. The suggested standards at appendix B outline:

- All:
 - Short stay: 5% of total capacity co-located with disabled car parking
 - Long stay: 5% of total capacity co-located with disabled car parking
- Employment Office/Finance:
 - Short stay: 1 per 1,000m²
 - Long stay: 1 per 200m²
- Leisure and Institutions:
 - Short stay: 1 per 50m² or 1 per 30 seats/capacity
 - Long stay: 1 per 5 employees
- Residential:
 - Short stay: n/a
 - Long stay: 1 per bedroom

5.46 The Climate Change SPD also notes that car clubs and reduced levels of car parking in locations where car ownership is low should be encouraged and should be provided in accordance with Appendix 2 of the Local Plan.

Electric Vehicle Parking

5.47 In terms of electric vehicle parking, the SPD encourages applicants to provide the following:

- EV charging points of at least 7kw and universal socket for 20% of all parking spaces within new residential development and passive provision for remaining spaces
- EV charging points of at least 22kw and a universal socket for 10% of all parking spaces and passive provision for remaining spaces at key destinations and in communal parking areas

- 5.48 It is also worth noting that the Building Regulation Requirement S1 and 44D outlines electric charging provisions for new residential buildings. S1 (2) outlines specifically:
- 2) The number of associated parking spaces which have access to electric vehicle charge points must be –
 - a) The total number of associated parking spaces, where there are fewer associated parking spaces than there are dwellings contained in the residential building; or
 - b) The number of associated parking spaces that is equal to the total number of dwellings contained in the residential building, where there are the same number of associated parking spaces as, or more associated parking spaces than, there are dwellings.

OPTIONS APPRAISAL

- 5.49 Having established that the key land use and heritage principles for the County Hall Estate are likely to be acceptable in planning terms, the specifics of the four options have been appraised against the policies of the development plan to consider planning issues and establish the recommended planning strategy required going forward.

Option 1 – Do The Minimum

- 5.50 The base case option which involves undertaking minimal works to the County Hall Estate and the heritage buildings. This is, in effect, maintaining the status quo with works focussed on maintenance and repair, with some minor capital investment to take steps to make the building more fit-for-purpose and decarbonised. Consequently, this will be the least contentious option in planning policy terms, with relevant policies focussed on the heritage matters arising from the works. However, this option does also deliver the least amount of planning and heritage benefits that could be used to offset any harm arising from the works when seeking listed building consent.
- 5.51 The core planning issue, therefore, lies around the heritage discussion and how a strong case can be made for the proposed interventions. Whilst it is expected that a suitable case can be made to comply with policy in this regard, it may be necessary to look at other elements that could be delivered to enhance the case.

Option 2 – Relocation of the County Offices

- 5.52 This option involves the relocation of Derbyshire County Council away from the County Hall Estate entirely. Whilst the Council offices are not being entirely lost and are being re-provided, any future planning application for Option 2 will need to provide justification as to why the offices are unable to be located on Site. Local policy is protective of existing employment land and premises, but nonetheless does outline circumstances which can provide justification for loss of this space. It will therefore need to be demonstrated that the continuation of the Derbyshire County Council offices on the County Hall Estate is no longer suitable or commercially viable.
- 5.53 In addition to the relocation of the County Offices, this option also includes the provision of hospitality and residential uses with the potential for co-workspace. On that basis, any planning application taken forward will need to provide policy compliant levels of affordable housing – 30% of net proposed dwellings as outlined within Policy HC4. Likewise, the levels of parking provided for the residential and commercial uses will need to be provided in accordance with the adopted local policy.
- 5.54 Option 2 option holds the most planning uncertainty. By relocating the council offices to an off-site location, the planning justification for the redevelopment of the wider County Hall is reduced. Nonetheless, if a strong case

can be demonstrated to explain why it is no longer viable to have the County Council operate at the County Hall Estate, then local planning policy should be supportive of the loss of the existing use.

Options 3 & 4 – New On-Site County Offices

- 5.55 For both Option 3 and 4, Council offices will remain on Site and subsequently can be appraised collectively. The main difference between the two options being that Option 3 proposes to accommodate 400 – 600 staff, whereas Option 4 will accommodate 200 – 300 staff, with some additional off-site provision.
- 5.56 By retaining the County Council offices on Site, this removes the need to justify the loss of the council offices on Site and creates a greater argument justifying the overall principle of development – through repurposing the County Hall Estate to provide new fit-for-purpose office space for the Council, whilst also making better use of the under-utilised heritage assets, alongside additional site wide benefits.
- 5.57 Furthermore, local policy is only resistant of the loss of employment space for non-employment uses and does not outline any restriction against a reduction in overall employment floorspace. Option 3 and 4 therefore will see the County Council office workspace become decentralised and redesigned to become more efficient and in line with the needs of the County Council following new working patterns after the COVID pandemic.
- 5.58 Nonetheless, it is worth noting that Option 4 may be less desirable than Option 3 in policy terms as there will be some reduction in office space to off-site premises. Albeit it still provides a significant level of employment on Site and so there is still a case to be made to justify the principle of development. Notwithstanding this, the provision of a greater office floorspace with Option 3 may have impacts on the setting on the listed building and thus the overall planning balance will need to be considered.
- 5.59 Likewise to Option 2, these two options also include the provision of residential and/or mixed-use commercial uses and thus the levels of affordable housing and parking provided will need to be policy compliant.

CONCLUSION

- 5.60 It is evident from a local and national perspective that a principle of development can be established for the redevelopment of the County Hall Estate. Sustainable development is at the heart of policy and planning decisions and a clear case can be made from an economic, social, environmental and historic perspective. The County Hall is an under-used and undervalued heritage asset that can be redeveloped to provide new residential, employment and social opportunities as well as restoring heritage assets to their original state and purpose.
- 5.61 It must be noted that whilst there is support in planning policy for the individual land use matters discussed, they cannot be viewed in isolation and they will need to be considered collectively, particularly when considering the historic setting of the site. The need for residential development and support for economic development needs to be assessed against the heritage considerations. Despite there being a need for residential or employment development, this need may be outweighed by the harm to the heritage asset. Consequently, the land use matters need to be considered as a collective when considering the different options for the Site.
- 5.62 The option which will create the greatest planning balance to justify the need for development against the heritage considerations will be Option 3 or 4, as the County Council offices will be repurposed and decentralised to provide further deliverable benefits to the wider Site, as well as various heritage benefits too. As such, we recommend from a planning perspective that either Option 3 or 4, depending on the need of the County Council for office space, to be pursued further.

5.63 Whilst we have identified that Option 3 or 4 would likely be supported by policy and therefore taken forward as a planning application, there are still various planning issues associated with a planning application for either option. Table 1 below discusses these issues and any responses that can be put in place to reduce these issues.

Table 1 – Planning Issues

Issues	Responses
Heritage Issues – Physical Works to Buildings	A detailed assessment of the significance of the proposed building works and assessment of the planning balance resulting from the harm to the heritage assets should be undertaken ahead of any planning application.
Heritage Issues – Impact on Setting	<p>The impact on the setting of the heritage asset will be impacted from development and the significance of such impact must be reduced.</p> <p>Option 3 will provide County Offices to accommodate 400 – 600 staff and therefore will be a larger building, in comparison to Option 4 which is only proposed to accommodate 200 – 400 staff. Option 3 will therefore carry a greater impact on the setting of the heritage asset.</p> <p>To mitigate the impact on the setting, a views analysis will need to be undertaken to identify the impact and identify ways to mitigate such impact.</p>
Loss of Employment	<p>There is a chance that the district council may not be supportive of the reduction of the office space, as proposed in Option 4 as this will lead to a reduction of County Council officers operating on site.</p> <p>Therefore, robust market analysis will need to be undertaken to establish why the County Council offices should be decentralised, as well as to establish the employment opportunities that will arise from the hospitality and co-workspace uses proposed. These alternative employment uses will create a wider range of jobs that will operate in both the day and nighttime economy. An economic case that will establish these benefits from the alternative economic uses proposed will help justify the loss of County Council offices and should be established ahead of a planning application.</p> <p>There is equally a chance, however, that the bigger office space provided may have greater heritage impacts on the setting and therefore the planning balance on the different heritage and economic merits of either scheme will need to be assessed.</p>
Complex Site	The County Hall estate is a complex site that consists of a variety of different components/uses and different pressures, including financial and heritage pressures. Therefore, to respond to the issues that may arise from taking forward a planning application on such a complex site, we recommend that an early pre-application meeting is undertaken with

	Derbyshire Dales Council to help council members understand the site and the different uses proposed and how these will co-exist.
[REDACTED]	[REDACTED]

5.64 At this point in the project, we have identified the five headline planning issues that may affect any planning application taken forward for Option 3 or 4. We expect that this list will be refined and expanded as appropriate in the next stages of the project.

6.0 PLANNING STRATEGY

DETERMINATION ROUTES

6.1 It is recognised that there are two councils involved in this project, both of whom have the ability to determine planning applications. When considering the planning strategy for Derbyshire County Hall estate, it must first be established which authority is best placed to determine any future application.

6.2 In Derbyshire, the two tiers for local government are as follows:

- Derbyshire County Council; and
- Derbyshire Dales District Council.

6.3 The different tiers of local government have different remits when it comes to determining planning applications. County councils deal with planning applications largely relating to waste and minerals, with the detailed classes of “county matters” set out in Schedule 1.1 of the 1990 Act and in the Town and Country Planning (Prescription of County Matters) (England) Regulations 2003 explanatory note, which outlines:

“The following classes of operations and uses are prescribed as “county matters”:

- 1) *The use of land, the carrying out of building, engineering or other operations or the erection of plant or machinery for the purposes of recovering, treating, storing, processing, sorting, transferring, or depositing of waste;*
- 2) *Operations and uses ancillary to the purposes in (1) above, including development relating to access to highways.*

6.4 County councils may also be required to determine some planning applications for county related development including schools and libraries. This falls under Regulation 3 of the Town and Country Planning General Regulations 1992, which asserts:

“3. ...an application for planning permission by an interested planning authority to develop any land of that authority, or for development of any land by an interested planning authority or by an interested planning authority jointly with any other person, shall be determined by the authority concerned, unless the application is referred to the Secretary of State.”

6.5 As further outlined within the Town and Country Planning General Regulations 1992, a regulation 3 planning consent is for the benefit of the applicant interested planning authority. Regulation 9 specifically outlines that:

“Any grant of planning permission by an interested planning authority for development falling within regulation 3 shall enure only for the benefit of the applicant interested planning authority, except in the case of development of any land by an interested planning authority jointly with any other person where that person is specified in the application for planning permission as a joint developer, in which case the permission shall enure for the benefit of the applicant interested planning authority and that other person.

6.6 As per Regulation 9, planning permission granted by a determining authority to itself is personal to the applicant, unless it is a joint application with a commercial entity. If the County Council transfers its interest in a site to a third party i.e., if the County Hall is sold to a third party to develop, the planning permission would no longer be personal to the applicant interested planning authority. The private developer would then be required to submit

a new planning application for the Site as the previous planning permission would not be in compliance with regulation 9 of the Town and Country Planning General Regulations 1992.

- 6.7 Accordingly, District Councils cover a smaller area and smaller related matters than county councils. District Councils are responsible for most planning application matters, other than in the situations described above (namely waste, transport, schools). The role of district councils in determining planning applications is outlined with schedule 1 of the Town and Country Planning Act 1990. Paragraph 3 states that:

“The functions of a local planning authority of determining –

(a) applications for planning permission

Shall, subject to sub-paragraph (2), be exercised by the district planning authority”.

- 6.8 Sub-paragraph (2) relates to the remit of county councils and outlines:

“The functions of a local planning authority of determining any such application as is mentioned in sub-paragraph (1) which to a county matter shall be exercised by the county planning authority.”

- 6.9 Any planning application, therefore, that does not relate to one of the prescribed “county matters” outlined within the relevant legislation, should be determined by the district planning authority.
- 6.10 It is also noted that for listed building consent, County Councils have to apply to the District Council who in turn notify the Secretary of State, and cannot granted themselves consent, as per Regulation 13 of the Planning (Listed Buildings and Conservation) Regulations 1990.
- 6.11 Whilst Derbyshire County Council are a determining authority, there are limitations to what can be sought and permitted. There are also restrictions surrounding the consenting regime for works to the listed building.
- 6.12 It is recommended that for this site, the determining authority for any future planning application brought should be the Derbyshire Dales District Council. This approach will overcome the restrictions around personal consents as well as ensuring that the combined planning benefit case can be considered in parallel with the heritage matters. Ultimately this approach presents least risk from a determination phase, as well as ensuring that potential grounds for Judicial Review are minimised by allowing an independent decision to be made.

CONSULTATION AND ENGAGEMENT

- 6.13 It is recommended that early pre-application engagement is undertaken with planning and heritage officers at Derbyshire Dales District Council. It is recommended that there are at least 2 rounds of formal engagement; initial discussions based upon the OBC, with more detailed discussions on the detail of the future planning application. This will help to reduce planning issues arising by allowing core planning issues to be resolved prior to submission of an application. It also provides a formal written correspondence tracking the progress of discussions with the Council, ensuring transparency and accountability in the decision-making process.
- 6.14 It is also recommended that a Planning Performance Agreement is entered into with Derbyshire Dales District Council to secure both pre and post submission discussions with officers of the planning department and other technical teams such as heritage and conservation. The PPA will ensure that there is sufficient resource available to consider the application, whilst again ensuring transparency over the process which will help in reducing the chance of challenge.

- 6.15 In addition to Derbyshire Dales planning department, there will be the need to engage with a number of statutory and non-statutory bodies ahead of the submission of an application. At this stage it is expected that these will include:
- Historic England;
 - Environment Agency;
 - Natural England;
 - Matlock Civic Association;
 - Matlock Town Council;
 - Derbyshire County Council Highways; and
- 6.16 Derbyshire County Council Heritage. It is also recommended that there is sufficient time undertaken for public consultation and engagement with the local community and interest groups. This will be particularly important given the sensitivities around the potential for the Council to vacate the site, at least in part, which has the potential to be seen as a reduction in local facilities.
- 6.17 One of the core recommendations is that one of the early tasks will be to undertake a full Stakeholder Mapping exercise in discussion with planning officers to identify key interest groups and agree a Stakeholder Engagement plan.

FORM OF THE PLANNING APPLICATION

- 6.18 We have considered the different planning routes and form of application available to be taken forward for the redevelopment of the County Hall and have discounted the following options:
- Full planning application – Unlike an outline application which just establishes the principle of development with the local authority, a full planning application requires all details to be submitted to the Council and therefore requires a more lengthy and detailed pre-application process.
 - Local Plan allocation – To secure an allocation in the local plan is a lengthy process and it is not guaranteed. Additionally, the timescales do not align with the proposed timescale for the redevelopment outlined within the SOBC.
 - Supplementary Planning Document (SPD) – The creation of an SPD for the County Hall estate to establish broad land use principles for redevelopment would not create the certainty for an incoming planning application to assure a positive planning permission.
- 6.19 Having discounted these options it is recommended that an outline planning application for Option 3 or 4 for all the proposed elements across the County Hall estate with an accompanying listed building consent is pursued following sufficient consultation and engagement with planning officers.
- 6.20 The vision for the estate is to create a cohesive masterplan for the multi uses proposed on site. Whilst planning permission could be sought for the individual uses and listed building elements, this carries a greater planning risk than seeking outline planning permission and listed building consent for the whole site collectively. Not only is there the risk that individual elements may be refused, but divorcing the different uses and works does not allow a full consideration of all of the benefits in consideration of the planning balance.

- 6.21 As discussed within sections 3 and 4 of this report, any proposal coming forward for the Site needs to be considered in a manner appropriate to the significance of Derbyshire County Hall – a grade II listed building. Subject to detailed assessment of the scheme detail, there is the strong chance that the scheme components may give rise to substantial harm to the designated heritage assets. However, it is noted that paragraph 201 of the NPPF states that where a proposed development leads to substantial harm to a designated heritage asset, local planning authorities should refuse consent, unless it can be demonstrated that the substantial harm is necessary to achieve substantial public benefits that outweigh that harm. Paragraph 201 also states that where a development proposal will lead to less than substantial harm to the significance of a designated heritage asset, this harm should be weighed against the public benefits of the proposal including, where appropriate, securing its optimum viable use.
- 6.22 The substantial public benefits that will be delivered through the long-term use of the County Hall estate can clearly be demonstrated through an outline planning application for the whole site collectively. It needs to be demonstrated to the determining authority that the harm to the heritage assets will clearly be outweighed by the wider benefits that will be delivered through the proposed development.
- 6.23 An outline application also provides the right balance of giving planning certainty over the scheme elements, whilst maintaining flexibility over future design. This would be achieved by securing core land use principles and parameters for new buildings. This will allow for the detailed design to respond to the requirements of the entity delivering these elements without undue restriction. This is particularly important for the residential elements of the proposed development.
- 6.24 It is acknowledged that at this stage in the process, the detailed works related to listed building are unknown and may not be known until an occupier is selected, especially as most works will need to respond to the specific requirements of the occupier. Notwithstanding this, to maximise the development potential of site it would be useful to try and secure some heritage benefits in conjunction with the wider proposals to maximise the planning and heritage case. This may extend in so far as known works of repair to the building which would deliver heritage benefits whilst maintaining flexibility for future occupancy requirements.
- 6.25 Therefore, an outline planning application with listed building consent therefore presents the best option for reducing planning risk. The benefits from redelivering the council offices in a fit-for-purpose space and restoring the site to its original hotel use and utilising the other heritage assets will help further justify the principle of development, as well as the need to deliver some of the additional uses, such as the residential accommodation, which may otherwise may not be justified as there may be harm to the heritage assets.

7.0 CONCLUSIONS AND RECOMMENDATIONS

- 7.1 The Derbyshire County Hall is a prominent and important heritage asset for Derbyshire, but currently functions as the headquarters of Derbyshire County Council. Due to changing work patterns following the COVID pandemic, the County Council offices are currently under-occupied, and the majority of the County Hall estate is under-utilised.
- 7.2 The long-term future of the Site can be achieved through the redevelopment, repurposing and restoring of the historic site to deliver a variety of different uses, all co-existing, through a clear masterplan concept.
- 7.3 Montagu Evans are of the opinion that the principle of redevelopment for the County Hall, on balance, would likely be acceptable in planning terms.
- 7.4 Of the four options outlined within the OBC, we believe that Options 3 and 4 would be the most suitable to be taken forward, as they clearly establish a planning balance to justify the overall principle of development.
- 7.5 See below a RAG rating summarising the four options:

Options	RAG Rating	Commentary
Option 1 – Do Minimum	Yellow	This option delivers the least amount of planning and heritage benefits that could be used to offset any harm arising from the works when seeking listed building consent.
Option 2 - Full Redevelopment of the Site by a Third Party	Red	Option 2 option holds the most planning uncertainty through relocating the council offices to an off-site location and therefore involves the loss of employment.
Option 3 - Council Remain On-Site in Newley Built Office Accommodation with the County Hall Grounds.	Green	This option proposes the greatest level of office provision, all of which will be delivered on-site and thus is compliant with Policy EC3. Option 3 has the greatest potential to maximise the planning benefits from the scheme to county any heritage harm.
Option 4 – Hybrid Option	Green	This option is also supported as there is no loss entirely of the council offices. However, there will be a reduction in overall provision of space for council employees, some of which will be provided off-site, which may be resisted. Nonetheless, Option 4 still provides significant levels of employment.

RECOMMENDATIONS

- 7.6 It is recommended that the scheme is taken forward as follows:
- Stage 1: Formal pre-application advice (2-3 months)

Pre-application advice sought on the key principles of development. With the information already produced on the Derbyshire County Hall, the pre-application process could begin underway immediately. This would help to de risk the planning process but will also help validate the work undertaken to date and provide confirmation from the Council on the next steps.

- Stage 2: Stakeholder Meetings
Key meetings with the MP, local councillors and local interest groups are arranged to brief them on the project and what it is to achieve.
- Stage 3: Preparation of an Application (8 months)
Work progresses on preparing an outline planning application with listed building consent for the future redevelopment of the site.
A Planning Performance Agreement is entered into with Derbyshire Dales District Council covering all aspects of work for this site.
Further pre-application meetings and consultee / community engagement
- Determination of an Application (6 months)
Submission of an outline planning application would be targeted for Summer 2024 to allow for a decision to be issued ahead of elections in Spring 2025.

CLOSINGS

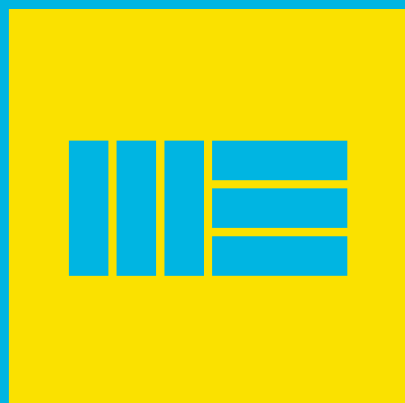
7.7 For further discussions on the context of this document, please do not hesitate to contact Jon Bradburn (jon.bradburn@montagu-evans.co.uk / 02073127452) or Bethan O'Sullivan (bethan.osullivan@montagu-evans.co.uk / 07341805227).

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County Hall Matlock

Outline Business Case - Transport Review

November 2023

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County Hall Matlock

Outline Business Case - Transport Review

November 2023

Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
A	31/08/23	J Nicholson J Wright K Foulkes	K Foulkes M J Taylor	-	First draft for project team comment
B	04/09/23	J Wright K Foulkes	M J Taylor	-	Update draft for project team comment
C	03/11/23	J Wright K Foulkes	M J Taylor	M Staniland	Issue

Document reference: 100114404 | 001 | C |

Information class: Standard

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Executive summary

Derbyshire County Council has commissioned an Outline Business Case for the development of the County Hall site in Matlock, which currently functions as the headquarters of Derbyshire County Council. Mott MacDonald has been commissioned by HLM Architects to review the transport and movement implications of the associated masterplan to identify any potential issues and/or opportunities.

It is likely that the proposed development will be a mixed-use development, comprising of residential, commercial, conference, banqueting and workspace areas.

The purpose of this report is to present the outcomes from the technical transport review, which are:

- The trip generation and parking accumulation assessment which indicates the following recommended parking provision for the site:
 - 447 spaces – If parking for each land use **is not** segregated, consisting of:
 - 285 spaces for New Build Office; and
 - 162 spaces for the Hotel and Banqueting/Conference Centre.
- The parking accumulation for the residential development has not been included in the above figure, as it is understood that 1.5 spaces per dwelling have been provided in line with local parking guidelines and local car ownership figures.
- Vehicle tracking has been undertaken in the car park areas and in general, no issues have been identified apart from in the western car park area where some of the end parking spaces were shown to be difficult to access.
- The review of servicing and access arrangements identifies a number of design revisions to enhance future access for refuse vehicles and fire service vehicles.
- An opportunity for placemaking has been identified for Smedley Street. A total of 7 key pedestrian priority options have been considered for Smedley Street. The challenges and opportunities associated with each option are contained within this report. The options were discussed with the Traffic and Road Safety Service at Derbyshire County Council on Tuesday 5th September 2023. The options are as follows:
 - Road closures;
 - Active travel improvement works;
 - One-way restrictions;
 - Time restrictions;
 - Public transport/servicing access only;
 - Day restrictions; and
 - Shared-use space.

The review of the pedestrian priority options has concluded that a full road closure to vehicles would pose significant challenges. However, it is noted that a number of alternative options achieve the objectives of providing an accessible space without the need for a full closure to vehicles.

- The importance of connectivity via sustainable transport modes to Matlock Town Centre. The existing route is extremely steep, there are no formal cycle lanes and there are limited crossing facilities in place at the A615 Snitterton Road/Bank Road roundabout. There is existing public transport provision for the route from the site to Matlock Town Centre, however, the service frequency is low with most services operating at one service per hour

or less. As a result, various options have been considered to encourage sustainable transport links to Matlock Town Centre, including:

- New E-Shuttle Bus;
 - Demand Responsive Transport (DRT);
 - Pool Electrically Assisted Pedal Cycles;
 - Mobility Hubs; and
 - Enhanced frequency of existing bus services.
- The benefit to securing off-site parking provision for a proportion of office demand has been identified. This would moderate the overall level of parking required on site and maintain amenity value.

No significant issues have been identified with the proposals to date however there are several areas that could be developed in further detail to enhance the operation of the facilities and the connectivity from the site. As part of the ongoing design development, several next steps are recommended:

- Review the need for traffic surveys to understand existing vehicle movements to/from the site.
- Review the need for pedestrian surveys to/from the site and along Smedley Street to understand the existing active travel access habits to/from and around the site.
- Review of parking proposals and engagement with stakeholders.
- Review the need for parking beat surveys to understand how the existing car park operates.
- Further development of the car parking areas, in particular the western car park which requires some reconfiguration.
- There is a need to review the service and access strategy with Derbyshire County Council and the local fire service.
- Further consideration should be given to the benefit that would be provided by the potential new connection route between residential and main building area. If this is deemed to be beneficial then the road needs to be designed to ensure that it is usable by the intended vehicles.
- Ongoing engagement with the local highway authority regarding the access arrangements, Smedley Street proposals and links to Matlock town centre.

1 Introduction

Derbyshire County Council has commissioned an Outline Business Case for the development of the County Hall site in Matlock, which currently functions as the headquarters of Derbyshire County Council. The likely development is to be a mixed-use development, comprising of residential, commercial, conference, banqueting and workspace areas.

1.1 Report Purpose

The masterplan for the site has been developed by HLM Architects.

Mott MacDonald has been commissioned by HLM Architects to review the transport and movement implications of the masterplan to identify any potential issues and/or opportunities.

The purpose of this report is to present the outcomes from the technical transport review.

1.2 Structure of the Report

This report is structured as follows:

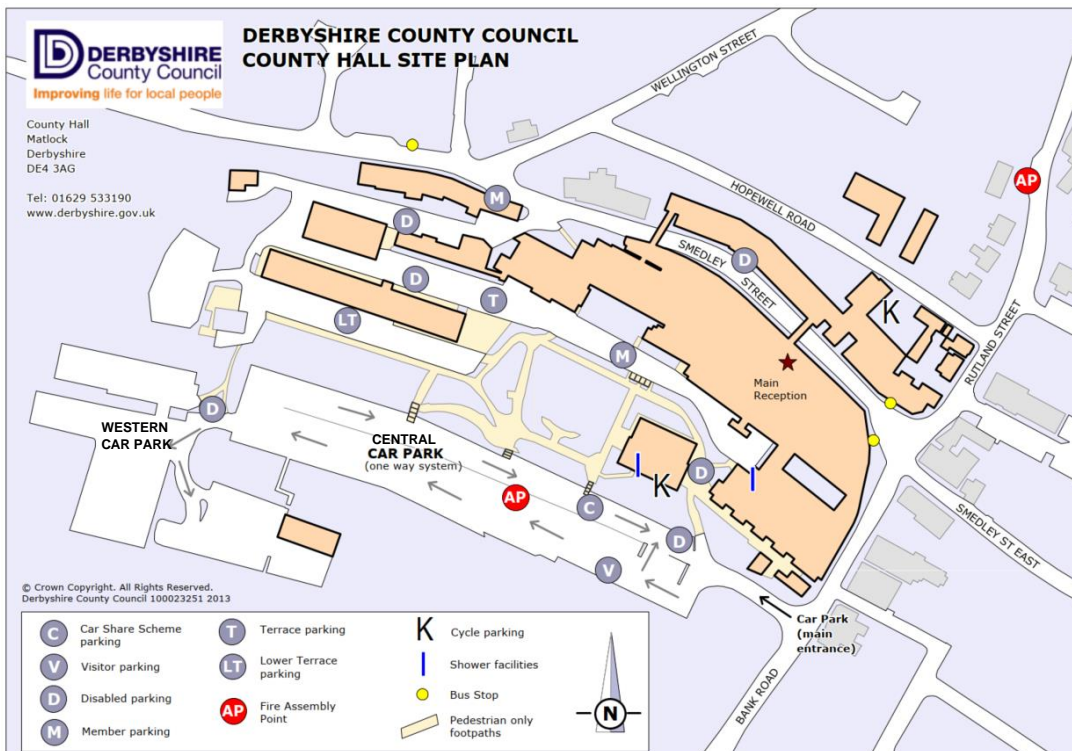
- Section 2: Overview of the existing access arrangements for the site
- Section 3: Review of the anticipated trip generation and parking accumulation based on forecast land use proposals;
- Section 4: Review of the car park design proposals;
- Section 5: Car park standards review;
- Section 6: Review of servicing and access proposals;
- Section 7: Review of pedestrian priority options for Smedley Street;
- Section 8: Consideration of sustainable transport links to Matlock Town Centre; and
- Section 9: Summary and conclusions

2 Existing Access Arrangements

2.1 Existing Vehicle Access and Parking

The existing car parking arrangements for the site are set out in Figure 2.1.

Figure 2.1: Matlock County Hall – Existing Access Arrangements



Source: Derbyshire County Council: [County Hall car parking map \(derbyshire.gov.uk\)](https://www.derbyshire.gov.uk) and Mott MacDonald annotation

There are currently 510 spaces provided on-site. The existing main vehicular access point to the site is located off Bank Road. This provides access to the central car park, in addition to the western car park (via the central car park). Both car parks are indicated on Figure 2.1. The central and western car parks currently feature disabled parking bays, visitor parking bays, staff car share scheme parking, standard parking bays and electric car charging in the north-west corner of the western car park. There are currently no access barriers at the main vehicular entrance off Bank Road. A 5mph speed limit is in place for the central car park.

The terrace, lower terrace and member parking areas are all currently accessed from Smedley Street. Disabled parking and electric vehicle charging facilities are available within these parking areas. On-street disabled parking bays are also available on Smedley Street.

There is an existing garage parking area off Hopewell Road within the site boundary.

2.2 Existing Active Travel Access

There are various site access points for pedestrians and pedestrian only footpaths within the site that connect the car parks and various buildings on site. The main County Hall reception is located on Smedley Street.

Cycle parking is currently available on Hopewell Road and north of the central car park.

3 Trip Generation Forecast

3.1 Overview

This section sets out the process and outputs of the trip generation exercise for the site. The trip generation has been calculated to inform the proposed parking provision at the site. The trip generation can also be used to inform proposed junction layouts and assess the impact of the site on the local highway network.

3.2 Methodology

Trip Rate Information Computer System (TRICS) software has been used to forecast the trip generation for each land use of the site. TRICS is a database system comprising a large number of records of individual developments across a wide range of land use categories. These records include vehicle or multi-modal survey counts, with detailed information on each site.

The database has been used by selecting sites/surveys which are similar to that of the proposed development. The parameters used to select the relevant TRICS surveys include:

- Land use
- Gross Floor Area (GFA) / number of dwellings / number of bedrooms
- Location / Region
- Day of the survey
- Population within 1 mile / 5 miles
- Car Ownership within 5 miles
- Number of car parking spaces available

TRICS software then uses the selected surveys to calculate a trip rate for the site. The trip rate is then been multiplied by the proposed GFA / number of dwellings / number of bedrooms depending on the proposed land use to calculate the forecast number of hourly arrivals and departures at each proposed land use over a daily period. This forecast trip generation is provided for the following vehicle classes:

- Total Vehicles
- Cars
- Taxis
- OGVs
- LGVs
- Cyclists
- Motorcycles

3.3 Assumptions

The assumptions shown for each land use in Table 3.1 have been used to calculate the trip generation in TRICS.

Table 3.1: TRICS Assumptions

Proposed Development	Land use and classification	GFA/dwelling/bedrooms
Hotel	Hotel/Food and Drink (06/A)	85 bedrooms

Proposed Development	Land use and classification	GFA/dwelling/bedrooms
New Build Office	Employment/Office (02/A)	6750sqm / 600 workstations
Banqueting/Conference Centre	Food and Drink/Banqueting Centre (06/L)	1485sqm
Residential North	Residential/Mixed Private Flats and Houses (03/K)	30 Units
Audit Block Residential	Residential/Mixed Private Flats and Houses (03/K)	2 Units
Southern Car Park Residential	Residential/Mixed Private Flats and Houses (03/K)	26 Units

The following assumptions have been taken to inform the trip generation exercise:

- Friday to Monday surveys for Residential and Office land uses have been excluded.
- Surveys on all days of the week have been included for Hotel and Banqueting/Conference Centre land uses.
- All Town Centre Surveys have been excluded.
- Only survey locations where the population within 1 mile is less than 25,000 have been chosen.
- Only survey locations where the population within 5 miles is assumed to be less than 250,000 have been chosen, with the exception of the Banqueting centre (due to the limited number of Banqueting Centre surveys within TRICS).
- Only survey locations where car ownership within 5 miles is more than 1.1 per household have been chosen. Car ownership in Derbyshire Dales is 1.49 according to 2021 Census data.
- A trip generation has been calculated separately for each land use. However, the trip generation for all residential proposals have been calculated together i.e., 58 mixed private flats and houses, rather than separately for each element of the residential proposals.
- Any TRICS sites with surveys affected by COVID-19, restrictions have been excluded.
- The trip generation and parking accumulation focuses on proposed development uses only and no consideration has been given for any external car park users.
- The parking accumulation for the Hotel and Banqueting/Conference Centre land use has been calculated based on the assumption that 94 parking spaces are occupied at the hotel throughout the night. This figure is based on Derbyshire County Council parking standards for hotels which states that 1 parking space should be provided for every bedroom for visitors, and 1 parking space should be provided for every 10 bedrooms for staff.

Full TRICS output reports for each land use have been included in Appendix A. These show the full filtering summaries and the sites selected for each trip generation calculation.

3.4 Trip Generation Forecast

The total vehicle trip generation for each part of the proposed development is shown in Table 3.2. The car only trip generation for each part of the proposed development is shown in Table 3.3.

Table 3.2: Total Vehicle Trip Generation

Time	New Build Office			Residential			Hotel			Banqueting/Conference Centre			Total		
	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way
00:00-01:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01:00-02:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02:00-03:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03:00-04:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:00-05:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:00-06:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06:00-07:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:00-08:00	61	5	66	4	18	22	6	19	26	0	0	0	71	43	114
08:00-09:00	142	11	153	8	22	30	12	18	30	11	8	19	172	59	231
09:00-10:00	69	15	84	8	10	18	15	14	29	20	5	25	113	43	156
10:00-11:00	12	13	25	10	17	27	9	14	23	19	19	38	50	62	112
11:00-12:00	16	12	27	8	9	18	6	12	18	8	14	22	38	47	85
12:00-13:00	26	39	65	12	9	21	6	9	15	59	28	88	104	85	188
13:00-14:00	30	25	55	9	9	18	8	8	16	20	17	38	68	59	127

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Time	New Build Office			Residential			Hotel			Banqueting/Conference Centre			Total		
	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way
14:00-15:00	16	27	44	10	12	22	18	13	31	17	20	38	62	72	134
15:00-16:00	11	40	50	18	12	29	12	10	22	9	14	23	50	75	125
16:00-17:00	10	68	79	17	10	27	16	10	26	9	8	17	53	97	149
17:00-18:00	7	114	121	24	11	35	25	17	42	17	13	30	73	155	227
18:00-19:00	5	31	36	17	10	28	19	12	31	16	19	34	56	73	129
19:00-20:00	0	0	0	0	0	0	16	14	29	39	23	63	55	37	92
20:00-21:00	0	0	0	0	0	0	10	6	16	11	14	25	21	20	41
21:00-22:00	0	0	0	0	0	0	10	6	16	9	11	20	19	17	36
22:00-23:00	0	0	0	0	0	0	0	0	0	5	20	25	5	20	25
23:00-24:00	0	0	0	0	0	0	0	0	0	23	39	63	23	39	63
Daily	404	400	804	146	150	296	187	180	368	294	272	566	1031	1002	2033

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Table 3.3: Total Car Trip Generation

Time	New Build Office			Residential			Hotel			Banqueting/Conference Centre			Total		
	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way
00:00-01:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01:00-02:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02:00-03:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03:00-04:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:00-05:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:00-06:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06:00-07:00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:00-08:00	57	4	61	3	17	20	6	16	21	0	0	0	66	36	102
08:00-09:00	135	7	142	6	20	26	9	15	24	9	8	17	160	50	210
09:00-10:00	64	10	74	7	9	15	13	12	25	14	2	16	98	32	130
10:00-11:00	10	10	21	7	14	21	6	12	18	19	16	34	43	52	95
11:00-12:00	13	10	23	7	7	13	5	10	15	8	14	22	33	40	73
12:00-13:00	24	36	60	9	7	17	5	7	12	52	22	73	90	73	162
13:00-14:00	27	23	49	6	7	13	6	5	12	16	14	30	55	49	104

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Time	New Build Office			Residential			Hotel			Banqueting/Conference Centre			Total		
	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way	Arr	Dep	Two-way
14:00-15:00	14	24	38	8	10	18	16	10	26	16	19	34	53	63	116
15:00-16:00	8	34	42	15	9	24	11	9	20	9	13	22	43	65	108
16:00-17:00	9	66	75	15	9	24	14	9	23	9	8	17	48	92	140
17:00-18:00	6	112	118	21	10	31	21	14	35	16	13	28	64	149	213
18:00-19:00	4	31	35	16	9	25	15	10	25	14	14	28	49	63	113
19:00-20:00	0	0	0	0	0	0	13	10	23	31	16	47	44	26	70
20:00-21:00	0	0	0	0	0	0	8	5	13	11	14	25	19	19	38
21:00-22:00	0	0	0	0	0	0	8	5	13	9	11	20	17	16	33
22:00-23:00	0	0	0	0	0	0	0	0	0	5	20	25	5	20	25
23:00-24:00	0	0	0	0	0	0	0	0	0	11	27	38	11	27	38
Daily	371	367	738	122	127	249	157	149	305	249	228	477	898	872	1769

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4 Parking

4.1 Introduction

Parking demand has been calculated for each part of the proposed development and is shown in the tables below. These use the forecast car arrivals and departures for each land use, set out in Section 3, to calculate the accumulation of cars parked on-site in each hour of the day. The parking accumulation for the residential development has not been included, as it is understood that 1.5 spaces per dwelling have been provided in line with local parking guidelines and local car ownership figures.

4.2 Parking Accumulation

The maximum parking accumulation for New Build Office is shown in Table 4.1.

Table 4.1: Parking Accumulation – New Build Office

Time	Arrivals	Departures	Accumulation
00:00-01:00	0	0	0
01:00-02:00	0	0	0
02:00-03:00	0	0	0
03:00-04:00	0	0	0
04:00-05:00	0	0	0
05:00-06:00	0	0	0
06:00-07:00	0	0	0
07:00-08:00	57	4	53
08:00-09:00	135	7	181
09:00-10:00	64	10	234
10:00-11:00	10	10	234
11:00-12:00	13	10	238
12:00-13:00	24	36	226
13:00-14:00	27	23	230
14:00-15:00	14	24	219
15:00-16:00	8	34	194
16:00-17:00	9	66	136
17:00-18:00	6	112	30
18:00-19:00	4	31	4
19:00-20:00	0	0	4
20:00-21:00	0	0	4
21:00-22:00	0	0	4
22:00-23:00	0	0	4
23:00-24:00	0	0	4
Max			238

The maximum car parking accumulation for New Build Office is 238 cars between 11:00 and 12:00.

The maximum parking accumulation for the Hotel and Banqueting/Conference Centre is shown in Table 4.2.

Table 4.2: Parking Accumulation – Hotel and Banqueting/Conference Centre

Time	Arrivals	Departures	Accumulation
00:00-01:00	0	0	94
01:00-02:00	0	0	94
02:00-03:00	0	0	94
03:00-04:00	0	0	94
04:00-05:00	0	0	94
05:00-06:00	0	0	94
06:00-07:00	0	0	94
07:00-08:00	6	16	83
08:00-09:00	18	23	79
09:00-10:00	27	13	93
10:00-11:00	25	28	90
11:00-12:00	13	24	79
12:00-13:00	56	29	106
13:00-14:00	22	19	109
14:00-15:00	31	29	111
15:00-16:00	20	22	110
16:00-17:00	24	16	117
17:00-18:00	37	26	127
18:00-19:00	29	24	133
19:00-20:00	44	26	151
20:00-21:00	19	19	151
21:00-22:00	17	16	153
22:00-23:00	5	20	137
23:00-24:00	11	27	122
Max			153

The maximum parking accumulation for the Hotel and Banqueting/Conference Centre is 153 cars between 21:00 and 22:00.

Therefore, the maximum parking accumulation for the total non-residential elements of the site is shown in Table 4.3.

Table 4.3: Parking Accumulation – Total Non-Residential Elements of the Site

Time	Arrivals	Departures	Accumulation
00:00-01:00	0	0	94
01:00-02:00	0	0	94
02:00-03:00	0	0	94
03:00-04:00	0	0	94
04:00-05:00	0	0	94
05:00-06:00	0	0	94
06:00-07:00	0	0	94
07:00-08:00	63	20	137
08:00-09:00	153	30	260

Time	Arrivals	Departures	Accumulation
09:00-10:00	91	24	327
10:00-11:00	36	38	325
11:00-12:00	26	34	317
12:00-13:00	80	65	332
13:00-14:00	49	42	338
14:00-15:00	45	53	330
15:00-16:00	29	55	303
16:00-17:00	33	83	253
17:00-18:00	43	139	158
18:00-19:00	33	54	137
19:00-20:00	44	26	155
20:00-21:00	19	19	155
21:00-22:00	17	16	157
22:00-23:00	5	20	141
23:00-24:00	11	27	125
Max			338

The maximum parking accumulation for the whole non-residential element of development is 338 cars between 13:00 and 14:00.

4.3 Parking Standards

4.3.1 Introduction

This section sets out the car parking standards for the local area. The following policy documents have been reviewed to understand the acceptable level of parking (including EV and cycle parking) for the proposed development:

- Adopted Derbyshire Dales Local Plan (December 2017)
- Derbyshire Dales Climate Change Supplementary Planning Document (July 2021)
- Amber Valley Local Plan. Derbyshire County Council have advised that the DCC adopted parking standards have been retracted and new standards will be issued in 2024. The following statement is included against the Amber Valley Local Plan parking standards: *“These parking standards are those currently adopted by Derbyshire County Council, expect in respect of those uses where revised standards have been set out in the Regional Spatial Strategy for the East Midlands (RSS8) in line with the latest version of the Government’s guidance on planning and transport (PPG13)”*. Given this, the standards as set out in the Amber Valley Local Plan have been used in lieu of the DCC standards.

The standards have then been compared against the forecast demand for parking set out in Section 4.2.

4.3.2 Local Parking Policy

Policy HC21: Car Parking Standards within the Adopted Derbyshire Dales Local Plan (December 2017) states:

“Vehicular parking for new development should be provided having regard to adopted standards, as set out in Appendix 2 of this Local Plan, or where the developer can adequately justify their own parking provision with evidence accompanying any planning application.

Evidence will need to demonstrate that the level would not have a detrimental impact on the local road network.”

The Amber Valley Local Plan sets out the Maximum Parking Standards in Conjunction with Development in Appendix 3, which are the adopted parking standards by Derbyshire County Council.

The normal maximum parking standards for Offices and Residential Developments are set out within Appendix 2 of the Adopted Derbyshire Dales Local Plan (December 2017). The normal maximum parking standards for Hotels and Conference facilities are provided in Appendix 3 of the Amber Valley Local Plan.

4.3.3 Residential Car Parking Standards

Appendix 2 of the Adopted Derbyshire Dales Local Plan states that for residential developments over five dwellings, developers should refer to the Department for Communities and Local Government DCLG’s ‘Residential Car Parking Research Report’ published in May 2007, which sets out a method for calculating car parking demand. However, this relies on data collected before 2007, and calculates parking demand based on the number of spaces allocated to each dwelling rather than setting out the number of spaces that should be allocated to each dwelling. Therefore, the Derbyshire County Council standards as referenced within the Amber Valley Local Plan have been used instead.

The Derbyshire County Council parking standards, as referenced within the Amber Valley Local Plan, for residential developments are set out in Table 4.4 below.

Table 4.4: Derbyshire County Council Residential Parking Standards (as referenced within the Amber Valley Local Plan)

Number of bedrooms per dwelling	Maximum Parking Standard
1	1 space per unit plus 1 space per 2 units for visitors
2/3	2 spaces per unit
4+	3 spaces per unit, of which no more than 2 shall be in line

The parking standards set out above have been applied to each residential section of the proposed development in Table 4.5.

Table 4.5: Residential Parking Standards

Residential Area	No. of 1 Bedroom Dwellings	No. of 2 Bedroom Dwellings	No. of 3 Bedroom Dwellings	No. of 4 Bedroom Dwellings	Total Parking Spaces	Parking Spaces per Dwelling
Residential North	11	13	6	0	55	1.82
Audit Block Residential	0	0	2	0	4	2.00
Southern Car Park Residential	0	0	26	0	52	2.00
Total	11	13	34	0	111	1.91

This shows that according to the Derbyshire County Council maximum parking standards, the maximum number of spaces to be provided for the residential element of the proposed development is 111.

Car ownership within Derbyshire Dales is 1.49 cars per household. Therefore, it is recommended that 1.5 car parking spaces are provided for each dwelling, which falls within the Derbyshire County Council maximum parking standards.

4.3.4 Office/Hotel Parking Standards

The parking standards set out within the policy documents set out above have been applied to the office and hotel sections of proposed development in Table 4.6.

Table 4.6: Office/Hotel Parking Standards

Land Use	Parking Standard	Source	Total Parking Spaces	Disabled Parking Standard	Disabled Parking Space	Notes
New Build Office	Rural town centre or edge of centre; One space for every 40 sqm	Adopted Derbyshire Dales Local Plan	169	5% of total parking	8	Over the 2,500sqm threshold for applying the standard
Hotel	One space per bedroom (visitors) plus one space per 10 bedrooms (staff)	Derbyshire County Council	94	6% of total parking	6	Where bar and restaurant facilities are also provided, the additional parking provision for these must meet half of the appropriate food and drink standards (see row below)
Hotel Restaurant	One space per 4 sqm of dining area	Derbyshire County Council	48	6% of total parking	3	Sqm of restaurant used as Breakfast room and restaurant will be in use at different times
Banqueting/Conference Centre	One space for every five seats	Adopted Derbyshire Dales Local Plan	50	6 bays plus 2% of total parking	7	"Business centre" sqm on Ground floor plan used

The forecast parking accumulation for the New Build Office in Section 4.2 are higher than the maximum standards set out in the Derbyshire Dales Local Plan.

The forecast parking accumulation of 153 spaces for the hotel and banqueting/conference centre are within the maximum parking standards set out above.

4.3.5 Sustainable Parking Standards

4.3.5.1 Electric Vehicle Charging

The Derbyshire Dales Climate Change Supplementary Planning Document sets out a number of potential measures to help developers to maximise climate change mitigation and adaptation. These measures set out guidance on electric vehicle (EV) provision at new developments:

- Residential - EV charging points should be provided for 20% of all parking spaces and there should be passive provision for the remaining spaces.
- Non-residential - EV charging points of at least 22kw and a universal socket should be provided for 10% of all parking spaces and there should be passive provision for the remaining spaces at key destinations and in communal parking areas.

4.3.5.2 Cycle Parking

Appendix B of the Derbyshire Dales Climate Change Supplementary Planning Document provides indicative cycle parking standards for each type of land use. These standards have been applied to the proposed development in Table 4.7.

Table 4.7: Cycle Parking Standards

Land Use	Short Stay Cycle Parking Standard	Short Stay Cycle Parking Spaces	Long Stay Cycle Parking Standard	Long Stay Cycle Parking Spaces
Residential	-	0	1 per bedroom	174
New Build Office	1 per 1000 sqm	6	1 per 200 sqm	28
Hotel (inc. restaurant)	-	-	-	-
Banqueting/Conference Centre	-	-	-	-

Cycle parking standards are not provided for Hotels or Banqueting/Conference Facilities. However, it is recommended that a similar level cycle parking provision to the office provision should be provided for these land uses.

4.4 Parking Summary

Based on the calculated parking demand in Section 4.2 and parking standards in Section 4.3, a summary of the recommended parking provision has been set out in Table 4.8.

A 20% sensitivity buffer has been added to the forecast parking demand for new build office land use in order to calculate the recommended parking provision. A 10% sensitivity buffer has been added to the forecast parking demand for the hotel land use. This has only been added where the recommended provision is within the maximum parking standards.

Table 4.8: Summary of Parking Recommendations

Land Use	Background Information	Forecast Parking Demand	Time of Maximum Demand	Maximum Parking Standard	Parking standard	Recommended Parking Provision	Disabled Spaces	EV Spaces
New Build Office	6750 sqm 600 Workstations	238	11:00-12:00	169	Adopted Derbyshire Dales Local Plan	285 (Forecast demand +20%)	14	29
Hotel	85 Bedrooms	101	21:00-22:00	142	Amber Valley Local Plan (Derbyshire County Council Standards)	112 (Forecast demand +10%)	7	11
Banqueting/Conference Centre	688 sqm 250 seat capacity	56	19:00-20:00	50	Adopted Derbyshire Dales Local Plan	50 (Maximum parking standard)	3	5
Residential North	30 units. 11 1 bed, 15 2 bed, 6 3 bed	45	Overnight	55	Amber Valley Local Plan (Derbyshire County Council Standards)	45 (1.5 cars per household)	0	9
Audit Block	2 units. All 3 bed.	3	Overnight	4	Amber Valley Local Plan (Derbyshire County Council Standards)	3 (1.5 cars per household)	0	1
Southern Car Park	26 units. All 2/3 bed	39	Overnight	52	Amber Valley Local Plan (Derbyshire County Council Standards)	39 (1.5 cars per household)	0	8

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The recommended parking provision for each land use is shown in Table 4.8 above. This shows that for the non-residential element of the site the total recommended parking provision is for 447 spaces. This is recommended if the parking for each land use is segregated.

It is recommended that 1.5 spaces per household are provided for residential dwellings, which is within the maximum parking standards.

The benefit to securing off-site parking provision for a proportion of office demand has been identified. This would moderate the overall level of parking required on site and maintain amenity value. One potential opportunity site has been identified for this: the former Derbyshire County Council car park off Cavendish Road. This site is a 10-minute walk from the Matlock County Hall site, via Wellington Street and Rutland Street.

5 Car Park Design Review

5.1 Overview

A design review of the car parking facilities has been carried out on the current masterplan. The primary aim of this review was to determine any key issues with the proposed layout and identify any opportunities for improvement.

5.2 Design Principles

5.2.1 Guidance

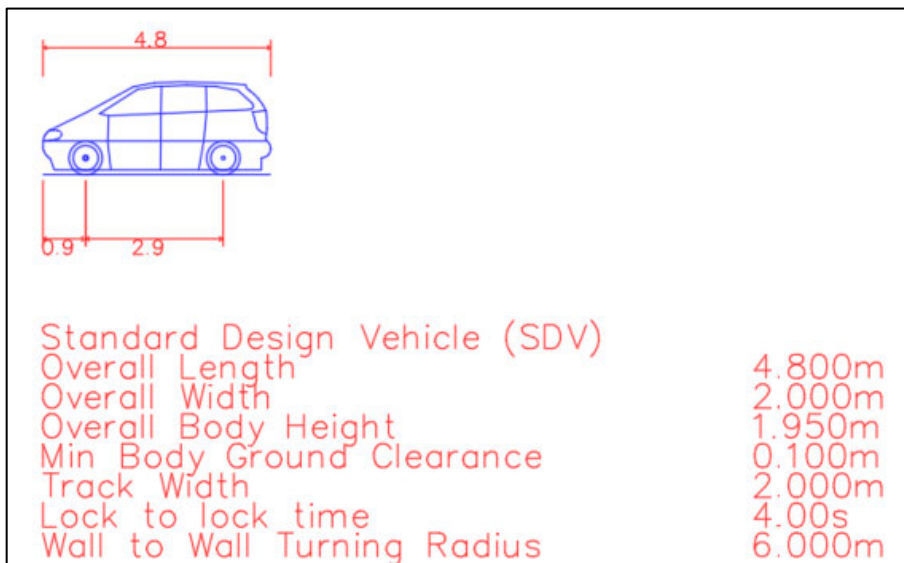
The following guidance has been used in reviewing the car park design:

- Manual for Streets, Department for Transport, 2007
- Parking Know How Bay Size, British Parking Association 2016

5.2.2 Vehicle Tracking

Figure 5.1 shows the vehicle dimensions used to assess the vehicle tracking in the car parks.

Figure 5.1: Vehicle Dimensions Used for Vehicle Tracking of Cars



Source: Autodesk

5.2.3 Visibility

Manual for Streets principles of visibility have been reviewed.

At this stage, no major issues with visibility are apparent, however, this will need to be reviewed as the project progresses to ensure that items such as street furniture and landscaping do not obscure visibility.

No information about the proposed speed limit around the site is provided, but it is assumed that the site will operate with traffic speeds of 15mph or less, as is typical in similar environments. Due to the anticipated low speeds on the site, the required visibility will be lower than required on public highways.

5.2.4 Gradients

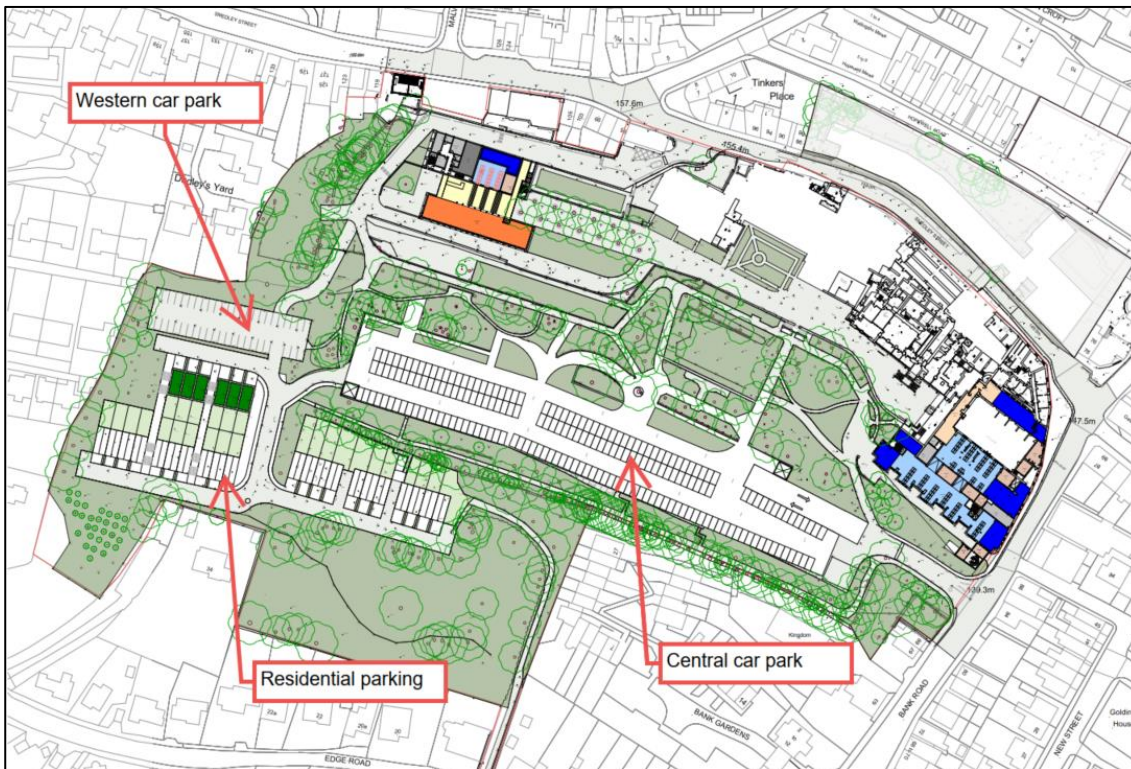
Gradients through the site are generally an issue given the topography of the surrounding area. Walking routes should be carefully considered through the site, as gradients over 5% will exclude most users from using footways.

5.3 Central Car Park

5.3.1 Overview and Principle of Design

The central car park is currently accessed via Bank Road, and the proposed masterplan maintains access from this location. Figure 5.2 below shows the location of the central car park.

Figure 5.2: Overview of the Site and Car Park Locations for Reference



Source: HLM Architects (12-1564-01-HLM-00-B1-DR-A-00019 PROPOSED SITE PLAN BASEMENT LEVEL)

5.3.2 Opportunities

Vehicle tracking has been carried out for the vehicle in Figure 5.1, into a sample of 10 of the car parking spaces. No issues were identified with this design layout, assuming that vehicles utilise reverse parking.

No specific opportunities have been identified at this stage.

5.3.3 Risks and Potential Issues

Accessibility from the car park to the rest of the development should be considered further, in particular the provision of disabled parking. Consideration should be given to providing disabled

parking adjacent to the building entrance, as it is noted that the car park and the building are at significantly different levels.

5.4 Western Car Park

5.4.1 Overview and Principle of Design

Figure 5.2 above shows the location of the western car park. At present, the proposed layout has retained the existing car park layout.

Access to this car park is currently provided through the central car park, however the proposed layout is currently showing an access from the north as well.

5.4.2 Opportunities

Vehicle tracking has been carried out for the vehicle in Figure 5.1, into a sample of 5 of the car parking spaces. The parking spaces at the ends of the parking area were difficult to access, so there is an opportunity here to reconfigure the car park to provide better access for cars.

The access road from the north of the western car park is currently shown in the design as approximately 19% in terms of longfall gradient. It appears that from the adjacent space available, it would be feasible to redesign this road to be more circuitous, to increase the length and thereby reduce the gradient. This would make it more viable as a route for cars.

5.4.3 Risks and Potential Issues

With reference to the potential additional access road, a road which is over 10% gradient, will typically exclude a significant number of users from utilising this. Therefore, consideration needs to be given to whether an adjacent footway would be included. If a footway isn't included, then an alternative route for pedestrians should be provided.

Further discussion regarding this new road is outlined in Section 6.6, in reference to the service and access strategy.

5.5 Residential Parking

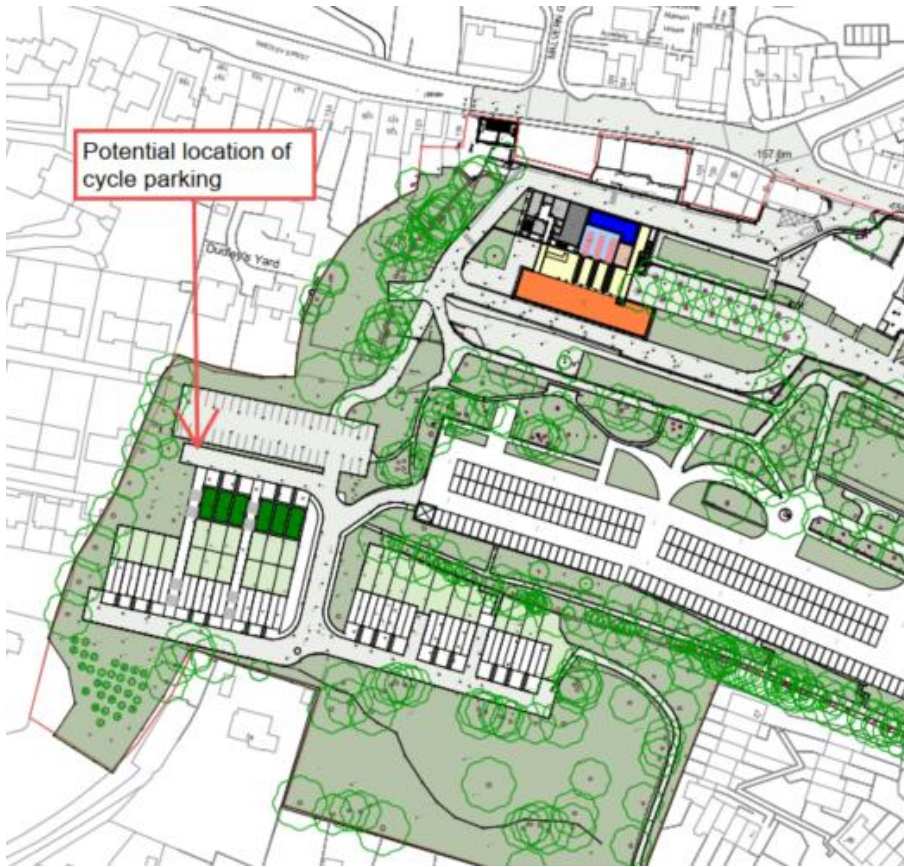
Figure 5.2 above displays the location of the proposed residential car parking. It is the intention that the upper-level residences (the residences situated nearer to the western car park) will park their cars in the driveway spaces provided, and that the lower-level residences will park their cars in enclosed garages.

5.5.1 Opportunities

Vehicle tracking has been carried out for the vehicle in Figure 5.1, into a sample of 5 of the car parking spaces. No issues were identified with this design layout, assuming that vehicles utilise reverse parking.

For the residences on the upper level (the residences situated nearer to the western car park), it may be beneficial to include a secure cycle parking facility in the location indicated in Figure 5.3 below.

Figure 5.3: Potential Location for a Secure Cycle Parking Facility



Source: HLM Architects (12-1564-01-HLM-00-B1-DR-A-00019 PROPOSED SITE PLAN BASEMENT LEVEL)

5.5.2 Risks and potential issues

No specific risks or potential issues have been identified at this stage.

5.6 Other considerations

The footpath that links to the south of the site from Edge Road shown in Figure 5.4, could be widened out and benches or resting points could be provided along it, to assist with access for users with mobility issues. This will not provide suitable access for all, but it would improve this route.

Figure 5.4: Footpath Which Could be Improved



Source: HLM Architects (12-1564-01-HLM-00-B1-DR-A-00019 PROPOSED SITE PLAN BASEMENT LEVEL)

The road between the central car park area, and the residential and western car park areas, is too narrow for two vehicles to comfortably pass each other. Either this route should be made one-way only, or it should be widened to accommodate two-way traffic.

[REDACTED]

5.6.1 Car Park Management

There is an opportunity to introduce a payment system into the parking on site to generate revenue.

6 Service and Access Review

6.1 Overview

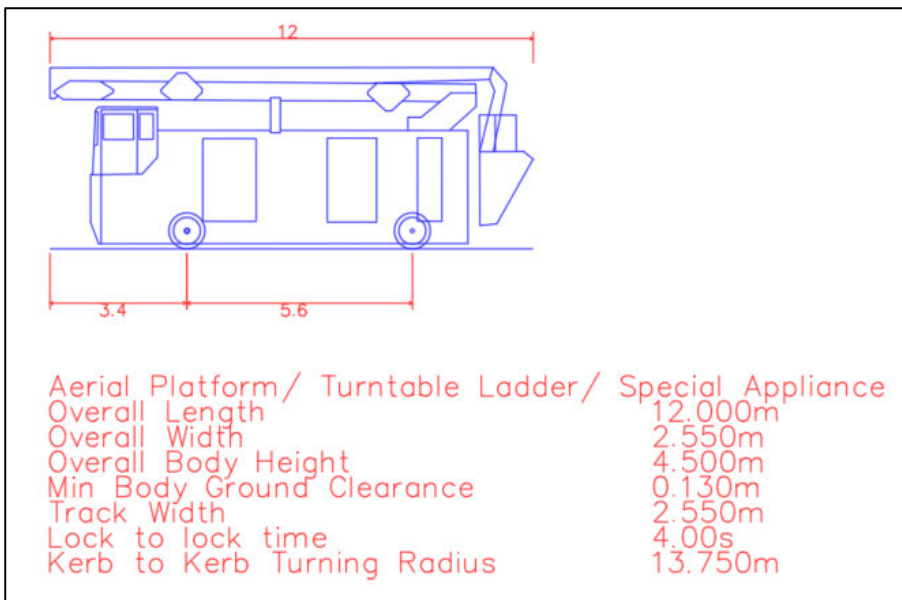
A design review of the service and access routes has been carried out on the current masterplan. The primary aim of this review was to determine any key issues with the proposed layout and identify any opportunities for improvement.

6.2 Design Principles

6.2.1 Vehicle Tracking

Figure 6.1 shows the vehicle dimensions used for vehicle tracking of fire service vehicles.

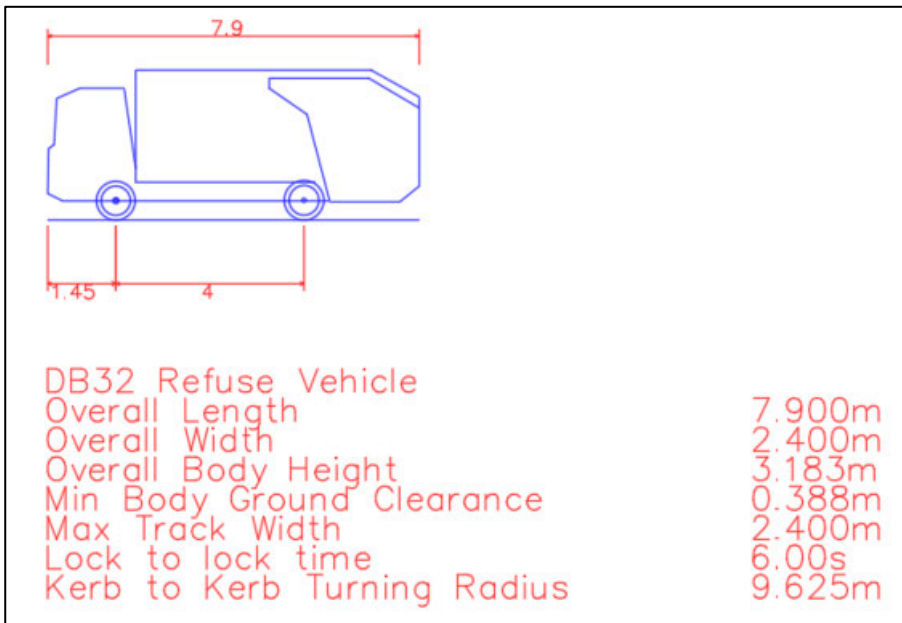
Figure 6.1: Vehicle Dimensions Used for Vehicle Tracking of Fire Service Vehicles



Source: Autodesk

Figure 6.2 below shows the vehicle dimensions used for vehicle tracking of refuse vehicles.

Figure 6.2: Vehicle Dimensions Used for Vehicle Tracking of Refuse Vehicles



Source: Autodesk

6.2.2 Principle of Design for Assessment of Access Routes

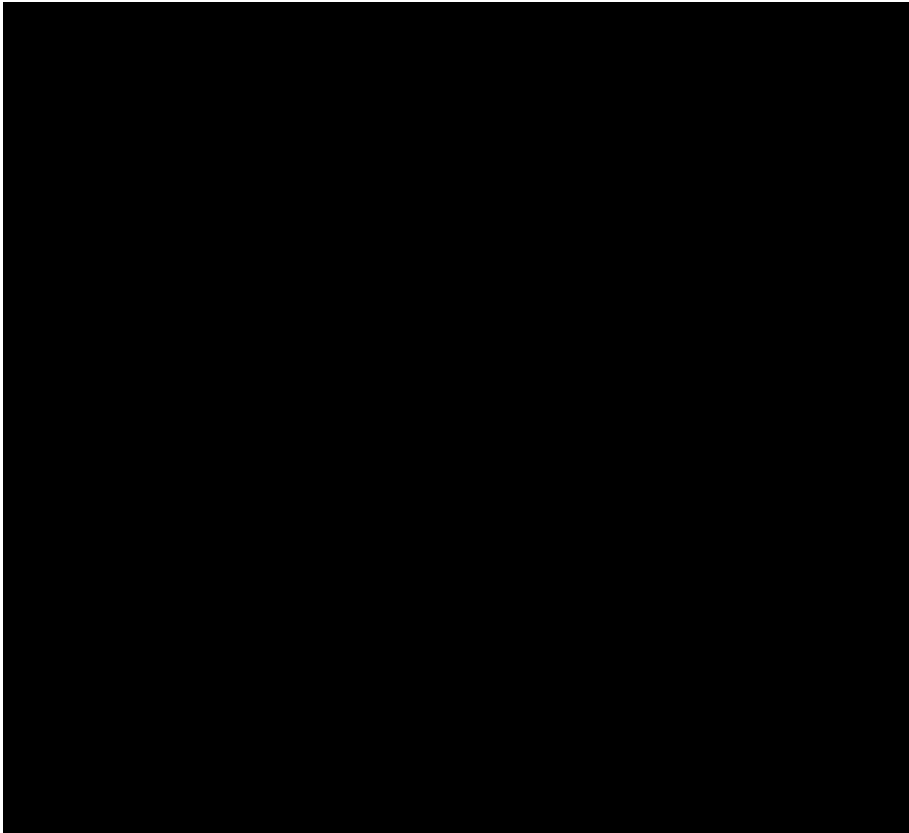
Figure 6.3 below displays the access routes assessed.

For the assessment of the fire service access, it has been assumed that the fire service currently access the site via Smedley Street. Therefore, the northern access route has been assessed.

In addition, the southern access route has been assessed, as it would be beneficial for the fire service to be able to access the residential area without having to drive through the rest of the site.

For the assessment of the refuse vehicle access, it has been assumed that refuse vehicles would be required to use both the northern and southern access routes, to collect refuse from both the residential area, as well as the main building area.

Figure 6.3: Access Routes Assessed



Source: HLM Architects (230831 Masterplan Strategy Drawings)

6.3 Northern Access Route

6.3.1 Opportunities

It has been assumed that the fire service must use this northern access route at present, to access the southern side of the existing building. However, given that there is currently no through route or turning circle provided, it has been assumed that the fire service must currently plan to reverse out of the site for a longer distance than would typically be desirable.

Through discussions with the fire service there is an opportunity here to improve accessibility for their vehicles, by providing some facility to turn vehicles round more easily, albeit it is acknowledged that this may require a large area to facilitate their manoeuvres.

6.3.2 Risks and Potential Issues

The initial section of the northern access route is difficult for both types of vehicles assessed to access. This is because it appears that, at present, the site is accessed by vehicles travelling westbound and then turning left into the site. If this movement is not retained, it does not appear possible for vehicles to make a right turn manoeuvre into the site.

It has been identified that the garages on Smedley Street could potentially be removed to provide a larger area for vehicles to turn right into the site. This may make the manoeuvre possible, however it should be noted that there is a significant level difference in this area, and further work to assess the feasibility of a route would be required.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.4.2 Risks and Potential Issues

Fire service vehicles appear to struggle according to the vehicle tracking, so some widening at the entrance to the residential area would be required, if these vehicles need to use this route.

6.5 Eastern Access Route

6.5.1 Opportunities

Depending on the access routes provided, there may be the opportunity to have some form of access control on this eastern access route, to limit the times that the central car park can be accessed. As outlined in Section 5.6, this may be operationally advantageous in managing the car park, and should be discussed further.

6.5.2 Risks and Potential Issues

The car park decking height should be high enough to accommodate fire service and refuse vehicles, should this be deemed a suitable access route for them.

6.6 New Connection Route between Residential and Main Building Area

A new internal connecting road has been introduced on the masterplan between the southern access route and the northern access route. The viability of this road in relation to use by cars is outlined in Section 5.3.2.

Vehicle tracking for fire service vehicles and refuse vehicles has been carried out. It has been determined that in order to accommodate fire service and refuse vehicles, the design will require widening.

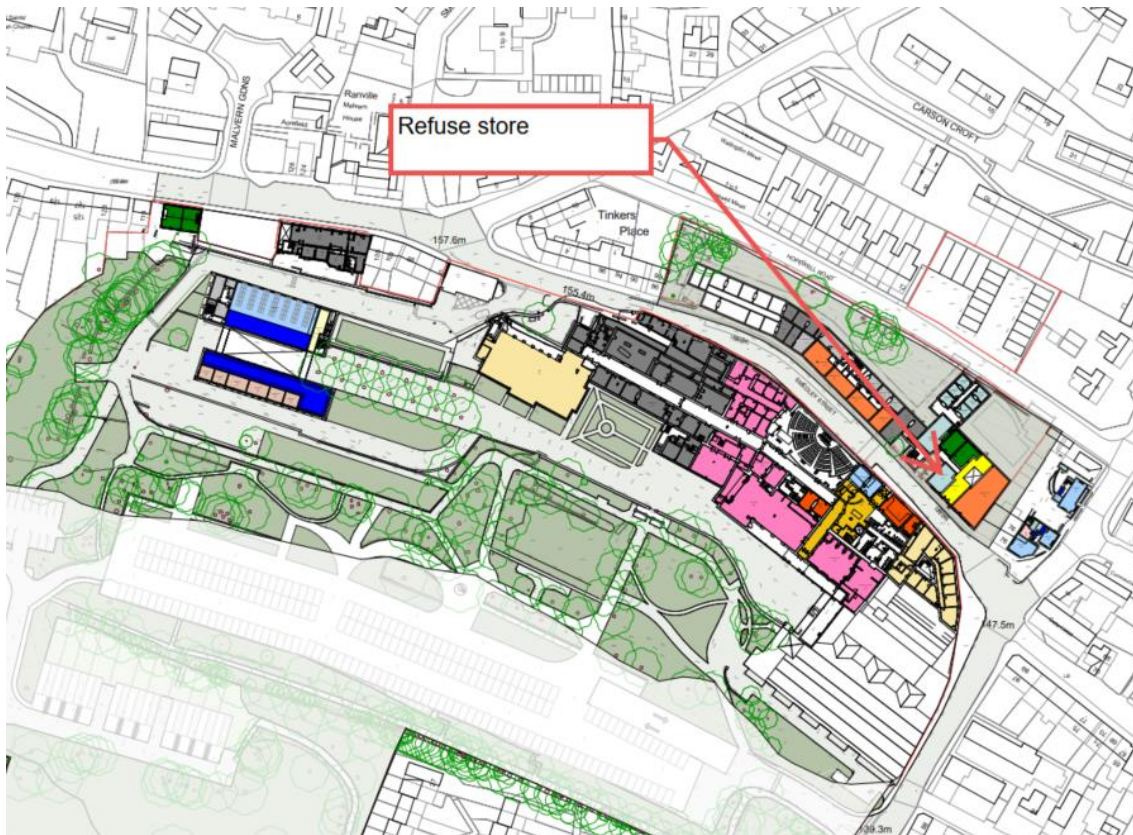
With respect to the steep gradient, although there are no specific design standards which outline an absolute maximum gradient permitted, the recommendation would be that this would need to be discussed and agreed with Derbyshire County Council and the local Fire Service, if this road is to form part of the emergency vehicle access route. As stated in Section 5.3.2, the road could be made more circuitous to decrease the gradient, but this would then require the road to be significantly wider, to accommodate these vehicle's swept paths.

6.7 Other Considerations

As mentioned in Section 5.6, the southern access route should be explored further, as this may provide an alternative access for refuse vehicles and emergency vehicles.

Access to the refuse store shown in Figure 6.4 should also be considered further, as it appears at present that this would need to be carried out via Smedley Street.

Figure 6.4: Refuse Store Location



Source: HLM Architects (12-1564-01-HLM-00-00-DR-A-00013 PROPOSED SITE PLAN GROUND FLOOR LEVEL)

7 Smedley Street

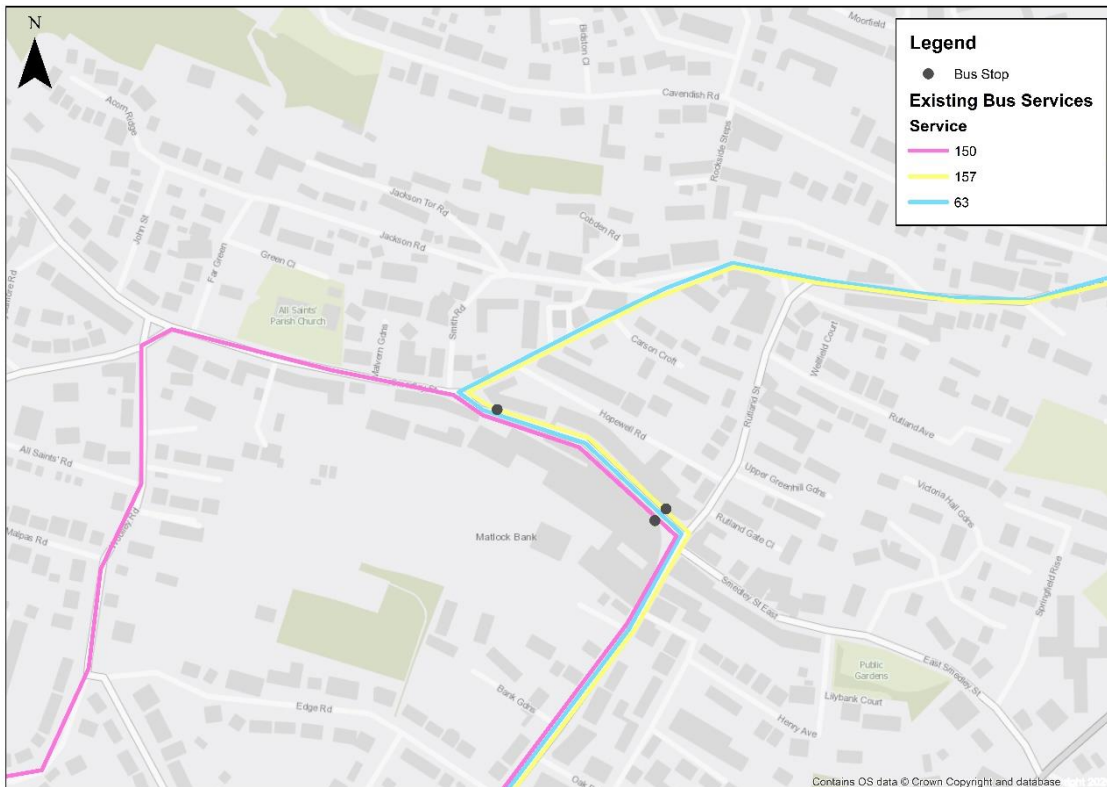
7.1 Existing Bus Services

The existing bus services along Smedley Street are set out in Table 7.1 and Figure 7.1.

Table 7.1: Existing Bus Services along Smedley Street

Service	Direction along Smedley Street	Origin	Destination	Frequency	First Departure	Last Departure	Operator
63	WB	Matlock	Chesterfield	Roughly one service every two hours Four services per day	08:15	15:55	Hulleys of Baslow
63	EB	Chesterfield	Matlock	Roughly one service every two hours Five services per day	08:15	15:55	Hulleys of Baslow
150	WB only	Clay Cross	Matlock	1 service per hour with no services between 8.40 and 16.20 Five services per day along Smedley Street	07:46	17:36	TM Travel
157 Matlock Circular	WB	Matlock Sainsburys	Matlock Sainsburys	One service per hour Seven services per day	09:07	17:12	Stagecoach
157 Matlock Circular	EB	Matlock Sainsburys	Matlock Sainsburys	One service per hour Seven services per day	09:19	17:24	Stagecoach

Figure 7.1: Existing Bus Provision Along Smedley Street



Sources: Hulleys of Baslow website, TM Travel website, Stagecoach website (accessed online 16th August 2023)

This indicates a total of 28 services (16 westbound services and 12 eastbound services) along Smedley Street between the hours of 08:00 and 18:00 Monday to Friday.

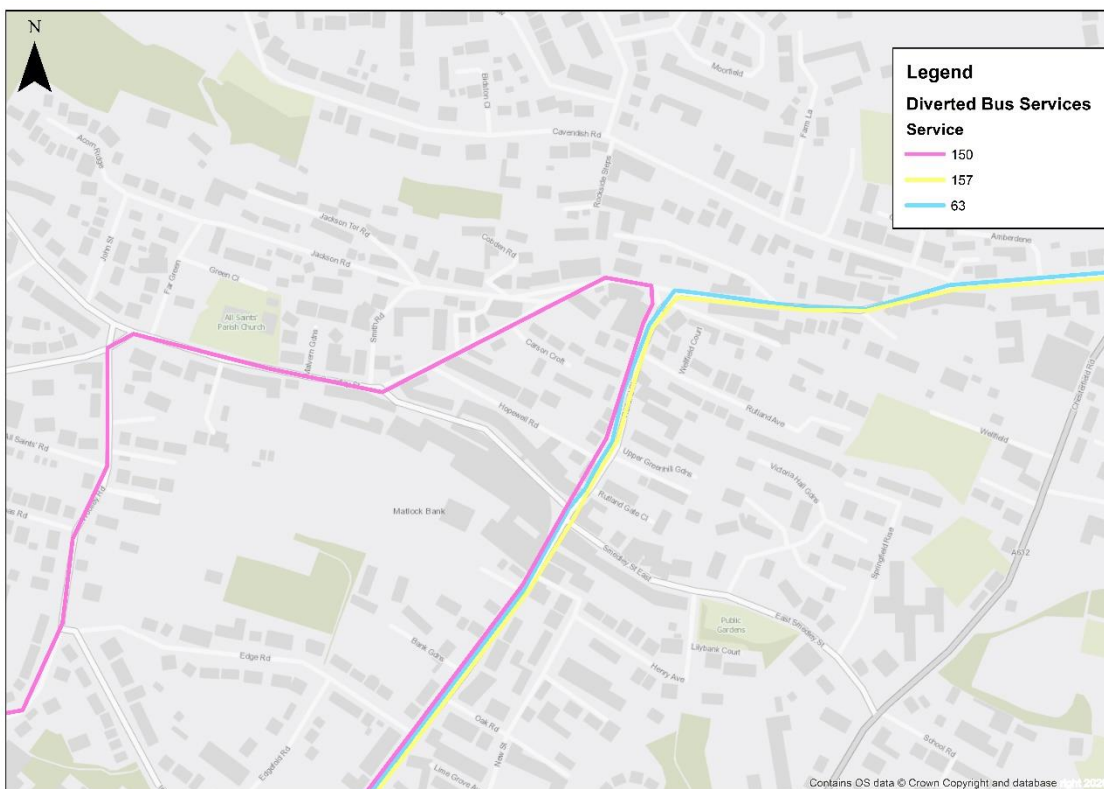
7.2 Bus Service Diversions

Hopewell Road is currently deemed unsuitable for a bus service diversion due to the vehicle weight restriction of 7.5T, narrow highway width, on-street parking along the length restricting two-way traffic movements, multiple residential properties and a sharp left-turn from Wellington Street.

It is unlikely that public transport operators would consider Hopewell Road as an acceptable alternative bus route.

As a result, bus diversion routes have been considered avoiding the use of Hopewell Road. The potential diversion routes are set out in Figure 7.2.

Figure 7.2: Proposed Diversion Route Avoiding Hopewell Road



Source: Mott MacDonald

The opportunities associated with this diversion route are as follows:

- Route avoids Hopewell Road.
- Existing infrastructure could be considered for bus provision i.e. parking layby.
- This diversion would not change the overall origin/destination of the services.
- Minor journey length changes for the public transport operators.

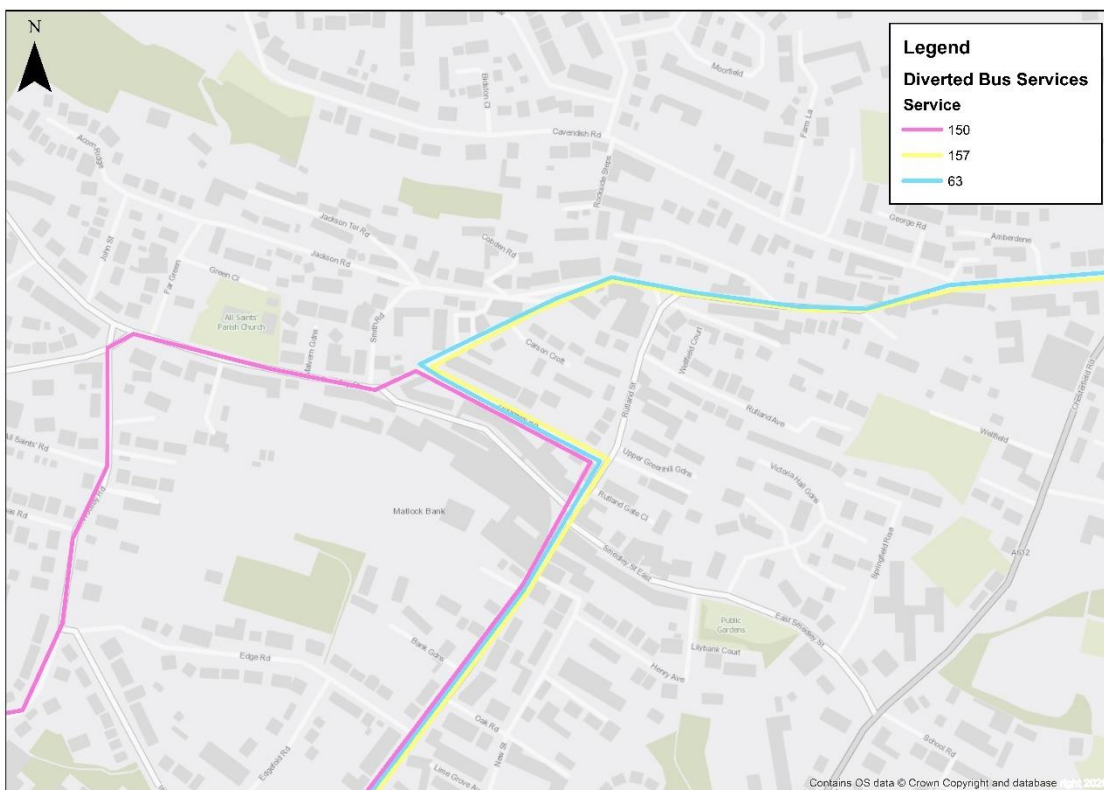
The challenges associated with this diversion route are as follows:

- Steep gradients on Rutland Street.

- A 7.5T vehicle weight restriction is also in place along Rutland Street/Bank Road between Imperial Road/Lime Grove Walk and Wellington Street, however, there is already evidence of bus services along the route (service 471 Darley Dale-Highfields School).
- Implications for users of the bus stops along Wellington Street as well as users of the bus stops along Smedley Street. Walking distances to bus stops may increase for a number of users.
- A new bus stop near to the Smedley Street junction would need to be considered.
- The complex junction arrangement at the Wellington Street/Rutland Street junction.
- An route would be subject to discussions with public transport operators.

Figure 7.3 displays the diversion routes should Hopewell Road be used as the diversion.

Figure 7.3: Proposed Diversion Route Utilising Hopewell Road



Source: Mott MacDonald

Consideration should be given to the following should this be taken forward:

- Traffic Regulation Orders (TROs) to be considered along Hopewell Road and any potential implications of this i.e., consultation with residents regarding any loss of parking.
- Review of Public Service Vehicle (PSV) access via the Hopewell Road/Wellington Street junction.
- Review of the public footway along the western carriageway along Hopewell Road for boarding/alighting westbound services (it is currently extremely narrow).
- Review of the 7.5T vehicle weight restriction along Hopewell Road.
- The views of public transport operators.

7.3 Pedestrian Priority Options and Associated Challenges/Opportunities

A number of pedestrian priority options for Smedley Street have been considered:

- Option 1: Closure
 - Option 1a: Full closure to vehicles along the length (service and access only).
 - Option 1b: Closure to vehicles at the Wellington Street junction between Wellington Street and the northern Matlock County Hall site access.
 - Option 1c: Closure to vehicles at the Bank Road junction.
- Option 2: Active travel improvement works.
- Option 3: One-way.
 - 3a: One-way only eastbound (EB).
 - 3b: One-way only westbound (WB).
- Option 4: Time restrictions (no vehicle access during the day time – excluding AM and PM peak hours)
- Option 5: Public transport/servicing/access only (no through route).
- Option 6: Day restrictions (e.g., closure to vehicles on specific days only).
- Option 7: Shared-use space

The following sub-sections provide detail of each option including the associated opportunities and constraints.

The options were discussed with the Traffic and Road Safety Service at Derbyshire County Council on Tuesday 5th September 2023 and the relevant feedback has been included within the following sub-sections.

7.3.1 Option 1: Closures

Option 1a entails a full closure of Smedley Street for vehicles between the northern Matlock County Hall site access and Rutland Street/Bank Road.

Option 1b entails a closure to vehicles at the Smedley Street/Wellington Street junction. The closure would be in place between Wellington Street and the Matlock County Hall northern access, with turning head implemented at the Matlock County Hall northern access for WB traffic along Smedley Street.

Option 1c entails a closure to vehicles of Smedley Street at the Bank Road junction.

The key challenges and opportunities associated with the Option 1 sub-options are set out in Table 7.2.

Table 7.2: Option 1: Closures – Challenges and Opportunities

Potential Challenge / Opportunity	Relevant Option	Detail
Challenge	1a, 1b, 1c	Reassignment of traffic in the local area may have local traffic implications due to no through-traffic. Smedley Street is a well-utilised east to west route.
	1a, 1b, 1c	Diversion of three existing bus services would be required which could have impacts on routing, journey length, servicing and distance to bus stops for local residents.
	1a, 1b, 1c	Likely to require highway changes on Hopewell Road (for instance Traffic Regulation Orders TROs) due to the envisaged reassignment. Any significant highway changes face a risk of objection from the public.
	1a, 1b, 1c	Reduction of passing trade along Smedley Street.
	1a	Potential relocation of a number of disabled parking bays and time-limited parking bays that are currently present on Smedley Street
	1a, 1b, 1c	Difficulties with fire and access/servicing from Smedley Street
	1b	Loss of Smedley Street historic garages
	1a	Servicing would be difficult for the retail units on Smedley Street due to the lack of alternative (rear) access.
	1a	Full severance could have a detrimental on the operation of the re-developed County Hall Site.
Opportunity	1a, 1b, 1c	Enhanced pedestrian amenity along Smedley Street due to no through traffic
	1a	Improved active travel facilities due to re-allocation of road space.
	1b	If the historic garages are removed, there is an opportunity to implement a continuous footway along the southern side of the carriageway.

7.3.2 Option 2: Active Travel Improvement Works

Option 2 entails no changes to vehicular traffic but includes an investment in and enhancement of active travel infrastructure along Smedley Street.

The key challenges and opportunities associated with Option 2 are set out in Table 7.3.

Table 7.3: Active Travel Improvement Works – Challenges and Opportunities

Potential Challenge / Opportunity	Detail
Challenge	Limited room for active travel improvements if bi-directional traffic is maintained, and therefore the extent of change is limited.
	Walking/cycling environment would still be impacted by through-traffic along Smedley Street.
	Potential loss of Smedley Street historic garages.
Opportunity	This would still allow for passing trade for local businesses along Smedley Street. The existing disabled parking bays and short-stay parking bays could be retained.
	Likely to have a reduced amount of local objections compared to full closure/partial closure options.
	If the historic garages are removed, there is an opportunity to implement a continuous footway along the southern side of the carriageway.
	Potential opportunity to implement a priority give-way system on Smedley Street (subject to a review of carriageway widths along the length). The layout of the existing time-limited waiting bays could be reviewed and a potential vehicle width restriction could be implemented (in addition to the existing weight limit restriction of 7.5T).

7.3.3 Option 3: One-Way

Option 3a entails converting Smedley Street to one-way EB only for vehicles between Wellington Street and Bank Road.

Option 3b entails converting Smedley Street to one-way WB only for vehicles between Wellington Street and Bank Road.

The key challenges and opportunities associated with the Option 3 sub options are set out in Table 7.4

Table 7.4: Option 3: One-way - Challenges and Opportunities

Potential Challenge / Opportunity	Relevant Option	Detail
Challenge	3a, 3b	Existing bus services will be affected, as services are currently bi-directional along Smedley Street.
	3a, 3b	One-way through traffic would still be able to utilise this route, which would mean limited benefits for the active travel conditions.
	3a, 3b	Reassignment of traffic in the local area may have local traffic implications due to no through-traffic depending on the direction of routing.
	3a, 3b	Likely to require highway changes on Hopewell Road (for instance Traffic Regulation Orders TROs) due to the envisaged reassignment. Any significant highway changes face a risk of objection from the public.
	3a, 3b	One-way traffic could result in a potentially negative impact on traffic speed along Smedley Street due to the removal of potential conflict (increasing speed). This could therefore raise safety concerns.
Opportunity	3a, 3b	By only having one-way of traffic there would be additional road space available for reallocation to active mode infrastructure (although widths are fairly constrained). This could potentially include the construction/widening of footways on both sides of the Smedley Street carriageway.
	3a, 3b	This would still allow for passing trade for local businesses along Smedley Street.
	3a, 3b	Although this would still result in reassignment, it is likely that this would be reduced compared to a full closure.

7.3.4 Option 4: Time Restrictions (No Vehicle Access During the Day Time – Excluding AM and PM Peak Hours)

Option 4 entails no physical barriers to vehicles implemented along Smedley Street but proposes timed vehicle restrictions to allow for an active-travel friendly environment during day time hours.

The key challenges and opportunities associated with Option 4 are set out in Table 7.5.

Table 7.5: Option 4: Time Restrictions (No Vehicle Access During the Day Time – Excluding AM and PM Peak Hours)

Potential Challenge / Opportunity	Detail
Challenge	The benefits of this option are limited to day time users only.
	This would be difficult to enforce, it would rely on users adhering to signage restrictions. It would be difficult to implement in the absence of physical barriers. Rising bollards could be considered.
	Bus services along Smedley Street typically operate in the day time hours only and therefore services would be restricted.
	The restriction could cause confusion for users, which could have further detrimental impacts such as increased number of collisions.
	Reassignment of traffic in the local area may have local traffic implications due to no through-traffic during the 'no vehicle access' hours. Likely to require highway changes on Hopewell Road (for instance Traffic Regulation Orders TROs)) due to the envisaged reassignment. Any significant highway changes face a risk of objection from the public.
	The operation of a hotel on Smedley Street may be difficult as arrivals are expected throughout the day.
Opportunity	Environment improved for active travel users during the daytime without the need for a full road closure.
	The option could include the allowance of through-traffic in peak hours (subject to a review of development uses), which would lessen the impacts on through-traffic.

7.3.5 Option 5: Public Transport/ Servicing/ Access Only (No Through Route)

Option 5 entails a closure of Smedley Street to through traffic, but allowing public transport, servicing and access vehicles to utilise this.

The key challenges and opportunities associated with Option 5 are set out in Table 7.6.

Table 7.6: Option 5: Public Transport/ Servicing/ Access Only (No Through Route)

Potential Challenge / Opportunity	Detail
Challenge	As highway infrastructure is still required for public transport, servicing and access, this limits the available space for active travel infrastructure upgrades.
	Majority of vehicles utilising the street are likely to be service vehicles or buses, which will still create an unpleasant environment for active travel users.
	Reassignment of traffic in the local area may have local traffic implications due to no through-traffic. Likely to require highway changes on Hopewell Road (for instance Traffic Regulation Orders TROs)) due to the envisaged reassignment. Any significant highway changes face a risk of objection from the public.
	This would be difficult to enforce, it would rely on users adhering to signage restrictions. It would be difficult to implement in the absence of physical barriers.
Opportunity	Reduced number of vehicles will improve the environment for active travel users.
	This would avoid the need to relocate the existing disabled parking bays on Smedley Street.

7.3.6 Option 6: Day Restrictions (E.g., Closure to Vehicles on Specific Days Only)

Option 6 entails closure to vehicles on certain days of the month, for instance, the first Saturday/Sunday of every month during summer.

The key challenges and opportunities associated with Option 6 are set out in Table 7.7.

Table 7.7: Option 6: Day Restrictions (E.g., Closure to Vehicles on Specific Days Only)

Potential Challenge / Opportunity	Detail
Challenge	As highway infrastructure is still require, this limits the available space for active travel infrastructure upgrades.
	This initiative would be reliant on good communication, otherwise the day restrictions could be confusing and potentially result in accidents.
	The benefits would only be realised on limited occasions.
	Reassignment of traffic in the local area may have local traffic implications due to no through-traffic. Likely to require highway changes on Hopewell Road (for instance Traffic Regulation Orders TROs)) due to the envisaged reassignment. Any significant highway changes face a risk of objection from the public.
Opportunity	Opportunities for activities/events on the vehicle free days e.g. outdoor markets which would generate an interest in the area.
	Reduced number of vehicles will improve the environment for active travel users.
	Could be implemented using removable infrastructure, such as rising bollards.

7.3.7 Option 7: Shared-Use Space

Option 7 entails a shared-use space along Smedley Street which would improve pedestrian experience by reducing the dominance of motor vehicles by enabling users to share the space. Shared-use space schemes have become increasingly popular with councils wanting to regenerate local high streets.

The key challenges and opportunities associated with Option 7 are set out in Table 7.8.

Table 7.8: Option 7: Shared-Use Space

Potential Challenge / Opportunity	Detail
Challenge	<p>The DfT Inclusive Transport Strategy (2020) ¹ recommends that Local Authorities pause the development of shared space schemes which incorporate a level surface. Disabled people may experience challenges, for instance, visually impaired people utilising the shared space. Simply placing people and vehicles in the same space, without appropriate traffic restraint and speed-reducing measures, can increase danger and exclude vulnerable groups (Sustrans, 2018)²</p>
	<p>Whilst the scheme may improve the pedestrian environment, it may not necessarily result in reduction of traffic volumes.</p>
	<p>Potential safety implications associated with the shared use space.</p>
Opportunity	<p>Allow pedestrians, cyclists and vehicle users to have equal ownership of the street and therefore reduce the vehicle dominance.</p>
	<p>Reducing separation can make vehicle traffic slower and reduce traffic volume, consequently reducing the frequency and severity of collisions. Slower vehicle speeds make people feel safer, making a place more pleasant to be in and to walk and cycle, and can lead to local economic benefits. Improved streetscape.</p>
	<p>The passing trade and on-street parking bays will still be retained.</p>

¹ [The Inclusive Transport Strategy: achieving equal access for disabled people - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/431212/The-Inclusive-Transport-Strategy-achieving-equal-access-for-disabled-people.pdf)

² [Our position on shared space and people-prioritised streets and places - Sustrans.org.uk](https://www.sustrans.org.uk/our-position-on-shared-space-and-people-prioritised-streets-and-places)

8 Sustainable Transport Links to Matlock Town Centre

8.1 Existing Challenges

The existing active travel route to/from Matlock Town Centre to/from the Matlock County Hall site is likely to utilise Rutland Street/Bank Road. The route is extremely steep, there are no formal cycle lanes and there are limited crossing facilities in place at the A615 Snitterton Road/Bank Road roundabout.

The existing bus services that connect the Matlock County Hall site to Matlock Town Centre are set out in Table 7.1. There is existing provision for the route, however, the service frequency is low with most services operating at one service per hour or less.

8.2 Potential Options

In order to facilitate linkages to/from Matlock Town Centre by sustainable modes (i.e., not single occupancy private vehicles) a number of potential options are proposed.

The following sub-sections detail the potential options that could be considered in order to provide sustainable access to Matlock Town Centre.

8.2.1 New E-Shuttle Bus to/from, Matlock Town Centre and Matlock Railway Station

The development could implement a new shuttle bus between the site and Matlock Town Centre/Matlock Railway Station. For sustainability purposes, the buses could be powered via more sustainable means i.e., e-powered.

An example of this is in place at Surrey Research Park, where a free shuttle service is provided from Guildford Train Station to the Park running through peak journey times: [Facilities – Surrey Research Park \(surrey-research-park.com\)](https://www.surrey-research-park.com) and [SRP-E-Shuttle-Service-A4-Poster-v4.pdf \(surrey-research-park.com\)](https://www.surrey-research-park.com/SRP-E-Shuttle-Service-A4-Poster-v4.pdf)

Operation of this service could be funded through a joint venture, for instance, between the Derbyshire County Council, the hotel operator, Derbyshire Dales District Council and key businesses in the town expected to benefit from trade/footfall arising from the new and extended economic activity on site.

8.2.2 Demand Responsive Transport

Demand responsive transport (DRT) is a flexible service that provides shared transport to users who specify their desired location and time of pick-up and drop-off. DRT can complement fixed route public transport services and improve mobility in low-density areas and at low-demand times of day. The 2022 Department for Transport (DfT) guidance 'Demand responsive transport: local authority toolkit' sets out how DRT schemes can have a range of services:

- Addressing suppressed travel demand to fill the gap where journeys cannot be walked or cycled.
- Transferring existing bus users to a DRT service to provide a flexible service in place of a conventional fixed service.
- Acting as a feeder service to existing bus/rail service (for instance Matlock Railway Station).
- Consolidating existing bus service to enable one service to meet multiple needs.
- Providing an alternative to private journeys to promote a hop on, hop off service.

Examples of on-demand bus services include:

- Callconnect in Lincolnshire: [Callconnect On Demand Bus Service \(lincsbus.info\)](https://lincsbus.info)
- MK Connect in Milton Keynes: [MK Connect | Milton Keynes City Council \(milton-keynes.gov.uk\)](https://milton-keynes.gov.uk)

Similar DRT services are already in place across Derbyshire County Council i.e., Derbyshire Connect which provided door-to-door shopping bus service for those unable to use conventional buses due to mobility issues or because they live in areas with limited bus services.

8.2.3 Shared Micro-Mobility – Pool Electrically Assisted Pedal Cycles (EAPCs)

Shared micro-mobility relates to short term access to a wider range of small, shared, lightweight vehicles including bikes, e-bikes, e-scooters and cargo bikes.

Electrically Assisted Pedal Cycles (EAPCs) could work well at the Matlock County Hall site, as the EAPCs assist with cycling along routes with steep gradients/hilly terrain. Panniers and stowage trays enable riders to carry equipment and supplies.

By having pool EAPCs available, this would encourage usage without individual financial burden, by removing cost as a barrier to uptake. This option could be supplemented with e-cycle training sessions for those working/living on site.

8.2.4 Consideration of a Mobility Hub on Site

Collaborative Mobility UK (CoMoUK) is a national charity dedicated to the social, economic and environmental benefits of shared transport. CoMoUK define mobility hubs as highly visible, safe and accessible spaces that bring together of shared transport with public transport and active travel in spaces designed to improve the public realm for all. The redesign and reallocation of space from the private car, is intended to enhance the experience of travellers as well as benefiting local residents and businesses.

The site could consider implementing a Mobility Hub on site that includes the following:

- High quality pedestrian infrastructure;
- Cycle hire;
- Cycle parking;
- Cycle repair;
- Network maps;
- Journey planning tools;
- Bus stop/services;
- Car club/bays;
- Car share; and
- EV charging and parking payments etc.

It is noted that Derbyshire County Council commissioned SYSTRA to undertake the Derbyshire Mobility Hub Study in January 2022 which investigates the potential for a network of Mobility Hubs across Derbyshire. The study identified that a mobility hub located in Matlock (either at Matlock Rail Station or the Bus Station) would be beneficial, as one of the main towns in Derbyshire. Therefore, the Matlock County Hall development could make use of this facility should it ever be constructed.

8.2.5 Enhanced Frequency of Existing Bus Services

The baseline review revealed a number of existing bus services currently connect the site with Matlock Town Centre. However, these are not high-frequency services. Discussions could be undertaken with local public transport operators to explore the possibility of enhancing the frequency of existing service provision. The site could look to further encourage the use of existing bus services with incentives such as travel card discounts.

9 Summary and Next Steps

9.1 Summary

The trip generation and parking accumulation assessment has indicated the following recommended parking provision for the non-residential elements of the site is:

- 447 spaces – If parking for each land use **is not** segregated
 - 285 spaces for New Build Office
 - 162 spaces for the Hotel and Banqueting/Conference Centre.

The parking accumulation for the residential development has not been provided, as it is understood that 1.5 spaces per dwelling have been provided in line with local parking guidelines and local car ownership figures.

A sample of the car parking areas have been assessed for vehicle tracking and in general no issues have been identified, with the exception of in the western car park area where some of the end parking spaces were shown to be difficult to access.

The site service and access arrangements have been assessed for refuse vehicles and fire service vehicles. A number of issues associated with vehicle tracking have been identified across the site.

A potential new connection route between the residential and main building areas has been assessed. The key issue with this being used as a new road is the level difference, which would result (as currently designed) in a road with approximately 19% gradient. There is an opportunity to reduce this gradient by making the route more circuitous, although this will require more space to accommodate.

9.2 Next Steps

The following next steps are recommended:

- Review of the masterplan to take account of the points raised throughout this technical assessment.
- Review the need for traffic surveys to understand existing vehicle movements to/from the site.
- Review the need for pedestrian surveys to/from the site and along Smedley Street to understand the existing active travel access habits to/from and around the site.
- Review the need for parking beat surveys to understand how the existing car park operates.
- Further development of the car parking areas, in particular the western car park which requires some reconfiguration.
- There is a need to review the service and access strategy with Derbyshire County Council and the local fire service.
- Further consideration should be given to the benefit that would be provided by the potential new connection route between residential and main building area. If this is deemed to be beneficial then the road needs to be designed to ensure that it is usable by the intended vehicles.

Appendices

A. Full TRICS Output Reports

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A. Full TRICS Output Reports

TRICS 7.10.2
 Trip Rate Parameter: Gross floor area

Filtering Summary
 Land Use 02/A EMPLOYMENT/OFFICE

Selected Trip Rate
 Calculation Parameter 3200-15000 sqm GFA

Actual Trip Rate
 Calculation Parameter 3530-5700 sqm GFA

Date Range Minimum: 01/01/15 Maximum: 12/09/22

Parking Spaces Range All Surveys Included

Days of the week
 Wednesday 3
 Thursday 2

Main Location Types
 Edge of Town Centre 2
 Edge of Town 3

Inclusion of Servicing
 Vehicles Counts Servicing vehicles Included 1 - Selected
 Servicing vehicles 9 - Selected

Population within 500m All Surveys Included

Population <1 Mile
 ranges selected

1 001 to 5	0	2
10 001 to 15	0	1
15 001 to 20	0	1
20 001 to 25	0	1

Population <5 Mile
 ranges selected

50 001 to 75	0	1
75 001 to 100	0	1
100 001 to 125	0	1
125 001 to 250	0	2

Car Ownership <5 Mile
 ranges selected

1.1 to 1.5	4
1.6 to 2.0	1

PTAL Rating No PTAL Present 5

Filter by Site Operations
 Breakdown All Surveys Included

TRIP RATE CALCULATION
 SELECTION

Land Use 02 - EMPLOYMENT
 Category A - OFFICE
 TOTAL VEHICLES

Selected regions and

2 SOUTH EAST		
ES	EAST SUSSEX	1 days
WS	WEST SUSSEX	1 days
4 EAST ANGLIA		
PB	PETERBOROUGH	1 days
5 EAST MIDLANDS		
LE	LEICESTERSHIRE	1 days
9 NORTH		
DA	DARLINGTON	1 days

This section displays the
 number of survey days
 per TRICS® sub-region in
 the selected set

Primary Filtering

This data displays the
 chosen trip rate
 parameter and its
 selected range. Only sites
 that fall within the
 parameter range are

Parameter: Gross floor area
 Actual Range: 3530 to 5700 (units:
 Range Selected by User: 3200 to 15000 (units:

Public Transport
 Selection by: Include all surveys

Date Range: 01/01/15 to 12/09/22

This data displays the
 range of survey dates
 selected. Only surveys
 that were conducted
 within this date range
 are included in the trip

Selected survey days:
 Wednesday 3 days
 Thursday 2 days

This data displays the
 number of selected
 surveys by day of the

Selected survey types:
 Manual count 5 days
 Directional ATC Count 0 days

This data displays the
 number of manual
 classified surveys and the
 number of unclassified
 ATC surveys

whilst ATC surveys are
 undertaken using
 machines.

Selected Locations:

Town Centre	0
Edge of Town Centre	2
Suburban Area (PP56 Out of Centre)	0
Edge of Town	3
Neighbourhood Centre (PP56 Local Centre)	0
Free Standing (PP56 Out of Town)	0
Not Known	0

This data displays the
 number of surveys per
 main location category
 within the selected set.

The main location
 categories consist of Free Edge of Town Suburban Area Neighbourhood Centre Edge of Town Centre Town Centre and Not
 Known.

Selected Location Sub

Categories:
 Industrial Zone 0
 Commercial Zone 1
 Development Zone 0
 Residential Zone 0
 Retail Zone 0
 Built-Up Zone 2
 Village 0
 Out of Town 0
 High Street 0
 No Sub Category 2

This data displays the
 number of surveys per
 location sub-category
 within the selected set.

The location sub-
 categories consist of Industrial Zone Development Zone Residential Zone Retail Zone Built-Up Zone Village Out of Town High Street and No Sub
 Category.

Secondary Filtering

Use Class:
 Not Known 5 days

19:00-19:30
19:30-20:00
20:00-20:30
20:30-21:00
21:00-21:30
21:30-22:00
22:00-22:30
22:30-23:00
23:00-23:30
23:30-24:00

Daily Trip Rates: 5.986 5.93 11.916

TRIP RATE for Land Use
02 - EMPLOYMENT/A -
Calculation Factor: 100
Estimated TRIP rate
value per 6750 SQM
shown in Estimated
Count Type: TAXIS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-00:30												
00:30-01:00												
01:00-01:30												
01:30-02:00												
02:00-02:30												
02:30-03:00												
03:00-03:30												
03:30-04:00												
04:00-04:30												
04:30-05:00												
05:00-05:30												
05:30-06:00												
06:00-06:30												
06:30-07:00												
07:00-07:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
07:30-08:00	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646
08:00-08:30	5	4178	0.01	0.646	5	4178	0.01	0.646	5	4178	0.02	1.292
08:30-09:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
09:00-09:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
09:30-10:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
10:00-10:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
10:30-11:00	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646
11:00-11:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
11:30-12:00	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646
12:00-12:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
12:30-13:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
13:00-13:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
13:30-14:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
14:00-14:30	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323
14:30-15:00	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323
15:00-15:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
15:30-16:00	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646
16:00-16:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
16:30-17:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
17:00-17:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
17:30-18:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
18:00-18:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
18:30-19:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
19:00-19:30												
19:30-20:00												
20:00-20:30												
20:30-21:00												
21:00-21:30												
21:30-22:00												
22:00-22:30												
22:30-23:00												
23:00-23:30												
23:30-24:00												
Daily Trip Rates:				0.035				0.035				0.07

TRIP RATE for Land Use
02 - EMPLOYMENT/A -
Calculation Factor: 100
Estimated TRIP rate
value per 6750 SQM
shown in Estimated
Count Type: CIVIS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-00:30												
00:30-01:00												
01:00-01:30												
01:30-02:00												
02:00-02:30												
02:30-03:00												
03:00-03:30												
03:30-04:00												
04:00-04:30												
04:30-05:00												
05:00-05:30												
05:30-06:00												
06:00-06:30												
06:30-07:00												
07:00-07:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
07:30-08:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
08:00-08:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
08:30-09:00	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323
09:00-09:30	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323
09:30-10:00	5	4178	0.01	0.646	5	4178	0.01	0.646	5	4178	0.02	1.292
10:00-10:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
10:30-11:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
11:00-11:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
11:30-12:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
12:00-12:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
12:30-13:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
13:00-13:30	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646
13:30-14:00	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323
14:00-14:30	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323
14:30-15:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
15:00-15:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
15:30-16:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
16:00-16:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
16:30-17:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
17:00-17:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
17:30-18:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
18:00-18:30	5	4178	0	0	5	4178	0	0	5	4178	0	0
18:30-19:00	5	4178	0	0	5	4178	0	0	5	4178	0	0
19:00-19:30												
19:30-20:00												
20:00-20:30												
20:30-21:00												
21:00-21:30												
21:30-22:00												
22:00-22:30												
22:30-23:00												
23:00-23:30												
23:30-24:00												
Daily Trip Rates:				0.025				0.025				0.05

TRIP RATE for Land Use
02 - EMPLOYMENT/A -
Calculation Factor: 100
Estimated TRIP rate
value per 6750 SQM
shown in Estimated
Count Type: CYCLISTS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-00:30												
00:30-01:00												
01:00-01:30												
01:30-02:00												
02:00-02:30												
02:30-03:00												
03:00-03:30												
03:30-04:00												
04:00-04:30												
04:30-05:00												
05:00-05:30												

05:30-06:00													
06:00-06:30													
06:30-07:00													
07:00-07:30	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	
07:30-08:00	5	4178	0.01	0.646	5	4178	0.005	0.323	5	4178	0.015	0.969	
08:00-08:30	5	4178	0.01	0.646	5	4178	0	0	5	4178	0.01	0.646	
08:30-09:00	5	4178	0.014	0.969	5	4178	0	0	5	4178	0.014	0.969	
09:00-09:30	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	
09:30-10:00	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	
10:00-10:30	5	4178	0	0	5	4178	0	0	5	4178	0	0	
10:30-11:00	5	4178	0	0	5	4178	0	0	5	4178	0	0	
11:00-11:30	5	4178	0	0	5	4178	0	0	5	4178	0	0	
11:30-12:00	5	4178	0	0	5	4178	0.01	0.646	5	4178	0.01	0.646	
12:00-12:30	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323	
12:30-13:00	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	
13:00-13:30	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323	
13:30-14:00	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	
14:00-14:30	5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	
14:30-15:00	5	4178	0	0	5	4178	0	0	5	4178	0	0	
15:00-15:30	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323	
15:30-16:00	5	4178	0	0	5	4178	0	0	5	4178	0	0	
16:00-16:30	5	4178	0	0	5	4178	0.01	0.646	5	4178	0.01	0.646	
16:30-17:00	5	4178	0	0	5	4178	0	0	5	4178	0	0	
17:00-17:30	5	4178	0	0	5	4178	0.01	0.646	5	4178	0.01	0.646	
17:30-18:00	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646	
18:00-18:30	5	4178	0	0	5	4178	0	0	5	4178	0	0	
18:30-19:00	5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323	
19:00-19:30													
19:30-20:00													
20:00-20:30													
20:30-21:00													
21:00-21:30													
21:30-22:00													
22:00-22:30													
22:30-23:00													
23:00-23:30													
23:30-24:00													
Daily Trip Rates:			0.069				0.06				0.129		

TRIP RATE for Land Use
02 - EMPLOYMENT/A -
Calculation Factor: 100
Estimated TRIP rate
value per 6750 SOM
shown in Estimated
Count Type: CARS

Time Range	No. Days	ARRIVALS			No. Days	DEPARTURES			No. Days	TOTALS		
		Ave. GFA	Trip Rate	Estimated Trip Rate		Ave. GFA	Trip Rate	Estimated Trip Rate		Trip Rate	Estimated Trip Rate	
00:00-00:30												
00:30-01:00												
01:00-01:30												
01:30-02:00												
02:00-02:30												
02:30-03:00												
03:00-03:30												
03:30-04:00												
04:00-04:30												
04:30-05:00												
05:00-05:30												
05:30-06:00												
06:00-06:30												
06:30-07:00												
07:00-07:30	5	4178	0.182	12.278	5	4178	0.029	1.939	5	4178	0.211	14.217
07:30-08:00	5	4178	0.665	44.312	5	4178	0.029	1.939	5	4178	0.694	46.251
08:00-08:30	5	4178	0.876	59.128	5	4178	0.038	2.585	5	4178	0.914	61.713
08:30-09:00	5	4178	1.125	75.93	5	4178	0.072	4.847	5	4178	1.197	80.777
09:00-09:30	5	4178	0.617	41.681	5	4178	0.077	5.17	5	4178	0.694	46.851
09:30-10:00	5	4178	0.325	21.971	5	4178	0.077	5.17	5	4178	0.402	27.141
10:00-10:30	5	4178	0.081	5.493	5	4178	0.096	6.462	5	4178	0.177	11.955
10:30-11:00	5	4178	0.072	4.847	5	4178	0.057	3.877	5	4178	0.129	8.724
11:00-11:30	5	4178	0.115	7.755	5	4178	0.062	4.2	5	4178	0.177	11.955
11:30-12:00	5	4178	0.081	5.493	5	4178	0.081	5.493	5	4178	0.162	10.986
12:00-12:30	5	4178	0.124	8.401	5	4178	0.297	20.033	5	4178	0.421	28.434
12:30-13:00	5	4178	0.23	15.509	5	4178	0.239	16.155	5	4178	0.469	31.664
13:00-13:30	5	4178	0.239	16.155	5	4178	0.22	14.863	5	4178	0.459	31.018
13:30-14:00	5	4178	0.158	10.662	5	4178	0.115	7.755	5	4178	0.273	18.417
14:00-14:30	5	4178	0.105	7.108	5	4178	0.134	9.047	5	4178	0.239	16.155
14:30-15:00	5	4178	0.096	6.462	5	4178	0.225	15.186	5	4178	0.321	21.648
15:00-15:30	5	4178	0.086	5.816	5	4178	0.258	17.448	5	4178	0.344	23.264
15:30-16:00	5	4178	0.034	2.262	5	4178	0.239	16.155	5	4178	0.273	18.417
16:00-16:30	5	4178	0.091	6.139	5	4178	0.498	33.603	5	4178	0.589	39.742
16:30-17:00	5	4178	0.043	2.908	5	4178	0.483	32.634	5	4178	0.526	35.542
17:00-17:30	5	4178	0.029	1.939	5	4178	1.091	73.668	5	4178	1.12	75.607
17:30-18:00	5	4178	0.062	4.2	5	4178	0.57	38.45	5	4178	0.632	42.65
18:00-18:30	5	4178	0.034	2.262	5	4178	0.302	20.356	5	4178	0.336	22.618
18:30-19:00	5	4178	0.024	1.616	5	4178	0.153	10.339	5	4178	0.177	11.955
19:00-19:30												
19:30-20:00												
20:00-20:30												
20:30-21:00												
21:00-21:30												
21:30-22:00												
22:00-22:30												
22:30-23:00												
23:00-23:30												
23:30-24:00												
Daily Trip Rates:			5.494				5.442				10.936	

TRIP RATE for Land Use
02 - EMPLOYMENT/A -
Calculation Factor: 100
Estimated TRIP rate
value per 6750 SOM
shown in Estimated
Count Type: LGVS

Time Range	No. Days	ARRIVALS			No. Days	DEPARTURES			No. Days	TOTALS		
		Ave. GFA	Trip Rate	Estimated Trip Rate		Ave. GFA	Trip Rate	Estimated Trip Rate		Trip Rate	Estimated Trip Rate	
00:00-00:30												
00:30-01:00												
01:00-01:30												
01:30-02:00												
02:00-02:30												
02:30-03:00												
03:00-03:30												
03:30-04:00												
04:00-04:30												
04:30-05:00												
05:00-05:30												
05:30-06:00												
06:00-06:30												
06:30-07:00												
07:00-07:30	5	4178	0.01	0.646	5	4178	0.01	0.646	5	4178	0.02	1.292
07:30-08:00	5	4178	0.029	1.939	5	4178	0.005	0.323	5	4178	0.034	2.262
08:00-08:30	5	4178	0.029	1.939	5	4178	0.014	0.969	5	4178	0.043	2.908
08:30-09:00	5	4178	0.043	2.908	5	4178	0.024	1.616	5	4178	0.067	4.524
09:00-09:30	5	4178	0.043	2.908	5	4178	0.029	1.939	5	4178	0.072	4.847
09:30-10:00	5	4178	0.029	1.939	5	4178	0.024	1.616	5	4178	0.053	3.555
10:00-10:30	5	4178	0.014	0.969	5	4178	0.029	1.939	5	4178	0.043	2.908
10:30-11:00	5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646
11:00-11:30	5	4178	0.019	1.292	5	4178	0.019	1.292	5	4178	0.038	2.584
11:30-12:00	5	4178	0.01	0.646	5	4178	0.005	0.323	5	4178	0.015	0.969
12:00-12:30	5	4178	0.019	1.292	5	4178	0.024	1.616	5	4178	0.043	2.908
12:30-13:00	5	4178	0.01	0.646	5	4178	0.014	0.969	5	4178	0.024	1.616
13:00-13:30	5	4178	0.019	1.292	5	4178	0.019	1.292	5	4178	0.038	2.584
13:30-14:00	5	4178	0.019	1.292	5	4178	0.014	0.969	5	4178	0.033	2.261
14:00-14:30	5	4178	0.01	0.646	5	4178	0.01	0.646	5	4178	0.02	1.292
14:30-15:00	5	4178	0.024	1.616	5	4178	0.019	1.292	5	4178	0.043	2.908
15:00-15:30	5	4178	0.024	1.616	5	4178	0.043	2.908	5	4178	0.067	4.524
15:30-16:00	5	4178	0.01	0.646	5	4178	0.034	2.262	5	4178	0.044	2.908

22:30-23:00

23:00-23:30

23:30-24:00

Daily Trip Rates:

0.401

0.404

0.805

TRIP RATE for Land Use
02 - EMPLOYMENT/A -
Calculation Factor: 100
Estimated TRIP rate
value per 6750 SQM
shown in Estimated
Count Type: MOTOR

Time Range	No. Days	Ave. GFA	ARRIVALS			No. Days	Ave. GFA	DEPARTURES			No. Days	Ave. GFA	TOTALS		
			Trip Rate	Estimated Trip Rate	Estimated Trip Rate			Trip Rate	Estimated Trip Rate	Trip Rate			Estimated Trip Rate		
00:00-00:30															
00:30-01:00															
01:00-01:30															
01:30-02:00															
02:00-02:30															
02:30-03:00															
03:00-03:30															
03:30-04:00															
04:00-04:30															
04:30-05:00															
05:00-05:30															
05:30-06:00															
06:00-06:30															
06:30-07:00															
07:00-07:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
07:30-08:00		5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	0.005	0.323
08:00-08:30		5	4178	0.01	0.646	5	4178	0	0	5	4178	0.01	0.646	0.01	0.646
08:30-09:00		5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	0.005	0.323
09:00-09:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
09:30-10:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
10:00-10:30		5	4178	0.005	0.323	5	4178	0	0	5	4178	0.005	0.323	0.005	0.323
10:30-11:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
11:00-11:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
11:30-12:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
12:00-12:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
12:30-13:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
13:00-13:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
13:30-14:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
14:00-14:30		5	4178	0.005	0.323	5	4178	0.005	0.323	5	4178	0.01	0.646	0.01	0.646
14:30-15:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
15:00-15:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
15:30-16:00		5	4178	0	0	5	4178	0.01	0.646	5	4178	0.01	0.646	0.01	0.646
16:00-16:30		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
16:30-17:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
17:00-17:30		5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323	0.005	0.323
17:30-18:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
18:00-18:30		5	4178	0	0	5	4178	0.005	0.323	5	4178	0.005	0.323	0.005	0.323
18:30-19:00		5	4178	0	0	5	4178	0	0	5	4178	0	0	0	0
19:00-19:30															
19:30-20:00															
20:00-20:30															
20:30-21:00															
21:00-21:30															
21:30-22:00															
22:00-22:30															
22:30-23:00															
23:00-23:30															
23:30-24:00															
Daily Trip Rates:				0.03				0.025					0.055		

Parameter summary

Trip rate parameter
range selected: 3530 - 5700 (units: sqm)
Survey date date range: 01/01/15 - 12/09/22
Number of weekdays: 5
(Monday-Friday):
Number of Saturdays: 0
Number of Sundays: 0
Surveys automatically removed from selection: 0
Surveys manually removed from selection: 0

This section displays a quick summary of some of the data filtering selections made by the TRICS[®] user. The trip rate calculation parameter range of all selected the number of days that have been selected weekdays and manually removed from the selected set outside of the standard filtering procedure are displayed.

TRICS 7.10.2
 Trip Rate Parameter: No of Dwellings

Filtering Summary

Land Use 03/K RESIDENTIAL/MIXED PRIV HOUS (FLATS AND HOUSES)

Selected Trip Rate Calculation Parameter Range 15-135 DWELLS

Actual Trip Rate Calculation Parameter Range 15-111 DWELLS

Date Range Minimum: 01/01/15 Maximum: 23/06/22

Parking Spaces Range All Surveys Included

Parking Spaces Per Dwelling Range: All Surveys Included

Bedrooms Per Dwelling Range: All Surveys Included

Percentage of dwellings privately owned: All Surveys Included

Days of the week selected

Tuesday	1
Wednesday	1
Thursday	4

Main Location Types selected

Suburban Area (PP56 Out of Centre)	2
Edge of Town	4

Inclusion of Servicing Vehicles Counts

Servicing vehicles Included	2 - Selected
Servicing vehicles Excluded	7 - Selected

Population within 500m All Surveys Included

Population <1 Mile ranges selected

1 000 or Less	1
5 001 to 10	0
15 001 to 20	0
20 001 to 25	1

Population <5 Mile ranges selected

25 001 to 50	0
50 001 to 75	1
125 001 to 250	2

Car Ownership <5 Mile ranges selected

1.1 to 1.5	4
1.6 to 2.0	2

PTAL Rating No PTAL Present 6

TRIP RATE CALCULATION SELECTION PARAMETERS:

Land Use 03 - RESIDENTIAL K - MIXED PRIV HOUS (FLATS AND HOUSES)

Category TOTAL VEHICLES

Selected regions and areas:

2 SOUTH EAST		
BO	BEDFORD	1 days
ES	EAST SUSSEX	1 days
WS	WEST SUSSEX	1 days
3 SOUTH WEST		
CW	CORNWALL	1 days
4 EAST ANGLIA		
CA	CAMBRIDGESHIRE	1 days
9 NORTH		
FU	WESTMORLAND & FURNESS	1 days

This section displays the number of survey days per TRICS* sub-region in the selected set

Primary Filtering selection:

This data displays the chosen trip rate parameter and its selected range. Only sites that fall within the parameter range are included in the trip rate calculation.

Parameter: No of Dwellings
 Actual Range: 15 to 111 (units:)
 Range Selected by User: 15 to 135 (units:)

Public Transport Provision: Include all surveys

Date Range: 01/01/15 to 23/06/22

This data displays the range of survey dates selected. Only surveys that were conducted within this date range are included in the trip rate calculation.

Selected survey days:
 Tuesday 1 days
 Wednesday 1 days
 Thursday 4 days

This data displays the number of selected surveys by day of the week.

Selected survey types:

Manual count	6 days
Directional ATC Count	0 days

This data displays the number of manual classified surveys and the number of unclassified ATC surveys

whilst ATC surveys are undertaken using machines.

Selected Locations:

Town Centre	0
Edge of Town Centre	0
Suburban Area (PP56 Out of Centre)	2
Edge of Town	4
Neighbourhood Centre (PP56 Local Centre)	0
Free Standing (PP56 Out of Town)	0
Not Known	0

This data displays the number of surveys per main location category within the selected set.

The main location categories consist of Free Standing

Edge of Town	Suburban Area	Neighbourhood Centre	Edge of Town Centre	Town Centre and Not Known
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Selected Location Sub Categories:

Industrial Zone 0
Commercial Zone 0
Development Zone 0
Residential Zone 6
Retail Zone 0
Built-Up Zone 0
Village 0
Out of Town 0
High Street 0
No Sub Category 0

This data displays the number of surveys per location sub-category within the selected set.

The location sub-categories consist of
Commercial Zone Industrial Zone Development Zone Residential Zone Retail Zone Built-Up Zone Village Out of Town High Street and No Sub Category.

Secondary Filtering selection:

Use Class:

C3 6 days

This data displays the number of surveys per Use Class classification within the selected set.

The Use Classes Order (England) 2020 has been used for this purpose which can be found within the Library module of TRICS*.

Population within 500m

Range:
All Surveys Included

Population within 1 mile:

1,000 or Less 1 days
5,001 to 10,000 3 days
15,001 to 20,000 1 days
20,001 to 25,000 1 days

This data displays the number of selected surveys within stated 1-mile radii of population.

Population within 5 miles:

25,001 to 50,000 3 days
50,001 to 75,000 1 days
125,001 to 250,000 2 days

This data displays the number of selected surveys within stated 5-mile radii of population.

Car ownership within 5 miles:

1.1 to 1.5 4 days
1.6 to 2.0 2 days

This data displays the number of selected surveys within stated

ranges of average cars owned per residential dwelling within a radius of 5-miles of selected survey sites.

Travel Plan:

Yes 2 days
No 4 days

This data displays the number of surveys within

the selected set that were undertaken at sites with Travel Plans in place and the number of surveys that were undertaken at sites without Travel Plans.

PTAL Rating:

No PTAL Present 6 days

This data displays the number of selected surveys with PTAL Ratings.

Covid-19 Restrictions Yes

At least one survey within the selected data set was undertaken at a time of Covid-19 restrictions.

LIST OF SITES relevant to selection parameters

1	BO-03-K-01	MIXED HOUSES & FLATS	BEDFORD			
	MARTELL DRIVE					
	KEMPSTON					
	BEDFORD					
	Edge of Town					
	Residential Zone				65	
	Total No of Dwellings:					
	Survey date:	THURSDAY		15/10/2020	Survey Type:	MANUAL
2	CA-03-K-04	MIXED HOUSES & FLATS	CAMBRIDGESHIRE			
	FORDHAM ROAD					
	SOHAM					
	Suburban Area (PP56 Out of Centre)					
	Residential Zone				65	
	Total No of Dwellings:					
	Survey date:	WEDNESDAY		11/07/2018	Survey Type:	MANUAL
3	CW-03-K-01	MIXED HOUSES & FLATS	CORNWALL			
	TRELOWEN DRIVE					
	PENRYN					
	Edge of Town					
	Residential Zone				89	
	Total No of Dwellings:					
	Survey date:	THURSDAY		28/03/2019	Survey Type:	MANUAL
4	ES-03-K-01	MIXED HOUSES & FLATS	EAST SUSSEX			
	LEWES ROAD					
	RIDGEWOOD					
	UCKFIELD					
	Edge of Town					
	Residential Zone				64	
	Total No of Dwellings:					
	Survey date:	THURSDAY		14/07/2016	Survey Type:	MANUAL
5	FJ-03-K-01	SEMI-DETACHED & FLATS	FURNESS			
	NATLAND ROAD					
	KENDAL					
	Suburban Area (PP56 Out of Centre)					
	Residential Zone				15	
	Total No of Dwellings:					
	Survey date:	TUESDAY		21/06/2016	Survey Type:	MANUAL
6	WS-03-K-03	MIXED HOUSES & FLATS	WEST SUSSEX			
	LITTLEHAMPTON ROAD					
	WEST DURRINGTON					
	WORTHING					
	Edge of Town					
	Residential Zone				111	
	Total No of Dwellings:					
	Survey date:	THURSDAY		12/05/2016	Survey Type:	MANUAL

This section provides a list of all survey sites and

days in the selected set. For each individual survey site

it displays a unique site reference code and site address the selected trip rate calculation parameter and its value the day of the week and date of each survey and whether the survey was a manual classified count or an ATC count.

TRIP RATE for Land Use
03 - RESIDENTIAL/K -
MIXED PRIV HOUS
(FLATS AND HOUSES)

Calculation Factor: 1
 DWELLS
 Estimated TRIP rate
 value per 68 DWELLS
 shown in Estimated
 column
 Count Type: TOTAL
 VEHICLES

Time Range	No. Days	Ave. DWELLS	ARRIVALS			Ave. DWELLS	DEPARTURES			Ave. DWELLS	TOTALS	
			Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	6	68	0.059	3.99	6	68	0.267	18.122	6	68	0.326	22.112
08:00-09:00	6	68	0.112	7.648	6	68	0.323	21.946	6	68	0.425	29.504
09:00-10:00	6	68	0.125	8.479	6	68	0.144	9.809	6	68	0.269	18.288
10:00-11:00	6	68	0.147	9.976	6	68	0.244	16.626	6	68	0.391	26.602
11:00-12:00	6	68	0.122	8.313	6	68	0.139	9.477	6	68	0.261	17.79
12:00-13:00	6	68	0.181	12.303	6	68	0.127	8.645	6	68	0.308	20.948
13:00-14:00	6	68	0.134	9.144	6	68	0.137	9.311	6	68	0.271	18.455
14:00-15:00	6	68	0.147	9.976	6	68	0.178	12.137	6	68	0.325	22.113
15:00-16:00	6	68	0.259	17.623	6	68	0.171	11.638	6	68	0.43	29.261
16:00-17:00	6	68	0.249	16.958	6	68	0.154	10.474	6	68	0.403	27.432
17:00-18:00	6	68	0.355	24.108	6	68	0.166	11.306	6	68	0.521	35.414
18:00-19:00	6	68	0.254	17.291	6	68	0.152	10.308	6	68	0.406	27.599
19:00-20:00												
20:00-21:00												
21:00-22:00												
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			2.144				2.202				4.346	

TRIP RATE for Land Use
 03 - RESIDENTIAL/X -
 MIXED PRIV HOUS
 (FLATS AND HOUSES)

Calculation Factor: 1
 DWELLS
 Estimated TRIP rate
 value per 68 DWELLS
 shown in Estimated
 column
 Count Type: TAXIS

Time Range	No. Days	Ave. DWELLS	ARRIVALS			Ave. DWELLS	DEPARTURES			Ave. DWELLS	TOTALS	
			Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	6	68	0	0	6	68	0	0	6	68	0	0
08:00-09:00	6	68	0	0	6	68	0	0	6	68	0	0
09:00-10:00	6	68	0	0	6	68	0	0	6	68	0	0
10:00-11:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
11:00-12:00	6	68	0.005	0.333	6	68	0.007	0.499	6	68	0.012	0.832
12:00-13:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
13:00-14:00	6	68	0	0	6	68	0	0	6	68	0	0
14:00-15:00	6	68	0.005	0.333	6	68	0.002	0.166	6	68	0.007	0.499
15:00-16:00	6	68	0	0	6	68	0	0	6	68	0	0
16:00-17:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
17:00-18:00	6	68	0.005	0.333	6	68	0.005	0.333	6	68	0.01	0.666
18:00-19:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
19:00-20:00												
20:00-21:00												
21:00-22:00												
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.023				0.022				0.045	

TRIP RATE for Land Use
 03 - RESIDENTIAL/X -
 MIXED PRIV HOUS
 (FLATS AND HOUSES)

Calculation Factor: 1
 DWELLS
 Estimated TRIP rate
 value per 68 DWELLS
 shown in Estimated
 column
 Count Type: OGVS

Time Range	No. Days	Ave. DWELLS	ARRIVALS			Ave. DWELLS	DEPARTURES			Ave. DWELLS	TOTALS	
			Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	6	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
08:00-09:00	6	68	0	0	6	68	0	0	6	68	0	0
09:00-10:00	6	68	0	0	6	68	0.002	0.166	6	68	0.002	0.166
10:00-11:00	6	68	0.012	0.831	6	68	0.007	0.499	6	68	0.019	1.33
11:00-12:00	6	68	0	0	6	68	0.005	0.333	6	68	0.005	0.333
12:00-13:00	6	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
13:00-14:00	6	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
14:00-15:00	6	68	0.002	0.166	6	68	0.007	0.499	6	68	0.009	0.665
15:00-16:00	6	68	0	0	6	68	0	0	6	68	0	0
16:00-17:00	6	68	0	0	6	68	0	0	6	68	0	0
17:00-18:00	6	68	0	0	6	68	0	0	6	68	0	0
18:00-19:00	6	68	0	0	6	68	0	0	6	68	0	0
19:00-20:00												
20:00-21:00												
21:00-22:00												
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.02				0.021				0.041	

TRIP RATE for Land Use
 03 - RESIDENTIAL/X -
 MIXED PRIV HOUS
 (FLATS AND HOUSES)

Calculation Factor: 1
 DWELLS
 Estimated TRIP rate
 value per 68 DWELLS
 shown in Estimated
 column
 Count Type: PSVS

Time Range	No. Days	Ave. DWELLS	ARRIVALS			Ave. DWELLS	DEPARTURES			Ave. DWELLS	TOTALS	
			Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate	No. Days		Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	6	68	0	0	6	68	0	0	6	68	0	0
08:00-09:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
09:00-10:00	6	68	0	0	6	68	0	0	6	68	0	0
10:00-11:00	6	68	0	0	6	68	0	0	6	68	0	0
11:00-12:00	6	68	0	0	6	68	0	0	6	68	0	0
12:00-13:00	6	68	0	0	6	68	0	0	6	68	0	0
13:00-14:00	6	68	0	0	6	68	0	0	6	68	0	0
14:00-15:00	6	68	0	0	6	68	0	0	6	68	0	0
15:00-16:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
16:00-17:00	6	68	0	0	6	68	0	0	6	68	0	0
17:00-18:00	6	68	0	0	6	68	0	0	6	68	0	0
18:00-19:00	6	68	0	0	6	68	0	0	6	68	0	0
19:00-20:00												
20:00-21:00												

21:00-22:00
22:00-23:00
23:00-24:00

Daily Trip Rates:

0.004

0.004

0.008

TRIP RATE for Land Use
03 - RESIDENTIAL/K -
MIXED PRIV HOUS
(FLATS AND HOUSES)
Calculation Factor: 1
DWELLS
Estimated TRIP rate
value per 68 DWELLS
shown in Estimated
column
Count Type: CYCLISTS

Time Range	No. Days	Ave. DWELLS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	TOTALS Trip Rate	Estimated Trip Rate	
00:00-01:00													
01:00-02:00													
02:00-03:00													
03:00-04:00													
04:00-05:00													
05:00-06:00													
06:00-07:00													
07:00-08:00	6	68	68	0.005	0.333	6	68	0.015	0.998	6	68	0.02	1.331
08:00-09:00	6	68	68	0.01	0.665	6	68	0.029	1.995	6	68	0.039	2.66
09:00-10:00	6	68	68	0	0	6	68	0.002	0.166	6	68	0.002	0.166
10:00-11:00	6	68	68	0	0	6	68	0.012	0.831	6	68	0.012	0.831
11:00-12:00	6	68	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
12:00-13:00	6	68	68	0.012	0.831	6	68	0.005	0.333	6	68	0.017	1.164
13:00-14:00	6	68	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
14:00-15:00	6	68	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
15:00-16:00	6	68	68	0.007	0.499	6	68	0.007	0.499	6	68	0.014	0.998
16:00-17:00	6	68	68	0.005	0.333	6	68	0.005	0.333	6	68	0.01	0.666
17:00-18:00	6	68	68	0.007	0.499	6	68	0.002	0.166	6	68	0.009	0.665
18:00-19:00	6	68	68	0.01	0.665	6	68	0.002	0.166	6	68	0.012	0.831
19:00-20:00													
20:00-21:00													
21:00-22:00													
22:00-23:00													
23:00-24:00													
Daily Trip Rates:				0.062				0.079				0.141	

TRIP RATE for Land Use
03 - RESIDENTIAL/K -
MIXED PRIV HOUS
(FLATS AND HOUSES)
Calculation Factor: 1
DWELLS
Estimated TRIP rate
value per 68 DWELLS
shown in Estimated
column
Count Type: CARS

Time Range	No. Days	Ave. DWELLS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	TOTALS Trip Rate	Estimated Trip Rate	
00:00-01:00													
01:00-02:00													
02:00-03:00													
03:00-04:00													
04:00-05:00													
05:00-06:00													
06:00-07:00													
07:00-08:00	6	68	68	0.046	3.159	6	68	0.244	16.626	6	68	0.29	19.785
08:00-09:00	6	68	68	0.093	6.318	6	68	0.291	19.785	6	68	0.384	26.103
09:00-10:00	6	68	68	0.098	6.65	6	68	0.13	8.812	6	68	0.228	15.462
10:00-11:00	6	68	68	0.11	7.482	6	68	0.203	13.8	6	68	0.313	21.282
11:00-12:00	6	68	68	0.098	6.65	6	68	0.098	6.65	6	68	0.196	13.3
12:00-13:00	6	68	68	0.139	9.477	6	68	0.108	7.315	6	68	0.247	16.792
13:00-14:00	6	68	68	0.09	6.152	6	68	0.108	7.315	6	68	0.198	13.467
14:00-15:00	6	68	68	0.12	8.147	6	68	0.142	9.643	6	68	0.262	17.79
15:00-16:00	6	68	68	0.218	14.797	6	68	0.137	9.311	6	68	0.355	24.108
16:00-17:00	6	68	68	0.227	15.462	6	68	0.13	8.812	6	68	0.357	24.274
17:00-18:00	6	68	68	0.311	21.115	6	68	0.149	10.142	6	68	0.46	31.257
18:00-19:00	6	68	68	0.237	16.127	6	68	0.134	9.144	6	68	0.371	25.271
19:00-20:00													
20:00-21:00													
21:00-22:00													
22:00-23:00													
23:00-24:00													
Daily Trip Rates:				1.787				1.874				3.661	

TRIP RATE for Land Use
03 - RESIDENTIAL/K -
MIXED PRIV HOUS
(FLATS AND HOUSES)
Calculation Factor: 1
DWELLS
Estimated TRIP rate
value per 68 DWELLS
shown in Estimated
column
Count Type: LGVS

Time Range	No. Days	Ave. DWELLS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	TOTALS Trip Rate	Estimated Trip Rate	
00:00-01:00													
01:00-02:00													
02:00-03:00													
03:00-04:00													
04:00-05:00													
05:00-06:00													
06:00-07:00													
07:00-08:00	6	68	68	0.01	0.665	6	68	0.02	1.33	6	68	0.03	1.995
08:00-09:00	6	68	68	0.017	1.164	6	68	0.027	1.820	6	68	0.044	2.991
09:00-10:00	6	68	68	0.027	1.829	6	68	0.012	0.831	6	68	0.039	2.66
10:00-11:00	6	68	68	0.022	1.496	6	68	0.032	2.161	6	68	0.054	3.657
11:00-12:00	6	68	68	0.02	1.33	6	68	0.029	1.995	6	68	0.049	3.325
12:00-13:00	6	68	68	0.034	2.328	6	68	0.017	1.164	6	68	0.051	3.462
13:00-14:00	6	68	68	0.042	2.826	6	68	0.027	1.820	6	68	0.069	4.655
14:00-15:00	6	68	68	0.02	1.33	6	68	0.027	1.829	6	68	0.047	3.159
15:00-16:00	6	68	68	0.039	2.66	6	68	0.032	2.161	6	68	0.071	4.821
16:00-17:00	6	68	68	0.015	0.998	6	68	0.022	1.496	6	68	0.037	2.494
17:00-18:00	6	68	68	0.034	2.328	6	68	0.012	0.831	6	68	0.046	3.159
18:00-19:00	6	68	68	0.012	0.831	6	68	0.012	0.831	6	68	0.024	1.662
19:00-20:00													
20:00-21:00													
21:00-22:00													
22:00-23:00													
23:00-24:00													
Daily Trip Rates:				0.292				0.269				0.561	

TRIP RATE for Land Use
03 - RESIDENTIAL/K -
MIXED PRIV HOUS
(FLATS AND HOUSES)
Calculation Factor: 1
DWELLS
Estimated TRIP rate
value per 68 DWELLS
shown in Estimated
column
Count Type: MOTOR CYCLES

Time Range	No. Days	Ave. DWELLS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. DWELLS	TOTALS Trip Rate	Estimated Trip Rate	
00:00-01:00													
01:00-02:00													
02:00-03:00													
03:00-04:00													
04:00-05:00													
05:00-06:00													
06:00-07:00													
07:00-08:00	6	68	68	0	0	6	68	0.002	0.166	6	68	0.002	0.166
08:00-09:00	6	68	68	0	0	6	68	0.002	0.166	6	68	0.002	0.166
09:00-10:00	6	68	68	0	0	6	68	0	0	6	68	0	0
10:00-11:00	6	68	68	0	0	6	68	0	0	6	68	0	0
11:00-12:00	6	68	68	0	0	6	68	0	0	6	68	0	0

12:00-13:00	6	68	0.002	0.166	6	68	0	0	6	68	0.002	0.166
13:00-14:00	6	68	0	0	6	68	0.002	0.166	6	68	0.002	0.166
14:00-15:00	6	68	0	0	6	68	0	0	6	68	0	0
15:00-16:00	6	68	0	0	6	68	0	0	6	68	0	0
16:00-17:00	6	68	0.005	0.333	6	68	0	0	6	68	0.005	0.333
17:00-18:00	6	68	0.005	0.333	6	68	0	0	6	68	0.005	0.333
18:00-19:00	6	68	0.002	0.166	6	68	0.002	0.166	6	68	0.004	0.332
19:00-20:00												
20:00-21:00												
21:00-22:00												
22:00-23:00												
23:00-24:00												

Daily Trip Rates: 0.014 0.008 0.022

Parameter summary

Trip rate parameter range selected: 15 - 111 (units:)
 Survey date date range: 01/01/15 - 23/06/22
 Number of weekdays (Monday-Friday): 6
 Number of Saturdays: 0
 Number of Sundays: 0

Surveys automatically removed from selection: 0
 Surveys manually removed from selection: 0

This section displays a quick summary of some of the data filtering selections made by the TRICS® user. The trip rate calculation parameter range of all selected surveys is displayed first followed by the range of minimum and maximum survey dates selected by the user. Then the total number of weekend days in the selected set of surveys are show. Finally the number of survey days that have been manually removed from the selected set outside of the standard filtering procedure are displayed.

TRICS 7.10.2
 Trip Rate Parameter: Number of bedrooms

Filtering Summary

Land Use 06/A HOTEL FOOD & DRINK/HOTELS

Selected Trip Rate Calculation Parameter Range 40-150 BEDRMS

Actual Trip Rate Calculation Parameter Range 57-138 BEDRMS

Date Range Minimum: 01/01/15 Maximum: 12/11/21

Parking Spaces Range All Surveys Included

Days of the week selected
 Monday 1
 Tuesday 1
 Wednesday 1
 Friday 1

Main Location Types selected
 Edge of Town 4

Inclusion of Servicing Vehicles Counts
 Servicing vehicles included 2 - Selected
 Servicing vehicles Excluded 7 - Selected

Population within 500m All Surveys Included

Population <1 Mile ranges selected
 1 001 to 5 0 1
 5 001 to 10 0 2
 10 001 to 15 0 1

Population <5 Mile ranges selected
 5 001 to 25 0 1
 25 001 to 50 0 1
 50 001 to 75 0 1
 125 001 to 250 0 1

Car Ownership <5 Mile ranges selected 1.1 to 1.5 4

PTAL Rating No PTAL Present 4

TRIP RATE CALCULATION SELECTION PARAMETERS:

Land Use 06 - HOTEL FOOD & DRINK
 Category A - HOTELS

TOTAL VEHICLES

Selected regions and areas:
 2 SOUTH EAST HC HAMPSHIRE 1 days
 3 SOUTH WEST WL WILTSHIRE 1 days
 6 WEST MIDLANDS WK WARWICKSHIRE 1 days
 WO WORCESTERSHIRE 1 days

This section displays the number of survey days per TRICS® sub-region in the selected set

Primary Filtering selection:

This data displays the chosen trip rate parameter and its selected range. Only sites that fall within the parameter range are included in the trip rate calculation.

Parameter: Number of bedrooms
 Actual Range: 57 to 138 (units:)
 Range Selected by User: 40 to 150 (units:)

Public Transport Provision:
 Selection by: Include all surveys

Date Range: 01/01/15 to 12/11/21

This data displays the range of survey dates selected. Only surveys that were conducted within this date range are included in the trip rate calculation.

Selected survey days:
 Monday 1 days
 Tuesday 1 days
 Wednesday 1 days
 Friday 1 days

This data displays the number of selected surveys by day of the week.

Selected survey types:
 Manual count 4 days
 Directional ATC Count 0 days

This data displays the number of manual classified surveys and the number of unclassified ATC surveys the total adding up to the overall number of surveys in the selected set. Manual surveys are undertaken using staff machines, whilst ATC surveys are undertaken using machines.

Selected Locations:
 Town Centre 0
 Edge of Town Centre 0
 Suburban Area (PP56 Out of Centre) 0
 Edge of Town 4
 Neighbourhood Centre (PP56 Local Centre) 0
 Free Standing (PP56 Out of Town) 0
 Not Known 0

This data displays the number of surveys per main location category within the selected set. The main location categories consist of

Free Standing	Edge of Town	Suburban Area	Neighbourhood Centre	Edge of Town Centre	Town Centre and Not Known.
---------------	--------------	---------------	----------------------	---------------------	----------------------------

Selected Location Sub Categories:
 Industrial Zone 2
 Commercial Zone 0
 Development Zone 0
 Residential Zone 0
 Retail Zone 0
 Built-Up Zone 0
 Village 0
 Out of Town 1
 High Street 0
 No Sub Category 1

This data displays the number of surveys per location sub-category within the selected set. The location sub-categories consist of

Commercial Zone Industrial Zone Development Zone Residential Zone Retail Zone Built-Up Zone Village Out of Town High Street and No Sub Category.

Secondary Filtering selection:

Use Class: C1 4 days

This data displays the number of surveys per Use Class classification within the selected set. The Use Classes Order (England) 2020 has been used for this purpose which can be found within the Library module of TRICS*.

Population within 500m Range: All Surveys Included

Population within 1 mile: 1,001 to 5,000 1 days 5,001 to 10,000 2 days 10,001 to 15,000 1 days

This data displays the number of selected surveys within stated 1-mile radii of population.

Population within 5 miles: 5,001 to 25,000 1 days 25,001 to 50,000 1 days 50,001 to 75,000 1 days 125,001 to 250,000 1 days

This data displays the number of selected surveys within stated 5-mile radii of population.

Car ownership within 5 miles: 1.1 to 1.5 4 days

This data displays the number of selected surveys within stated ranges of average cars owned per residential dwelling within a radius of 5-miles of selected survey sites.

Travel Plan: No 4 days

This data displays the number of surveys within the selected set and the number of that were undertaken at sites with Travel Plans in place and the number of surveys that were undertaken at sites without Travel Plans.

PTAL Rating: No PTAL Present 4 days

This data displays the number of selected surveys with PTAL Ratings.

LIST OF SITES relevant to selection parameters

1 HC-06-A-08 CARTWRIGHT DRIVE PARK GATE Edge of Town Industrial Zone Total Number of bedrooms: 124 Survey date: MONDAY 18/10/2021 Survey Type: MANUAL	HOLIDAY INN	HAMPSHIRE
2 WK-06-A-01 STRATFORD ROAD LONGBRIDGE WARWICK Edge of Town Out of Town Total Number of bedrooms: 138 Survey date: WEDNESDAY 25/09/2019 Survey Type: MANUAL	HOLIDAY INN EXPRESS TRAVELODGE	WARWICKSHIRE WILTSHIRE
3 WL-06-A-03 LAWRENCE HILL WINCANTON Edge of Town No Sub Category Total Number of bedrooms: 57 Survey date: TUESDAY 18/09/2018 Survey Type: MANUAL		
4 WO-06-A-04 GROVEWOOD ROAD MALVERN Edge of Town Industrial Zone Total Number of bedrooms: 64 Survey date: FRIDAY 12/11/2021 Survey Type: MANUAL	PREMIER INN	WORCESTERSHIRE

This section provides a list of all survey sites and days in the selected set. It displays a unique site reference code and site address the selected trip rate calculation parameter and its value the day of the week and date of each survey and whether the survey was a manual classified count or an ATC count.

Manually Deselected Sites

Site Ref Reason for Deselection
G5-06-A-03 Covid

TRIP RATE for Land Use 06 - HOTEL
FOOD & DRINK/A - HOTELS
Calculation Factor: 1
BEDRMS
Estimated TRIP rate value per 85 BEDRMS shown in Estimated column
Count Type: TOTAL VEHICLES

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0.073	6.214	4	96	0.227	19.308	4	96	0.3	25.522
08:00-09:00	4	96	0.138	11.762	4	96	0.214	18.198	4	96	0.352	29.96
09:00-10:00	4	96	0.175	14.869	4	96	0.162	13.76	4	96	0.337	28.629
10:00-11:00	4	96	0.107	9.099	4	96	0.159	13.538	4	96	0.266	22.637
11:00-12:00	4	96	0.076	6.436	4	96	0.138	11.762	4	96	0.214	18.198
12:00-13:00	4	96	0.07	5.992	4	96	0.107	9.099	4	96	0.177	15.091
13:00-14:00	4	96	0.094	7.99	4	96	0.089	7.546	4	96	0.183	15.536

14:00-15:00	4	96	0.211	17.977	4	96	0.151	12.872	4	96	0.362	30.849
15:00-16:00	4	96	0.144	12.206	4	96	0.115	9.765	4	96	0.259	21.971
16:00-17:00	4	96	0.191	16.201	4	96	0.115	9.765	4	96	0.306	25.966
17:00-18:00	4	96	0.292	24.856	4	96	0.196	16.645	4	96	0.488	41.501
18:00-19:00	4	96	0.219	18.642	4	96	0.144	12.206	4	96	0.363	30.848
19:00-20:00	4	96	0.185	15.757	4	96	0.159	13.538	4	96	0.344	29.295
20:00-21:00	4	96	0.115	9.765	4	96	0.07	5.992	4	96	0.185	15.757
21:00-22:00	4	96	0.112	9.543	4	96	0.073	6.214	4	96	0.185	15.757
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			2.202				2.119				4.321	

TRIP RATE for Land Use FOOD & DRINK/A -
 06 - HOTEL HOTELS
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: TAXIS

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00			0.003	0.222	4	96	0	0	4	96	0.003	0.222
08:00-09:00	4	96	0.016	1.332	4	96	0.018	1.554	4	96	0.034	2.886
09:00-10:00	4	96	0.008	0.666	4	96	0.003	0.222	4	96	0.011	0.888
10:00-11:00	4	96	0.01	0.888	4	96	0.008	0.666	4	96	0.018	1.554
11:00-12:00	4	96	0.005	0.444	4	96	0.01	0.888	4	96	0.015	1.332
12:00-13:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
13:00-14:00	4	96	0.005	0.444	4	96	0.008	0.666	4	96	0.013	1.11
14:00-15:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
15:00-16:00	4	96	0	0	4	96	0	0	4	96	0	0
16:00-17:00	4	96	0	0	4	96	0	0	4	96	0	0
17:00-18:00	4	96	0.008	0.666	4	96	0.008	0.666	4	96	0.016	1.332
18:00-19:00	4	96	0.016	1.332	4	96	0.016	1.332	4	96	0.032	2.664
19:00-20:00	4	96	0.008	0.666	4	96	0.008	0.666	4	96	0.016	1.332
20:00-21:00	4	96	0.008	0.666	4	96	0.008	0.666	4	96	0.016	1.332
21:00-22:00	4	96	0.013	1.11	4	96	0.01	0.888	4	96	0.023	1.998
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.106				0.103				0.209	

TRIP RATE for Land Use FOOD & DRINK/A -
 06 - HOTEL HOTELS
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: OGVS

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0	0	4	96	0.005	0.444	4	96	0.005	0.444
08:00-09:00	4	96	0	0	4	96	0	0	4	96	0	0
09:00-10:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
10:00-11:00	4	96	0.005	0.444	4	96	0.003	0.222	4	96	0.008	0.666
11:00-12:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
12:00-13:00	4	96	0	0	4	96	0.003	0.222	4	96	0.003	0.222
13:00-14:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
14:00-15:00	4	96	0.005	0.444	4	96	0.008	0.666	4	96	0.016	1.332
15:00-16:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
16:00-17:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
17:00-18:00	4	96	0.003	0.222	4	96	0.005	0.444	4	96	0.008	0.666
18:00-19:00	4	96	0	0	4	96	0	0	4	96	0	0
19:00-20:00	4	96	0	0	4	96	0.003	0.222	4	96	0.003	0.222
20:00-21:00	4	96	0	0	4	96	0	0	4	96	0	0
21:00-22:00	4	96	0	0	4	96	0	0	4	96	0	0
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.026				0.034				0.06	

TRIP RATE for Land Use FOOD & DRINK/A -
 06 - HOTEL HOTELS
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: PSVS

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
08:00-09:00	4	96	0	0	4	96	0	0	4	96	0	0
09:00-10:00	4	96	0	0	4	96	0	0	4	96	0	0
10:00-11:00	4	96	0	0	4	96	0	0	4	96	0	0
11:00-12:00	4	96	0	0	4	96	0	0	4	96	0	0
12:00-13:00	4	96	0	0	4	96	0	0	4	96	0	0
13:00-14:00	4	96	0	0	4	96	0	0	4	96	0	0
14:00-15:00	4	96	0	0	4	96	0	0	4	96	0	0
15:00-16:00	4	96	0	0	4	96	0	0	4	96	0	0
16:00-17:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444
17:00-18:00	4	96	0	0	4	96	0	0	4	96	0	0
18:00-19:00	4	96	0	0	4	96	0	0	4	96	0	0
19:00-20:00	4	96	0	0	4	96	0	0	4	96	0	0
20:00-21:00	4	96	0	0	4	96	0	0	4	96	0	0
21:00-22:00	4	96	0	0	4	96	0	0	4	96	0	0
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.006				0.006				0.012	

TRIP RATE for Land Use FOOD & DRINK/A -
 06 - HOTEL HOTELS
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: CYCLISTS

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
08:00-09:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
09:00-10:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
10:00-11:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
11:00-12:00	4	96	0	0	4	96	0	0	4	96	0	0
12:00-13:00	4	96	0	0	4	96	0	0	4	96	0	0
13:00-14:00	4	96	0.003	0.222	4	96	0.003	0.222	4	96	0.006	0.444

14:00-15:00	4	96	0	0	4	96	0.005	0.444	4	96	0.005	0.444
15:00-16:00	4	96	0	0	4	96	0	0	4	96	0	0
16:00-17:00	4	96	0	0	4	96	0.001	0.222	4	96	0.001	0.222
17:00-18:00	4	96	0	0	4	96	0	0	4	96	0	0
18:00-19:00	4	96	0	0	4	96	0	0	4	96	0	0
19:00-20:00	4	96	0	0	4	96	0	0	4	96	0	0
20:00-21:00	4	96	0	0	4	96	0	0	4	96	0	0
21:00-22:00	4	96	0	0	4	96	0	0	4	96	0	0
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.015				0.011				0.026	

TRIP RATE for Land Use
 06 - HOTEL
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: CARS

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0.065	5.548	4	96	0.185	15.757	4	96	0.25	21.305
08:00-09:00	4	96	0.104	8.877	4	96	0.175	14.869	4	96	0.279	23.746
09:00-10:00	4	96	0.157	13.316	4	96	0.138	11.762	4	96	0.295	25.078
10:00-11:00	4	96	0.076	6.436	4	96	0.141	11.984	4	96	0.217	18.42
11:00-12:00	4	96	0.057	4.883	4	96	0.117	9.987	4	96	0.174	14.87
12:00-13:00	4	96	0.055	4.661	4	96	0.086	7.324	4	96	0.141	11.985
13:00-14:00	4	96	0.073	6.214	4	96	0.063	5.326	4	96	0.136	11.54
14:00-15:00	4	96	0.185	15.757	4	96	0.123	10.431	4	96	0.308	26.188
15:00-16:00	4	96	0.131	11.097	4	96	0.107	9.099	4	96	0.238	20.196
16:00-17:00	4	96	0.17	14.426	4	96	0.102	8.655	4	96	0.272	23.081
17:00-18:00	4	96	0.248	21.084	4	96	0.164	13.982	4	96	0.412	35.066
18:00-19:00	4	96	0.18	15.313	4	96	0.112	9.543	4	96	0.292	24.856
19:00-20:00	4	96	0.151	12.872	4	96	0.123	10.431	4	96	0.274	23.303
20:00-21:00	4	96	0.097	8.211	4	96	0.057	4.883	4	96	0.154	13.094
21:00-22:00	4	96	0.094	7.99	4	96	0.055	4.661	4	96	0.149	12.651
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			1.843				1.748				3.591	

TRIP RATE for Land Use
 06 - HOTEL
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: LGVS

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0.003	0.222	4	96	0.034	2.885	4	96	0.037	3.107
08:00-09:00	4	96	0.018	1.554	4	96	0.021	1.775	4	96	0.039	3.329
09:00-10:00	4	96	0.008	0.666	4	96	0.018	1.554	4	96	0.026	2.22
10:00-11:00	4	96	0.016	1.332	4	96	0.008	0.666	4	96	0.024	1.998
11:00-12:00	4	96	0.01	0.888	4	96	0.008	0.666	4	96	0.018	1.554
12:00-13:00	4	96	0.013	1.11	4	96	0.016	1.332	4	96	0.029	2.442
13:00-14:00	4	96	0.013	1.11	4	96	0.016	1.332	4	96	0.029	2.442
14:00-15:00	4	96	0.018	1.554	4	96	0.023	1.997	4	96	0.041	3.551
15:00-16:00	4	96	0.01	0.888	4	96	0.005	0.444	4	96	0.015	1.332
16:00-17:00	4	96	0.016	1.332	4	96	0.01	0.888	4	96	0.026	2.22
17:00-18:00	4	96	0.034	2.885	4	96	0.018	1.554	4	96	0.052	4.439
18:00-19:00	4	96	0.023	1.997	4	96	0.016	1.332	4	96	0.039	3.329
19:00-20:00	4	96	0.026	2.219	4	96	0.026	2.219	4	96	0.052	4.438
20:00-21:00	4	96	0.01	0.888	4	96	0.005	0.444	4	96	0.015	1.332
21:00-22:00	4	96	0.003	0.222	4	96	0.008	0.666	4	96	0.011	0.888
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.221				0.232				0.453	

TRIP RATE for Land Use
 06 - HOTEL
 Calculation Factor: 1
 BEDRMS
 Estimated TRIP rate
 value per 85 BEDRMS
 shown in Estimated
 column
 Count Type: MOTOR
 CYCLES

Time Range	No. Days	Ave. BEDRMS	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. BEDRMS	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00	4	96	0	0	4	96	0	0	4	96	0	0
08:00-09:00	4	96	0	0	4	96	0	0	4	96	0	0
09:00-10:00	4	96	0	0	4	96	0	0	4	96	0	0
10:00-11:00	4	96	0	0	4	96	0	0	4	96	0	0
11:00-12:00	4	96	0	0	4	96	0	0	4	96	0	0
12:00-13:00	4	96	0	0	4	96	0	0	4	96	0	0
13:00-14:00	4	96	0	0	4	96	0	0	4	96	0	0
14:00-15:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
15:00-16:00	4	96	0	0	4	96	0	0	4	96	0	0
16:00-17:00	4	96	0	0	4	96	0	0	4	96	0	0
17:00-18:00	4	96	0	0	4	96	0	0	4	96	0	0
18:00-19:00	4	96	0	0	4	96	0	0	4	96	0	0
19:00-20:00	4	96	0	0	4	96	0	0	4	96	0	0
20:00-21:00	4	96	0	0	4	96	0	0	4	96	0	0
21:00-22:00	4	96	0.003	0.222	4	96	0	0	4	96	0.003	0.222
22:00-23:00												
23:00-24:00												
Daily Trip Rates:			0.006				0				0.006	

Parameter summary

Trip rate parameter
 range selected: 57 - 138 (units:)
 Survey date range: 01/01/15 - 12/11/21
 Number of weekdays (Monday-Friday): 4
 Number of Saturdays: 0
 Number of Sundays: 0
 Surveys automatically removed from selection: 0

Surveys manually removed from selection: 1

This section displays a quick summary of some of the data filtering selections made by the TRIPS user. The trip rate calculation parameter range of all selected surveys is displayed first.

followed by the range of minimum and maximum survey dates selected by the user. Then

the total number of selected weekdays and weekend days in the selected set of surveys are shown. Finally

the number of survey days that have been manually removed from the selected set outside of the standard filtering procedure are displayed.

TRICS 7.10.2
Trip Rate Parameter: Gross floor area

Filtering Summary

Land Use	06/L	HOTEL	FOOD & DRINK/BANQUETING CENTRE				
Selected Trip Rate Calculation Parameter Range	950-950 sqm GFA						
Actual Trip Rate Calculation Parameter Range	950-950 sqm GFA						
Date Range	Minimum: 01/01/15		Maximum: 13/05/22				
Parking Spaces Range	All Surveys Included						
Days of the week selected	Friday	1					
Main Location Types selected	Edge of Town		1				
Inclusion of Servicing Vehicles Counts	Servicing vehicles Included		X - Selected				
	Servicing vehicles Excluded		1 - Selected				
Population within 500m	All Surveys Included						
Population <1 Mile ranges selected	1 001 to 5		0	1			
Population <5 Mile ranges selected	250 001 to 500		0	1			
Car Ownership <5 Mile ranges selected	1.1 to 1.5		1				
PTAL Rating	No PTAL Present		1				

TRIP RATE CALCULATION
SELECTION PARAMETERS:

Land Use	06 - HOTEL	FOOD & DRINK				
Category	1 - BANQUETING CENTRE					
TOTAL VEHICLES						
Selected regions and areas:	YORKSHIRE & NORTH		7 LINCOLNSHIRE			
	SE		SHEFFIELD		1 days	

This section displays the number of survey days per TRICS* sub-region in the selected set

Primary Filtering selection:

This data displays the chosen trip rate parameter and its selected range. Only sites that fall within the parameter range are included in the trip rate calculation.

Parameter: Gross floor area
Actual Range: 950 to 950 (units: sqm)
Range Selected by User: 950 to 950 (units: sqm)

Public Transport Provision:
Selection by: Include all surveys

Date Range: 01/01/15 to 13/05/22

This data displays the range of survey dates selected. Only surveys that were conducted within this date range are included in the trip rate calculation.

Selected survey days: Friday
1 days

This data displays the number of selected surveys by day of the week.

Selected survey types:
Manual count: 1 days
Directional ATC Count: 0 days

This data displays the number of manual classified surveys and the number of unclassified ATC surveys

the total adding up to the overall number of surveys in the selected set. Manual surveys are undertaken using staff whilst ATC surveys are undertaken using machines.

Selected Locations:

Town Centre	0
Edge of Town Centre	0
Suburban Area (PP56 Out of Centre)	0
Edge of Town	1
Neighbourhood Centre (PP56 Local Centre)	0
Free Standing (PP56 Out of Town)	0
Not Known	0

This data displays the number of surveys per main location category within the selected set. The main location categories consist of Free Standing

Edge of Town	Suburban Area	Neighbourhood Centre	Edge of Town Centre	Town Centre and Not Known.
--------------	---------------	----------------------	---------------------	----------------------------

Selected Location Sub Categories:

Industrial Zone	0
Commercial Zone	0
Development Zone	0
Residential Zone	0
Retail Zone	0
Built-Up Zone	0
Village	0
Out of Town	0
High Street	0
No Sub Category	1

This data displays the number of surveys per location sub-category within the selected set. The location sub-categories consist of

Commercial Zone	Industrial Zone	Development Zone	Residential Zone	Retail Zone	Built-Up Zone	Village	Out of Town	High Street and No Sub Category.
-----------------	-----------------	------------------	------------------	-------------	---------------	---------	-------------	----------------------------------

Secondary Filtering selection:

Use Class: n/a
1 days

This data displays the number of surveys per Use Class classification within the selected set. The Use Classes Order (England) 2020 has been used for this purpose which can be found within the Library module of TRICS*.

Population within 500m

Range:
All Surveys Included

Population within 1 mile:
1,001 to 5,000
This data displays the number of selected surveys within stated 1-mile radii of population.

Population within 5 miles:
250,001 to 500,000
This data displays the number of selected surveys within stated 5-mile radii of population.

Car ownership within 5 miles:
1.1 to 1.5
This data displays the number of selected surveys within stated ranges of average cars owned per residential dwelling within a radius of 5-miles of selected survey sites.

Travel Plan:
No
This data displays the number of surveys within the selected set that were undertaken at sites with Travel Plans in place

PTAL Rating:
No PTAL Present
This data displays the number of selected surveys with PTAL Ratings.

LIST OF SITES relevant to selection parameters

1 SE-06-L-01 COUNTRY HOUSE VENUE SHEFFIELD
ECCLESALL ROAD SOUTH
SHEFFIELD
Edge of Town
No Sub Category
Total Gross floor area: 950 sqm
Survey date: FRIDAY 13/05/2022 Survey Type: MANUAL

This section provides a list of all survey sites and days in the selected set. For each individual survey site it displays a unique site reference code and site address the selected trip rate calculation parameter and its value the day of the week and date of each survey and whether the survey was a manual classified count or an ATC count.

TRIP RATE for Land Use 06 - HOTEL
FOOD & DRINK/L - BANQUETING CENTRE
Calculation Factor: 100 sqm

Estimated TRIP rate value per 1485 SQM shown in Estimated column
Count Type: TOTAL VEHICLES

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00												
08:00-09:00	1	950	0.737	10.942	1	950	0.526	7.816	1	950	1.263	18.758
09:00-10:00	1	950	1.368	20.321	1	950	0.316	4.689	1	950	1.684	25.01
10:00-11:00	1	950	1.263	18.758	1	950	1.263	18.758	1	950	2.526	37.516
11:00-12:00	1	950	0.526	7.816	1	950	0.947	14.068	1	950	1.473	21.884
12:00-13:00	1	950	4	59.4	1	950	1.895	28.137	1	950	5.895	87.537
13:00-14:00	1	950	1.368	20.321	1	950	1.158	17.195	1	950	2.526	37.516
14:00-15:00	1	950	1.158	17.195	1	950	1.368	20.321	1	950	2.526	37.516
15:00-16:00	1	950	0.632	9.379	1	950	0.947	14.068	1	950	1.579	23.447
16:00-17:00	1	950	0.632	9.379	1	950	0.526	7.816	1	950	1.158	17.195
17:00-18:00	1	950	1.158	17.195	1	950	0.842	12.505	1	950	2	29.7
18:00-19:00	1	950	1.053	15.632	1	950	1.263	18.758	1	950	2.316	34.39
19:00-20:00	1	950	2.632	39.079	1	950	1.579	23.447	1	950	4.211	62.526
20:00-21:00	1	950	0.737	10.942	1	950	0.947	14.068	1	950	1.684	25.01
21:00-22:00	1	950	0.632	9.379	1	950	0.737	10.942	1	950	1.369	20.321
22:00-23:00	1	950	0.316	4.689	1	950	1.368	20.321	1	950	1.684	25.01
23:00-24:00	1	950	1.579	23.447	1	950	2.632	39.079	1	950	4.211	62.526
Daily Trip Rates:				19.791				18.314				38.105

TRIP RATE for Land Use 06 - HOTEL
FOOD & DRINK/L - BANQUETING CENTRE
Calculation Factor: 100 sqm

Estimated TRIP rate value per 1485 SQM shown in Estimated column
Count Type: TAXIS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00												
08:00-09:00	1	950	0	0	1	950	0	0	1	950	0	0
09:00-10:00	1	950	0	0	1	950	0	0	1	950	0	0
10:00-11:00	1	950	0	0	1	950	0	0	1	950	0	0
11:00-12:00	1	950	0	0	1	950	0	0	1	950	0	0
12:00-13:00	1	950	0.421	6.253	1	950	0.421	6.253	1	950	0.842	12.506
13:00-14:00	1	950	0	0	1	950	0	0	1	950	0	0
14:00-15:00	1	950	0	0	1	950	0	0	1	950	0	0
15:00-16:00	1	950	0	0	1	950	0	0	1	950	0	0
16:00-17:00	1	950	0	0	1	950	0	0	1	950	0	0
17:00-18:00	1	950	0	0	1	950	0	0	1	950	0	0
18:00-19:00	1	950	0	0	1	950	0	0	1	950	0	0
19:00-20:00	1	950	0.526	7.816	1	950	0.526	7.816	1	950	1.052	15.632
20:00-21:00	1	950	0	0	1	950	0	0	1	950	0	0
21:00-22:00	1	950	0	0	1	950	0	0	1	950	0	0
22:00-23:00	1	950	0	0	1	950	0	0	1	950	0	0
23:00-24:00	1	950	0.842	12.505	1	950	0.842	12.505	1	950	1.684	25.01
Daily Trip Rates:				1.789				1.789				3.578

TRIP RATE for Land Use 06 - HOTEL
FOOD & DRINK/L - BANQUETING CENTRE
Calculation Factor: 100 sqm

Estimated TRIP rate value per 1485 SQM shown in Estimated column
Count Type: CYCLISTS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												

03:00-04:00													
04:00-05:00													
05:00-06:00													
06:00-07:00													
07:00-08:00													
08:00-09:00	1	950	0	0	1	950	0	0	1	950	0	0	
09:00-10:00	1	950	0	0	1	950	0	0	1	950	0	0	
10:00-11:00	1	950	0	0	1	950	0	0	1	950	0	0	
11:00-12:00	1	950	0	0	1	950	0	0	1	950	0	0	
12:00-13:00	1	950	0	0	1	950	0	0	1	950	0	0	
13:00-14:00	1	950	0	0	1	950	0.105	1.563	1	950	0.105	1.563	
14:00-15:00	1	950	0	0	1	950	0	0	1	950	0	0	
15:00-16:00	1	950	0.105	1.563	1	950	0.105	1.563	1	950	0.21	3.126	
16:00-17:00	1	950	0	0	1	950	0	0	1	950	0	0	
17:00-18:00	1	950	0	0	1	950	0	0	1	950	0	0	
18:00-19:00	1	950	0	0	1	950	0	0	1	950	0	0	
19:00-20:00	1	950	0	0	1	950	0	0	1	950	0	0	
20:00-21:00	1	950	0	0	1	950	0	0	1	950	0	0	
21:00-22:00	1	950	0	0	1	950	0.105	1.563	1	950	0.105	1.563	
22:00-23:00	1	950	0	0	1	950	0	0	1	950	0	0	
23:00-24:00	1	950	0	0	1	950	0	0	1	950	0	0	
Daily Trip Rates:			0.105				0.315				0.42		

TRIP RATE for Land Use 06 FOOD & DRINK/L -
 - HOTEL BANQUETING CENTRE
 Calculation Factor: 100
 sqm

Estimated TRIP rate value
 per 1485 SQM shown in
 Estimated column
 Count Type: CARS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00												
08:00-09:00	1	950	0.632	9.379	1	950	0.526	7.816	1	950	1.158	17.195
09:00-10:00	1	950	0.947	14.068	1	950	0.105	1.563	1	950	1.052	15.631
10:00-11:00	1	950	1.263	18.758	1	950	1.053	15.632	1	950	2.316	34.39
11:00-12:00	1	950	0.526	7.816	1	950	0.947	14.068	1	950	1.473	21.884
12:00-13:00	1	950	3.474	51.584	1	950	1.474	21.884	1	950	4.948	73.468
13:00-14:00	1	950	1.053	15.632	1	950	0.947	14.068	1	950	2	29.7
14:00-15:00	1	950	1.053	15.632	1	950	1.263	18.758	1	950	2.316	34.39
15:00-16:00	1	950	0.632	9.379	1	950	0.842	12.505	1	950	1.474	21.884
16:00-17:00	1	950	0.632	9.379	1	950	0.526	7.816	1	950	1.158	17.195
17:00-18:00	1	950	1.053	15.632	1	950	0.842	12.505	1	950	1.895	28.137
18:00-19:00	1	950	0.947	14.068	1	950	0.947	14.068	1	950	1.894	28.136
19:00-20:00	1	950	2.105	31.203	1	950	1.053	15.632	1	950	3.158	46.895
20:00-21:00	1	950	0.737	10.942	1	950	0.947	14.068	1	950	1.684	25.01
21:00-22:00	1	950	0.632	9.379	1	950	0.737	10.942	1	950	1.369	20.321
22:00-23:00	1	950	0.316	4.689	1	950	1.368	20.321	1	950	1.684	25.01
23:00-24:00	1	950	0.737	10.942	1	950	1.789	26.574	1	950	2.526	37.516
Daily Trip Rates:				16.739				15.366				32.105

TRIP RATE for Land Use 06 FOOD & DRINK/L -
 - HOTEL BANQUETING CENTRE
 Calculation Factor: 100
 sqm

Estimated TRIP rate value
 per 1485 SQM shown in
 Estimated column
 Count Type: LGVS

Time Range	No. Days	Ave. GFA	ARRIVALS Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	DEPARTURES Trip Rate	Estimated Trip Rate	No. Days	Ave. GFA	TOTALS Trip Rate	Estimated Trip Rate
00:00-01:00												
01:00-02:00												
02:00-03:00												
03:00-04:00												
04:00-05:00												
05:00-06:00												
06:00-07:00												
07:00-08:00												
08:00-09:00	1	950	0.105	1.563	1	950	0	0	1	950	0.105	1.563
09:00-10:00	1	950	0.421	6.253	1	950	0.211	3.126	1	950	0.632	9.379
10:00-11:00	1	950	0	0	1	950	0.211	3.126	1	950	0.211	3.126
11:00-12:00	1	950	0	0	1	950	0	0	1	950	0	0
12:00-13:00	1	950	0.105	1.563	1	950	0	0	1	950	0.105	1.563
13:00-14:00	1	950	0.316	4.689	1	950	0.211	3.126	1	950	0.527	7.815
14:00-15:00	1	950	0.105	1.563	1	950	0.105	1.563	1	950	0.21	3.126
15:00-16:00	1	950	0	0	1	950	0.105	1.563	1	950	0.105	1.563
16:00-17:00	1	950	0	0	1	950	0	0	1	950	0	0
17:00-18:00	1	950	0.105	1.563	1	950	0	0	1	950	0.105	1.563
18:00-19:00	1	950	0.105	1.563	1	950	0.316	4.689	1	950	0.421	6.252
19:00-20:00	1	950	0	0	1	950	0	0	1	950	0	0
20:00-21:00	1	950	0	0	1	950	0	0	1	950	0	0
21:00-22:00	1	950	0	0	1	950	0	0	1	950	0	0
22:00-23:00	1	950	0	0	1	950	0	0	1	950	0	0
23:00-24:00	1	950	0	0	1	950	0	0	1	950	0	0
Daily Trip Rates:				1.262				1.159				2.421

Parameter summary

Trip rate parameter range selected: 950 - 950 (units: sqm)
 Survey date range: 01/01/15 - 13/05/22
 Number of weekdays (Monday-Friday): 1
 Number of Saturdays: 0
 Number of Sundays: 0
 Surveys automatically removed from selection: 0
 Surveys manually removed from selection: 0

This section displays a quick summary of some of the data filtering selections made by the TRICS® user. The trip rate calculation parameter range of all selected surveys is displayed first followed by the range of selected weekdays and weekend days in the selected set of surveys are shown. Finally the number of survey days that have been manually removed from the selected set outside of the standard filtering procedure are displayed.



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BUILDING SERVICES ASSESSMENT REPORT

Derbyshire CC Matlock

REFERENCE: 30004103-BHK-XX-XX-CD-0001 BUILDING SERVICES REPORT

Page 545

Prepared for:

HLM Architects

[Publish Date]

BakerHicks.

DOCUMENT VERIFICATION

Project title: Derbyshire CC Matlock

Project number: 30004103

Document title: Building services assessment report

Document reference: 30004103-BHK-XX-XX-CD-0001 BUILDING SERVICES REPORT

Rev	Date				
P01	28/09/23	File name	30004103-BHK-XX-XX-CD-0001 Building Services Report		
		Description	First Issue		
			Prepared by	Checked by	Approved by
		Name	O Eburne / M Dobinson	D O'Hara / M Chaplin	R Brady
		Signature	<i>O Eburne / M Dobinson</i>	<i>D O'Hara / M Chaplin</i>	<i>R Brady</i>
		Date	28/09/23	28/09/23	28/09/23

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1. Executive Summary

The Strategic Outline Business Case (SOBC) for County Hall was tasked with assessing the potential to reuse, re-purpose and/or reconfigure the existing Grade II listed County Hall in Matlock which currently functions as the headquarters of Derbyshire County Council. The complex is extensive and, by virtue of its scale and listed status, is very costly to operate and cannot be readily adapted to provide a modern, flexible workspace. The Council therefore tasked the team with identifying future options for the complex including potential workspace opportunities for a modern, flexible Council workspace.

BakerHicks were invited to attend County Hall where a visual survey was carried out while being escorted by the client. This report has been produced using information and photos obtained during the survey against the scope outlined within the HLM Architects document *County Hall Outline Business Case – Derbyshire County Council March 2023 Issue V9* and *OBC Area Schedule Matlock County Hall V6* spreadsheet which details the proposed areas for each building within each option.

This report has been structured to break down the various options which have been presented for County Hall. Each option has been assessed with regards to the condition of the existing infrastructure and an initial proposal of how each option could be serviced with regards to new incoming supplies and services within the new facilities. This will be illustrated within a Red, Amber & Green (RAG) status table which will identify high, medium and low levels of complexity/cost for each system.

1.1. Option Summary

Option 1

County Hall remains the same as existing although exiting M&E infrastructure is updated and maintained where necessary. There is a risk to Derbyshire County Council with this option as the extent of the works required to complete this option will not be fully understood until further intrusive investigations have been carried out.

Option 2

Derbyshire County Council move out of County Hall as the site is completely sold for re-development. This option provides the most potential revenue to Derbyshire County Council over the other options.

Option 3

Derbyshire County Council remains at County Hall, however a large portion will be sold for re-development. A large new office development will be constructed to accommodate council staff already located at County Hall. This will involve the installation of new M&E infrastructure to serve the new office installation.

Option 4

Derbyshire County Council remains at County Hall, however a large portion is sold for re-development. A smaller new office development will be constructed so as to accommodate a smaller portion of council staff already located at County Hall. This will involve the installation of new M&E infrastructure to serve the new office installation which will cost less than Option 3. However, more offsite office space will be required to accommodate members of staff moving out of County Hall, which is anticipated to be rented office space. This Option will provide more income to the council as more area of County Hall will be sold compared to Option 3.

1.2. Key Issues – Derby County Council

The key operational issues with each proposed option, in respect to the building services installation, are listed below:

Option 1

- All small, domestic sized boilers will need replacement within the next 5-10 years due to anecdotal issues.
- Increased maintenance required on heating and domestic systems to account of lack of investment over life span.
- Replacement of exiting 3No. Generators within South block Basement Level and within external plant building adjacent to the Lodge which feeds with new as these feed critical IT equipment and emergency planning.
- Replacement of transformer TX3 required as this at end of operational life.
- Additional maintenance costs due to any unforeseen system failures due to age of installation.
- Energy reduce / Net Zero Carbon will need to be implemented to reduce energy demand.

Option 2

- Relocation of IT Servers as the main comms room will now be repurposed – emergency provision to be re-provided.
- New office fit of rented space off site to be considered with this option

Option 3 & 4

- Majority of existing mechanical and electrical plant will need to be replaced with new to serve the new office where the council will be accommodated. This may include relocating or providing items of mechanical and electrical infrastructure in new proposed external plant buildings.
- New heating system will be required for the Bath House.
- Relocation of IT Servers as the main comms room will now be repurposed – emergency provision to be re-provided.

1.3. Key Issue - 3rd Party

The bullet points below highlight the key issues with each proposed option, in respect to the building services installation, that will have an impact on the 3rd party operators:

Option 1

- None as Derby Council will still occupy the council building.

Option 2

- Majority of existing mechanical and electrical plant will be required to be replaced with new.
- New external plantrooms will need to be created reducing usable footprint of new buildings and landscaping.
- Additional utilities will be required to be provided to support the segregation of the South Block to suit the proposed layout.

- New transformers will be required across the entire estate along with new spaces for them to be located.
- Low energy & sustainable sources of energy generation will need to be considered for this option to reduce electrical demand.

Option 3 & 4

- New external plantrooms will need to be created reducing usable footprint of new buildings and landscaping.
- Additional utilities will be required to be provided to support the segregation of the South Block to suit the proposed layout.
- New transformers will be required across the entire estate along with new spaces for them to be located (including the Bath House).
- Low energy & sustainable sources of energy generation will need to be considered for this option to reduce electrical demand.

2. Introduction

BakerHicks have been appointed to review the existing mechanical and electrical infrastructure serving the buildings identified within the SOBC and provide high level recommendations on a serving strategy based upon the four solutions.

The four distinct solutions were identified to take forwards for further testing in the Outline Business Case (OBC) as set out below and depicted in the following pages:

- Option 1 – Base case – This option looks at only the minimum expenditure necessary to make the building fit-for-purpose in its current use including backlog maintenance, continued operational expenditure and decarbonisation measures.
- Option 2 – Council offices are relocated off site. This option explores the potential for Derbyshire County Council relocating from the site entirely into leased premises elsewhere within the county. The site would then be developed by one or more third parties for a mixture of hospitality and residential use with the potential of some co-workspace depending on operator preferences.
- Option 3 – This option looks at the possibility of retaining a Council workspace presence as part of a mixed-use masterplan potential and bringing in third party operators to help develop other hospitality and residential offerings.
- Option 4 – Hybrid Option - some Council workspace is retained on site, but some roles are also decentralised to create a smaller workplace demand. This option is very similar to option 3 but with a smaller new build office requirement

3. Existing Site Constraints & Opportunities

General Overview

It was observed that substantial improvements would be required to elevate The Lodge to meet the desired standards, given the significant water and structural damage present within the premises.

Having reviewed the proposed drawings within the e-mail entitled "S12-1564-01 - Derbyshire CC Matlock SOC Plans" it was noted that the external plant buildings were detailed on these drawings e.g., generator building adjacent to The Lodge, Transformer TX2 building, and plant building located within the West carparks. These are however detailed on the existing site plan drawing, "12-1564-01-HLM-00-05-DR-A-00007 EXISTING SITE PLAN FIFTH FLOOR LEVEL"

The existing building holds Grade II listing status, and any future services installations must be approached with a sympathetic manner, to ensure that they do not contravene the listed status.

Mechanical

- Natural boilers are approaching the end of their economic life.
- The arrangement of the existing heating system is not complimentary for the proposed alterations.
- Lack of any mechanical ventilation across the entire site. New will be required for all areas.
- A single MCW pipe appears to feed the entire South Block. Separate utilities may need to be provided for the refurbishment works.
- Unknown service routings. During the site visit it was very difficult to trace the incoming services.

Electrical

- Transformer TX3 located in an external enclosure alongside the west facade opposite the former gym is approximately 50 years old and is due for replacement, this is a critical Transformer as it feeds the Councils Emergency Planning department. It is known by the FM team that transformer is at end of life and is due to be replaced.
- Three generators require replacing as they are approximately 60 years old. These include DCC 1 (107.5kVA) and DCC 2 (107.5kVA) which are located at Basement level of South Block which supply critical IT equipment and IT room mechanical services within the main data centre on the second floor of the South block. The 3rd generator DCC 4 (187.5kVA) is located adjacent to the Lodge which feeds a section of the Emergency planning switch board (Room 1038) on Basement level of the South block.
- There is a redundant generator which contains contaminated diesel located on the West side of the South Block near Transformer TX1 at Ground level. Although survey and review of this Generator is out of scope it should be noted that if this area forms part of the new works the generator installation will need to be decommissioned, stripped out and disposed of being a CDM/COSHH issue. There is an associated distribution board and control panel which are also redundant.
- All sub-main boards have been replaced over the last 25 years. However, the first boards that were replaced as part of this scheme (within the North Block) are now coming to the end of their design life and will therefore require replacement if they are required as part of the installation.
- Within all areas observed there are a mixture of recently replaced and very old distribution boards. If these old distribution boards are to be retained in the new installation, then they will need to be replaced.

- During the site survey we were unable to trace and locate external duct/cable routes around site. A full survey of existing underground services will be required so as to design any strip-out and proposed works.

4. Existing Utilities

Below is a record of the observations made during a site walk around on 3rd August 2023 by the BakerHicks engineers. We have included key comments which are supplemented by photographs located in the Appendixes

4.1. Lodge Building

Lodge Building	Description (Size / Load)	Comments
Water	Assumed Ø22mm unmetered supply	Unable to locate exact entry point into the building. Believed to be fed from the South Block Boiler House
Natural Gas	Incoming Ø32mm Metered Connection	Separate metered natural gas supply within the basement
Electricity	125A 230V metered supply	Supply from local authority (DNO).
Data	Redundant data cabinet located at 1 st floor connected back to South block via Cat 6 to a local data cabinet	Cable enters the lodge via bridge link from South Block

4.2. South Block

South Block	Description (Size / Load)	Comments
Water	Boiler House - Ø100mm East Wing – Ø15mm Old Library – Ø25mm Joiners Block – Ø22mm	There are several incoming MCW connections throughout the south block, not all metered These could all be supplied from the same incoming supply however we were unable to verify
Natural Gas	Boiler House – Ø200mm East Wing – Ø50mm Old Library – N/A Joiners Block – Ø150mm	Each incoming gas connection was supplied with its own meter All appear to have been supplied from the Town's gas supplied located in the roads externally
Electricity	West half of South block is fed from Transformer TX1 (500kVA) and East half from Transformer TX3 (300kVA) 1600A TPN supply from transformer TX1 to a main switch panel	Transformer TX1 is in good condition as it has been replaced within the last 10 years Transformer TX3 is at end of life and in need of replacement. Refer to section 3.0 for details

South Block	Description (Size / Load)	Comments
	1000A TPN supply from transformer TX3 to main switch panel Section of East Wing Main Switchboard within Emergency Planning (Room 1038 on Basement level is supported during mains failure conditions by a Standby generator located in plant buildings adjacent to The Lodge. The incoming supply is rated a 200A TPN. 2No. Generators (DCC 1 and DCC 2) located at Basement level of the South Block (refer to section 3.0 for details) back up critical IT equipment and IT room mechanical services within the main data centre on the second floor of the South block	
Data		Main site data centre located on the second floor of the West side of South Block. Fed from transformer TX 1. This data centre feeds various server rooms located around the South block and all other buildings around site. These server rooms (comms cabinets) are connected together on a fibre ring. The network is connected as a ring so in the event of a break the system will still remain operational in a radial configuration.

4.3. Former Gym

System	Description (Size / Load)	Comments
Water	Ø60mm Incoming – Unmetered	Assumed that the supply is metered within the road rather than within the building itself
Natural Gas	Ø60mm - Metered	The existing natural gas supply is metered within the plant room serving two boilers
Electricity	Fed from Transformer TX3 250A TPN Supply from Emergency Planning (DB1A/2L1,2,3) - "OLD GYM 160A Tapped down to 112A" from label on main LV panel in Emergency Planning	Also labelled as 125A on test sheet but breakers installed is rated at 250A
Data	Server room containing small data cabinet for wireless (WAP) and wired data connections to outlets	

4.4. Co Op Building

System	Description (Size / Load)	Comments
Water	Two Ø15mm Incoming – Unmetered	Assumed that both supplies are meter within the road rather than within the building itself
Natural Gas	Ø60mm – Unmetered Ø15mm - Unmetered	Assumed that both supplies are metered within the building however, we were unable to locate it at the time of survey
Electricity	Fed from Transformer TX2 (500kVA) 100A SPN supply from Business Centre Panel Board	Unclear from survey what the supply to the Co-Op building is, 200A, 125A or 100A
Data	Server room containing small data cabinet for wireless (WAP) and wired data connections to outlets	

4.5. Audit Building

System	Description (Size / Load)	Comments
Water	Ø22mm - Unmetered	Assumed that the supply is meter within the road rather than within the building itself
Natural Gas	Ø35mm – Unmetered	As the Audit Building is separate, it is assumed the natural gas supply is metered somewhere within the property
Electricity	Fed from Transformer TX2 via 125A TPN MCCB in Business Centre ground floor panel board into a consumer unit located within the Audit Block	
Data	Server room containing small data cabinet for wireless (WAP) and wired data connections to outlets.	

4.6. Business Centre / Stables

System	Description (Size / Load)	Comments
Water	Ø15mm – Metered	The incoming MCW is metered within the plantroom. The MCW usage within the building is minimal compared to others
Natural Gas	Ø100mm - Unmetered	Assumed that the supply is meter within the building however, we were unable to identify this location during the survey
Electricity	Fed from Transformer TX2 <u>Business Centre</u> 1000A TPN Supply from Transformer TX2 <u>Stables</u> 125A TPN protected by a 100A MCCB in Business Centre ground floor panel board	

Data	Server room containing small data cabinet for wireless (WAP) and wired data connections to outlets	
------	--	--

4.7. North Block

System	Size Description (Size / Load)	Comments
Water	Ø32mm – Unmetered Ø22mm – Unmetered	It has been assumed the building is supplied by a single metered connected. We were unable to identify the incoming location during the site survey
Natural Gas	Ø60mm – Metered Ø 100mm - Metered	Both plantrooms have their own, dedicated natural gas supply which is metered directly from the Town's Gas supply within the adjacent roadway
Electricity	Fed from Transformer TX1 630A TPN supply from main switch board for Transformer TX1- Ref DB3003	Supplied from South Block Main Switchgear room
Data	2No. server rooms containing data cabinets are located with the North block for wireless (WAP) and wired data connections to outlets	

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4.8. Ancillary Buildings/Services

System	Size Description (Size / Load)	Comments
Water	N/A	
Natural Gas	N/A	
Electricity	Transformer TX2 located to the West side of car park Feeder pillar adjacent to bin storage area and compactor at the entrance to the car park - "Pillar car park" 100A TPN supply Feeder pillar to the South of South Block (assumed "Feeder pillar Bottom Lawn" for external supplies i.e., supplying garden area with general sockets fed from	Transformer TX2 appears to be in good working condition and is assumed to be less than 15 years old

System	Size Description (Size / Load)	Comments
	Emergency Planning in South Block – 125A tapped down to 100A TPN Supply fed from main LV panel within Emergency Planning within South Block Two generators located within plant building adjacent to the Lodge.1No. DCC 7 (61.2kVA) feeds IT equipment in room B228 of the South block. The second generator DCC 4 (187.5kVA) feeds a section of the main LV panel located with Emergency Planning, refer to section 3.0, 4.2 & 5.2.2 for details.	
Data	N/A	

5. Existing Building Services Systems

Below is an overview of the existing mechanical and electrical building services strategies within each building:

5.1. Mechanical Services

5.1.1. Lodge Building

System	Comments
Heating	Heat is generated via a domestic boiler which distributes LTHW around the building to several radiators located underneath external windows.
Cooling	No Cooling Present.
Ventilation	No Ventilation Present.
Domestic Water	Domestic hot water is generated via a single boiler located within a cabinet in the toilet area serving a single wash hand basin.
Above Ground Drainage	The wash hand basins and WCs within the building all discharge to a single external below ground connection.

5.1.2. South Block

System	Comments
Heating	<p>The south block has a number of plantrooms which have a combination of LTHW and steam boilers.</p> <p>The steam boiler system serves a large number of radiators, calorifiers and domestic hot water plate heat exchangers.</p> <p>The LTHW boilers serve AHU heating coils, wet radiators, domestic hot water cylinders and fan coil units around the building from a number of satellite plant rooms.</p>
Cooling	There are a number of single and multi-split DX units within the building serving rooms with high heat gains such as office spaces and server rooms.
Ventilation	<p>There are a number of supply air handling units serving the 'Old Library' at high and low level.</p> <p>There are also several other units spread out around the building however, the predominate means of ventilation through is natural ventilation via openable windows.</p>
Domestic Water	Domestic hot water is generated via the steam and LTHW boilers within the plant rooms around the building.

System	Comments
	These then serve a large number of calorifiers which store and distribute the hot water to the toilet cores and kitchenette areas throughout the South Block.
Above Ground Drainage	<p>The toilet cores throughout the building have a number of above ground Soil Vent Pipes.</p> <p>These then continue to connect to a large number of below ground connections.</p>

5.1.3. Former Gym

System	Comments
Heating	<p>Heat is generated by both natural gas boilers and local DX split refrigerant systems.</p> <p>The primary source is believed to be the two natural gas boilers which distributed LTHW around the building to several radiators located underneath external windows</p>
Cooling	Cooling is provided within this building within the main gym area. This is supplied by three external condensers located in the undercroft.
Ventilation	During the survey we were unable to identify any ventilation in the building as our survey was only external.
Domestic Water	Domestic hot water is generated via the two natural gas boilers within the plant room serving the hot outlets in the building.
Above Ground Drainage	The wash hand basins, showers and WCs within the building all discharge to a single external below ground connection.

5.1.4. Co Op Building

System	Comments
Heating	Heat is generated via a domestic boiler which distributed LTHW around the building to several radiators located underneath external windows.
Cooling	No cooling present.
Ventilation	No ventilation present.
Domestic Water	Domestic hot water is generated via a single boiler located within a cabinet in the toilet area serving a single wash hand basin.
Above Ground Drainage	The wash hand basins and WCs within the building all discharge to several external below ground connection.

5.1.5. Audit Building

System	Comments
Heating	Heat is generated via a domestic boiler which distributed LTHW around the building to several radiators located underneath external windows.
Cooling	No cooling present.
Ventilation	No ventilation present.
Domestic Water	Domestic hot water is generated via a single boiler located within a cabinet in the toilet area serving a single wash hand basin.
Above Ground Drainage	The wash hand basins and WCs within the building all discharge to a single below ground connection.

5.1.6. Business Centre / Stables

System	Comments
Heating	Heat is generated via a domestic boiler which distributed LTHW around the building to several radiators located on the external walls.
Cooling	Cooling is located within the print room of this building; it is served by one large external Denco condenser.
Ventilation	No ventilation witnessed during the survey.
Domestic Water	Domestic hot water is generated via a single boiler located within the basement plant room serving the outlets within the building.
Above Ground Drainage	No above ground drainage witnessed during the survey

5.1.7. North Block

System	Comments
Heating	Heat is generated in the building by 4no. LTHW boilers located in 2no. plantroom which can be accessed from the public highway. The LTHW boilers serve AHU heating coils, wet radiators, domestic hot water cylinders and fan coil units.
Cooling	No cooling present.
Ventilation	No ventilation witnessed during the survey. However, it has been assumed that the ventilation strategy is similar to the South Block, which is predominately natural ventilation with areas being served by a local air handling unit.

System	Comments
Domestic Water	Domestic hot water is generated via the LTHW boilers within the plant rooms around the building. These then serve a large number of calorifiers which store and distribute the hot water to the toilet cores and kitchenette areas throughout the North Block.
Above Ground Drainage	The toilet cores throughout the building have a number of above ground soil vent pipes. These then continue to connect to a large number of below ground connections.

5.2. Electrical Services

5.2.1. Lodge Building

System	Comments
LV Supply	Incoming supply by DNO is terminated into a single-phase consumer unit which final circuits to consumer services within the building. Consumer unit has 2No. spare ways and is assumed to be less than 10 years old and appears to be in good working condition
Transformers	None
Generators	None
UPS	No UPS identified during the survey
Fire Alarm	Wireless system linked to main network
Access Control	None
Lightning Protection	Assumed existing, not observed during site survey

5.2.2. South Block

System	Comments
LV Supply	Supply to the South Block is split between two main LV switch panels located in Emergency Planning room 1038 on the Basement level and within Sub-station TX1 in room 0135 on Ground level. South block contains a mixture of very old and new distribution boards.
Transformers	Fed from TX1 and TX3
Generators	2No. Generators located on Basement level back up the data centre within South Block, these generators are very old and require replacement, refer to section 3.0 Existing Site Constraints & Opportunities for more details
UPS	2No. UPS centrally located within South Block for backing up IT equipment within the data centre were identified during the site survey.
Fire Alarm	Mixture of wired and wireless system linked to main multiple fire alarm panels around the block which sit on the site network
Access Control	Yes
Lightning Protection	Assumed existing, not observed during site survey

5.2.3. Former Gym

System	Comments
LV Supply	250A TPN Supply from Emergency Planning (DB1A/2L1,2,3) - "OLD GYM 160A Tapped down to 112A" from label on main LV panel in Emergency Planning Distribution boards observed during survey are less than 10 years old and in good working condition
Transformers	Fed from TX3
Generators	None
UPS	No UPS identified during the survey
Fire Alarm	Although not observed during the site survey a wireless system is assumed linked to main network
Access Control	Access control is present within the building
Lightning Protection	Assumed existing, not observed during site survey

5.2.4. Co Op Building

System	Comments
LV Supply	100A SPN supplied from Business Centre Panel Board Panel board and DB's are old and in need to replacement.
Transformers	No, fed from TX2
Generators	None
UPS	No UPS identified during the survey
Fire Alarm	Wireless system linked to main network
Access Control	No Access control was identified during the survey
Lightning Protection	Assumed existing, not observed during site survey

5.2.5. Audit Building

System	Comments
LV Supply	125A TPN MCCB in Business Centre ground floor panel board Consumer units observed within the Audit block are old and due for replacement
Transformers	None, fed from TX2
Generators	None
UPS	No UPS identified during the survey
Fire Alarm	Wireless system linked to main network
Access Control	No Access control was identified during the survey
Lightning Protection	Assumed existing, not observed during site survey

5.2.6. Business Centre / Stables

System	Comments
LV Supply	Business Centre 1000A TPN Supply from Transformer TX2 Stables 125A TPN protected by a 100A MCCB in Business Centre ground floor panel board Panel board appears to be less than 10 years old in good working condition. 5No. Spare ways were present within the panel. No DB's were observed during the site survey.
Transformers	None, fed from TX2
Generators	None
UPS	No UPS identified during the survey
Fire Alarm	Wired Fire Alarm system back to main network
Access Control	Access control is present within these buildings
Lightning Protection	Assumed existing, not observed during site survey

5.2.7. North Block

System	Comments
LV Supply	630A TPN supply from main switch board for Transformer TX1- Ref DB3003 The Panel board and sub-main boards within the block are greater than 25 years old and require replacement.
Transformers	None, fed from TX1
Generators	None
UPS	No UPS identified during the survey
Fire Alarm	Wired system linked to main network
Access Control	No Access control was identified during the survey
Lightning Protection	Assumed existing, not observed during site survey

5.2.8. Ancillary Buildings/Services

System	Comments
LV Supply	2No. Feeder Pillars located 1No. adjacent to compactor at entrance to car park for external lighting and 1No. to the South of the South Block within central grassed area for Bottom lawn for general purpose external supplies. BakerHicks were unable to gain access inside of feeder pillars during the site survey.
Transformers	Transformer TX2 is located to the West side of the car park near the Business Centre.
Generators	2No. Generators located on Lower Basement level adjacent to the Lodge. 1No. backs up the Emergency Planning within South Block which is old and requires replacement (refer to section 3.0). 1No. generator backs up IT equipment and appears to be in good condition and are not due for replacement.
UPS	None
Fire Alarm	None
Access Control	None
Lightning Protection	Assumed that there is no lightning protection to this building due to its size and location adjacent larger structures.

6. New Utility Supplies

In this section of the report, we consider any new requirements for utilities based upon the 3no. referred refurbishment options.

6.1. Option 1

This option looks at only the minimum expenditure necessary to make the building fit-for-purpose in its current use including backlog maintenance, continued operational expenditure and decarbonisation measures. No new utility supplies required under this option.

6.2. Option 2

Option 2	Size / Load	Comments
Water	<p>North Block – Existing Sufficient.</p> <p>South Block -2no. New Ø50mm required</p> <p>Co-op – Assumed Existing Sufficient.</p> <p>Business / Stables – 2no. New Ø32mm required</p> <p>Audit – Assumed Existing Sufficient</p> <p>Lodge – Assumed Existing Sufficient</p>	
Natural Gas	N/A	In order to improve the sites long term resilience and dependence on Natural Gas, it is recommended that it is not considered for the redevelopment.
Electricity	<p>This option involves all areas being fully designed and fitted out by others. Therefore, the following has only been provided for 3rd party development cost.</p> <p>Full strip-out of all redundant electrical services. Add to all sections</p> <p>Residential - North Block – New 1No. 315kVA transformer which could be located within the plant area on the ground floor</p>	

Option 2	Size / Load	Comments
	<p>South Block (inc. Winter Gardens) – New 2No. 1000kVA transformers one to serve the East and of for the West.</p> <p>Co-op – Assumed Existing Sufficient.</p> <p>Business / Stables – Assumed Existing Sufficient.</p> <p>Audit – Assumed Existing Sufficient.</p> <p>Lodge – Assumed Existing Sufficient.</p> <p>2No. Existing 500kVA transformers could potentially be re-used subject to satisfactory condition testing, see section 7.3 for more details.</p>	
Data	<p>Option A</p> <p>A new data centre to be installed for the new facility feeding a fibre network with all new areas having their own comms room or data cabinet.</p> <p>Option B</p> <p>Each individual facility will require their own data infrastructure i.e., data centre.</p>	

6.3. Option 3

Option 3	Size / Load	Comments
Water	<p>North Block – Existing Sufficient.</p> <p>South Block -2no. New Ø50mm required</p> <p>Co-op – Existing Sufficient.</p> <p>Business / Stables – 2no. New Ø32mm required</p> <p>Audit - Existing Sufficient</p> <p>Lodge – Existing Sufficient</p> <p>New Council Building – New Ø32mm</p>	
Natural Gas	N/A	In order to improve the sites long term resilience and dependence on Natural Gas, it is recommended that it is not considered for the redevelopment.
Electricity	<p>Residential - North Block – New 1No. 315kVA transformer which could be located within the plant area on the ground floor</p> <p>South Block (inc. Winter Gardens) – New 2No. 1000kVA transformers one to serve the East and of for the West.</p> <p>New office accommodation - Co-op / Business / Stables – New 1No. 1000kVA transformer</p> <p>Additional office accommodation or additional support facilities to support hotel operations could be located within the old Bath House, which could require a new 315kVA transformer. There is a potential for the existing 500kVA transformer TX1 or TX2 (subject to satisfactory condition testing) to be re-used to supply this new office area.</p> <p>Audit – Potential Residential Development</p>	

	<p>Lodge – Not part of new works</p> <p>1No. existing 500kVA transformers could potentially be re-used subject to satisfactory condition testing (see section 7.3 for more details) which could mean smaller new transformers are required above.</p>	
Data	<p>Option A</p> <p>A new data centre to be installed for the new facility feeding a fibre network with all new areas having their own comms room or data cabinet.</p> <p>Option B</p> <p>Each individual facility will require their own data infrastructure i.e., data centre.</p>	

6.4. Option 4

Option 4	Size / Load	Comments
Water	<p>North Block - Existing Sufficient.</p> <p>South Block - 2no. New Ø50mm required</p> <p>Co-op – Existing Sufficient.</p> <p>Business / Stables – 2no. New Ø32mm required</p> <p>Audit - Existing Sufficient</p> <p>Lodge – Existing Sufficient</p> <p>New Council Building – New Ø32mm</p>	
Natural Gas	N/A	In order to improve the sites long term resilience and dependence on Natural Gas, it is recommended that it is not considered for the redevelopment.
Electricity	<p>Residential - North Block – New 1No. 315kVA transformer which could be located within the plant area on the ground floor</p> <p>South Block (inc. Winter Gardens) – New 2No. 1000kVA transformers one to serve the East and of for the West.</p> <p>New office accommodation - Co-op / Business / Stables – New 1No. 500kVA transformer</p> <p>Additional office accommodation or additional support facilities to support hotel operations could be located within the old Bath House, which could require a new 315kVA transformer. There is a potential for the existing 500kVA transformers TX1 or TX2 (subject to satisfactory condition testing) to be re-used to supply this new office area.</p>	

	<p>Audit – Potential Residential Development</p> <p>Lodge – Not part of new works</p> <p>1No. existing 500kVA transformers could potentially be re-used subject to satisfactory condition testing (see section 7.3 for more details) which could mean smaller new transformers are required above.</p>	
Data	<p>Option A</p> <p>A new data centre to be installed for the new facility feeding a fibre network with all new areas having their own comms room or data cabinet.</p> <p>Option B</p> <p>Each individual facility will require their own data infrastructure i.e., data centre.</p>	

7. Proposed Building Services Strategy

7.1. Option 1

This option looks at only the minimum expenditure necessary to make the building fit-for-purpose in its current use including backlog maintenance, continued operational expenditure and decarbonisation measures. Listed below are keys items which need to be considered within the cost plan to ensure the buildings remain functional for a number of years:

7.1.1. Mechanical

- All domestic sized, ideal Logic Boilers within Co-op, Audit, Stables, Lodge and South Block will need replacing in the next 5-10 years due to on-going failures and maintenance issues.
- North & South Block Air Handling Unit Serving & Filter Replacement.
- Chemical Treatment of all Heating Systems – All Buildings.
- Clean and Chlorination of the Domestic Hot and Cold-Water Systems – All Buildings.

7.1.2. Electrical

- Replace exiting 2No. Generators within South block Basement Level with new as these feed critical IT equipment.
- Transformer TX3 to be replaced with new.
- Any sub-main panels which are greater than 25 years old are to be replaced with new. This includes sub-main panels within North block.
- Any final distribution board which is not redundant and are still required which are at end of life will be replaced with new.

7.2. Option 2

7.2.1. North Block – Residential including retail areas and storage

General Note. RAG status within the following tables stands for Red (High), Amber (Medium) & Green (Low) and is referring to a comparison of the levels of complexity/cost of a design element.

North Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Ventilation		Central air handling plant with heat recovery	Central plant space needed Spatial requirement for vertical risers and horizontal distribution. Individual units for each residential or hotel rooms	High
		Local extract fans and natural ventilation	New penetrations to be added into the side of the building. New double glazing will be required.	Low
Heating		Via VRF system	New external compounds will be required to house the air source heat pumps.	Medium

North Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
			Ceiling void within the rooms required to conceal services.	
Cooling		Via VRF system	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium
Domestic hot and cold water		Air Source Heat Pump	New external compounds will be required to house the air source heat pumps. Large cylinders centrally or dedicated unit per residential building / room	Low
Above ground foul drainage		As Existing.	Drainage pipework will need to be carefully routed to coordinate with the existing historic architecture	Low
LV distribution	Existing Transformer TX1 could be re-used to feed one of the new supplies to the residential areas.		An initial review has been carried out and it is proposed that No. new incoming HV supplies may be required to feed 1 new internal substation which could be located on the ground floor of the north block housing 1No. 315kVA transformer. There is a potential that one of the existing transformers TX1 or TX2 could be re-used for one of these supplies subject to satisfactory condition testing.	High
Lighting		General & Emergency Lighting	New general and emergency lighting throughout the new installation	Low
Small Power		Small power	A new small power installation to be designed and installed within the new area	Low
Data			New incoming data connection required. New data outlets will be required throughout the residential area	Medium

North Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
			back to a single fibre optic link which will be networked around this new residential area	
Fire Alarm	The existing system links back to the main network for the whole of County Hall, this is therefore not appropriate for the new system as a standalone system will be required by the future occupant	Fire Alarm System	A new dedicated fire alarm system will be required for the new residential installation. This could comprise of a master fire alarm panel within the entrance, with a repeater panel located elsewhere in the building. A new link to a call monitoring centre might be required and will therefore need to be allowed for.	Low
Security	No security located within this building currently	Access control and intruder alarm systems	It is unknown if the future developer of the residential fitout would require access control although it could be used in place of a traditional key system. It is proposed that an intruder alarm system may be required within the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
CCTV	No CCTV located within this building currently	CCTV	It BakerHicks' opinion that CCTV would be required within the communal, entrance and retail areas of the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
Lightning Protection	Existing system will have been installed to an old version of the British standard	Lightning Protection and bonding network	System will require inspection and testing by an LPS specialist with the potential for remedial works to be required to bring in line with current standards.	Medium

7.2.2. South Block – Spa / Hotel

South Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Ventilation		Central air handling plant with heat recovery	Central plant space needed Spatial requirement for vertical risers and horizontal distribution. Individual units for each residential or hotel rooms	High
		Local extract fans and natural ventilation	New penetrations to be added into the side of the building. New double glazing will be required.	Low
Heating		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium
Cooling		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium
Domestic hot and cold water		Air Source Heat Pump	New external compounds will be required to house the air source heat pumps. Large cylinders centrally or dedicated unit per residential building / room	Low
Above ground foul drainage		As existing.	Drainage pipework will need to be carefully routed to coordinate with the existing historic architecture	Low
LV distribution	From initial estimates the existing infrastructure is not adequately sized to feed the hotel and event/performance block		An initial review has been carried out and it is proposed that 2No. new 1000kVA incoming HV supplies may be required to feed two new external substations. One for East and one for West side of	High

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South Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
	Existing transformer TX1 could be re-used to feed one of the new supplies to the spa/hotel areas.		the new hotel/event performance facility. There is a potential that one of the existing transformers, TX1 could be re-used for one of these supplies subject to satisfactory condition testing, which would mean that smaller new transformers would be required.	
Lighting	Existing lighting within the South block is not appropriate for the new installation and therefore is required to be stripped out and replaced with new		New general and emergency lighting throughout the new installation	Low
Small Power	Existing small power installation within the South block is not appropriate for the new installation and therefore is required to be stripped out and replaced with new		A new small power installation to be designed and installed within the new area	Low
Data	The existing data centre will be re-located off site and therefore cannot be used in the new design.		New incoming data connection required. New data centre and comms rooms locate around the block will be required feeding new data outlets positioned to suit the new design	Medium
Fire Alarm	The existing system links back to the main network for the whole of County Hall, this is therefore not appropriate for the new system as a standalone system will be required by the future occupant	Fire Alarm System	A new dedicated fire alarm system will be required for the new residential installation. This could comprise of a master fire alarm panel within the entrance, with a repeater panel located elsewhere in the building. A new link to a call monitoring centre might be required and will therefore need to be allowed for.	Low
Security	Access control is located within this building currently although this will not be appropriate for the new building purpose.	Access control and intruder alarm systems	It is BakerHicks' opinion that a new access control system will need to be provided so as to provide the future occupant with their required level of security. It is proposed that an intruder alarm system may be required within the building. It is	Low

South Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
			assumed that the new occupant will be installing a new guest key type system for all bedrooms etc. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	
CCTV	CCTV located within this building will not be sufficient for the new installation	CCTV	It BakerHicks' opinion that CCTV would be required within the communal, entrance areas of the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
Lightning Protection	Existing system will have been installed to an old version of the British standard	Lightning Protection and bonding network	System will require inspection and testing by an LPS specialist with the potential for remedial works to be required to bring in line with current standards.	Medium

7.2.3. Co-op – Unused - Potential Residential Development

Under Option 2, the existing Co-op is not retained and has not been considered for redevelopment.

7.2.4. Audit Building – Unused – Potential Residential Development

Under Option 2, the existing Audit Building is not retained and has not been considered for redevelopment.

7.2.5. Gym Block – Unused

Under Option 2, the existing Gym Block is not retained and has not been considered for redevelopment.

7.2.6. Business / Stables – Unused

Under Option 2, the existing Business / Stables Blocks are not retained and has not been considered for redevelopment.

7.2.7. Lodge Building – Unused

Under Option 2, the existing lodge building will be refurbished and absorbed into the footprint of the South block.

7.2.8. External Buildings/Services

Business / Stables	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Ventilation		N/A	N/A	
Heating		External compounds will be required for the external ASHP condensers to be located. These can be fence off with a louvre type screening system.	Loss of external footprint.	Medium
Cooling		These can be fence off with a louvre type screening system.	Loss of external footprint.	Medium
LV distribution	Existing Feeder Pillars or Transformer TX2 could be used supplies new external lighting supplies, subject to a full intrusive survey.		If Transformer TX2 and feeder pillars are deemed not appropriate for re-use new supplies will need to be sourced from either internal DB's adjacent to new external lighting or for EV Chargers or new dedicated distribution board(s) may be required to be installed	High
Lighting	Existing external light will not be appropriate for the new installation and therefore will need to be stripped out and replaced	External lighting	New external lighting (inc. Emergency to muster points) will be required as part of the new design.	Low
Small Power	The supplies to the existing EV charger will be stripped out as there will no longer be required in their current locations.	EV Chargers	New supplies will need to be installed for the new EV chargers which could come from existing TX 2 if it is deem appropriate for re-use in the new installation.	Low
Data	None within existing infrastructure		New EV Chargers might require a data link and therefore new infrastructure will be required	Medium
Fire Alarm	N/A			
Security	N/A			
CCTV	Existing external CCTV may not be appropriate for the new usual of the site as there will be multiple occupants.	CCTV	New CCTV may be required to various parts of the new site which may be either monitored by the individual occupants' or centrally monitored for the whole site. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Medium

Business / Stables	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Lightning Protection	N/A			

7.3. Option 3 & 4

7.3.1. North Block – Residential

North Block		System description	Key Issues / Impact on building	RAG Status
Ventilation		Central air handling plant with heat recovery	Central plant space needed Spatial requirement for vertical risers and horizontal distribution. Individual units for each residential or hotel rooms	High
		Local extract fans and natural ventilation	New penetrations to be added into the side of the building. New double glazing will be required.	Low
Heating		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium
Cooling		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium
Domestic hot and cold water		Air Source Heat Pump	New external compounds will be required to house the air source heat pumps. Large cylinders centrally or dedicated unit per residential building / room	Low
Above ground foul drainage		As Existing.	Drainage pipework will need to be carefully routed to coordinate with the existing historic architecture	Low

North Block		System description	Key Issues / Impact on building	RAG Status
LV distribution	Existing Transformer TX1 could be re-used to feed one of the new supplies to the residential areas.		<p>An initial review has been carried out and it is proposed that No. new incoming HV supplies may be required to feed 1 new internal substation which could be located on the ground floor of the north block housing 1No. 315kVA transformer.</p> <p>There is a potential that one of the existing transformers TX1 or TX2 could be re-used for one of these supplies subject to satisfactory condition testing.</p>	High
Lighting		General & Emergency Lighting	New general and emergency lighting throughout the new installation	Low
Small Power		Small power	A new small power installation to be designed and installed within the new area	Low
Data			<p>New incoming data connection required.</p> <p>New data outlets will be required throughout the residential area back to a single fibre optic which will be networked around this new area</p>	Medium
Fire Alarm	The existing system links back to the main network for the whole of County Hall, this is therefore not appropriate for the new system as a standalone system will be required by the future occupant	Fire Alarm System	A new dedicated fire alarm system will be required for the new residential installation. This could comprise of a master fire alarm panel within the entrance, with a repeater panel located elsewhere in the building. A new link to a call monitoring centre might be required and will therefore need to be allowed for.	Low
Security	No security located within this building currently	Access control and intruder alarm systems	It is unknown if the future developer of the residential fitout would require access control although it could be used in place of a traditional key system. It is proposed that an intruder alarm system may be required within the building. A new link to somewhere	Low

North Block		System description	Key Issues / Impact on building	RAG Status
			on site or to a remote monitoring service will need to be allowed for.	
CCTV	No CCTV located within this building currently	CCTV	It BakerHicks' opinion that CCTV would be required within the communal, entrance and retail areas of the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
Lightning Protection	Existing system will have been installed to an old version of the British standard	Lightning Protection and bonding network	System will require inspection and testing by an LPS specialist with the potential for remedial works to be required to bring in line with current standards.	Medium

7.3.2. South Block – Spa / Hotel

South Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Ventilation		Central air handling plant with heat recovery	Central plant space needed Spatial requirement for vertical risers and horizontal distribution. Individual units for each residential or hotel rooms	High
		Local extract fans and natural ventilation	New penetrations to be added into the side of the building. New double glazing will be required.	Low
Heating		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium
Cooling		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Medium

South Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Domestic hot and cold water		Air Source Heat Pump	New external compounds will be required to house the air source heat pumps. Large cylinders centrally or dedicated unit per residential building / room	Low
Above ground foul drainage		As Existing.	Drainage pipework will need to be carefully routed to coordinate with the existing historic architecture	Low
LV distribution	From initial estimates the existing infrastructure is not adequately sized to feed the hotel and event/performance block Existing transformer TX1 could be re-used to feed one of the new supplies to the spa/hotel areas.		An initial estimate has been carried out and it is proposed that 2No. new 1000kVA incoming supplies might be required to feed two new external substations. One for East and one for West side of the new hotel/event performance facility There is a potential that one of the existing transformers TX1, could be re-used for one of these supplies subject to satisfactory condition testing, which would mean that smaller new transformers would be required.	High
Lighting	Existing lighting within the South block is not appropriate for the new installation and therefore is required to be stripped out and replaced with new		New general and emergency lighting throughout the new installation	Low
Small Power	Existing small power installation within the South block is not appropriate for the new installation and therefore is required to be stripped out and replaced with new		A new small power installation to be designed and installed within the new area	Low
Data	The existing data centre will be re-located off site and therefore cannot be used in the new design.		New incoming data connection required. New data outlets will be required throughout the hotel which will be networked around the building and linked back to a single fibre optic incoming link.	Medium
Fire Alarm	The existing system links back to the main network for the whole of	Fire Alarm System	A new dedicated fire alarm system will be required for the new	Low

South Block	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
	County Hall, this is therefore not appropriate for the new system as a standalone system will be required by the future occupant		spa/hotel installation. This could comprise of a master fire alarm panel within the entrance, with a repeater panel located elsewhere in the building. A new link to a call monitoring centre might be required and will therefore need to be allowed for.	
Security	Access control is located within this building currently although this will not be appropriate for the new building purpose.	Access control and intruder alarm systems	It is BakerHicks' opinion that a new access control system will need to be provided so as to provide the future occupant with their required level of security. It is proposed that an intruder alarm system may be required within the building. It is assumed that the new occupant will be installing a new guest key type system for all bedrooms etc. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
CCTV	CCTV located within this building will not be sufficient for the new installation	CCTV	It BakerHicks' opinion that CCTV would be required within the communal, entrance areas of the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
Lightning Protection	Existing system will have been installed to an old version of the British standard	Lightning Protection and bonding network	System will require inspection and testing by an LPS specialist with the potential for remedial works to be required to bring in line with current standards.	Medium

7.3.3. Co-op – New Council Workspace

Under Option 3, the existing Co-Op Building considered for the new office workspace, therefore is covered in section 7.3.9 below.

7.3.4. Audit Building - Potential Residential Development

Under Option 3, the existing Audit Building is not retained and has not been considered for redevelopment.

7.3.5. Business / Stables – Unused

Under Option 3, the existing Business / Stables Buildings are not retained and has not been considered for redevelopment.

7.3.6. Gym Block – Unused

Under Options , the existing Gym Block is not retained and has not been considered for redevelopment.

7.3.7. Lodge Building

Under Option 3, the existing lodge building will be refurbished and absorbed into the footprint of the south block.

7.3.8. Ancillary Buildings/Services

Business / Stables	Existing Infrastructure	System description	Key Issues / Impact on building	RAG Status
Ventilation		N/A	N/A	
Heating		External compounds will be required for the external ASHP condensers to be located. These can be fence off with a louvre type screening system.	Loss of external footprint.	Medium
Cooling		These can be fence off with a louvre type screening system.	Loss of external footprint.	Medium
LV distribution	Existing Feeder Pillars or Transformer TX2 could be used supplies new external lighting supplies, subject to a full intrusive survey		If Transformer TX2 and feeder pillars are deemed not appropriate for re-use, new supplies will need to be sourced from either internal DB's adjacent to new external lighting or EV Chargers or a new dedicated distribution boards might be required to be installed	High
Lighting	Existing external light will not be appropriate for the new installation and therefore will need to be stripped out and replaced	External lighting	New external lighting (inc. Emergency to muster points) will be required as part of the new design.	Low
Small Power	The supplies to the existing EV charger will be stripped out as there will no longer be required in their current locations.	EV Chargers	New supplies will need to be installed for the new EV chargers which could come from existing TX 2 if it is deem appropriate for re-use in the new installation.	Low
Data	None within existing infrastructure		New EV Chargers might require a data link and therefore new infrastructure will be required	Medium
Fire Alarm	N/A			
Security	N/A			
CCTV	N/A			
Lightning Protection	N/A			

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7.3.9. New Workspace

New Workspace		System description	Key Issues / Impact on building	RAG Status
Ventilation		MVHR Located in Ceiling Void	New ventilation system required, can be located within a proposed ceiling void to remove the requirement for any external plant space.	Low
		Local extract fans for toilet ventilation	System can easily be added to the	Low
Heating		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Low
Cooling		Via VRF System	New external compounds will be required to house the air source heat pumps. Ceiling void within the rooms required to conceal services.	Low
Domestic hot and cold water		Electric Point of Use	IPS panelling to be used to conceal the heaters.	Low
Above ground foul drainage			Connecting to the below ground systems may require extensive Civil works to provide a new below ground connection.	Medium
LV distribution	Existing Transformer TX1 could be re-used for the new supply to the office installation. TX3 is due to be replaced as discussed in Section 3.0, this transformer will be stripped out as part of the new works		Option 3 - An initial review has been carried out and it is proposed that 1No. new 1000kVA incoming supplies may be required to feed the new offices on the old Business Centre/ Stables and Co-Op blocks. Option 4 - An initial review has been carried out and it is proposed that 1No. new 500kVA incoming supplies may be required to feed the new offices on the old Business Centre/ Stables and Co-Op blocks. Option 3 & 4 Additional office accommodation or additional support facilities to support hotel operations could be	High

New Workspace		System description	Key Issues / Impact on building	RAG Status
			located within the old Bath House. Could be supplied by a new 315kVA transformer. There is a potential for re-using an existing 500kVA transformer TX1 or TX2 subject to satisfactory condition testing. If this transformer however does not pass testing a new transformer will be required.	
Lighting	N/A		New general and emergency lighting throughout the new installation	Low
Small Power	N/A		A new small power installation to be designed and installed within the new area	Low
Data	N/A		New incoming data connection required. New data centre and comms rooms locate around the block will be required feeding new data outlets positioned to suit the new design	Medium
Fire Alarm	N/A	Fire Alarm System	A new dedicated fire alarm system will be required for the new residential installation. This could comprise of a master fire alarm panel within the entrance, with a repeater panel located elsewhere in the building. A new link to a call monitoring centre might be required and will therefore need to be allowed for	Low
Security	N/A	Access control and intruder alarm systems	It is BakerHicks' opinion that a new access control system may need to be provided so as to provide a level of security which the council may require. It is proposed that an intruder alarm system may be required within the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	Low
CCTV	N/A	CCTV	It BakerHicks' opinion that CCTV would be required within the	Low

New Workspace		System description	Key Issues / Impact on building	RAG Status
			communal, entrance areas of the building. A new link to somewhere on site or to a remote monitoring service will need to be allowed for.	
Lightning Protection	N/A	Lightning protection and bonding systems	A new lightning protection system may be required subject to a risk assessment being carried out during a future design stage.	Low

8. Sustainability

8.1. Energy and Sustainability Targets

There are no formal energy or sustainable targets for this project. However, the building services design will endeavour to reduce the operational energy and water consumption of the building wherever possible whilst achieving thermal comfort and achieving the client's requirements.

8.2. Energy Strategy

The building energy strategy is being developed using the following hierarchy:

- Reduce demand
- Meeting end use demand efficiently
- Supply form low-carbon and zero-carbon sources

Reduce demand

The building design will use a 'fabric first' approach that maximises passive design measures before considering the use of mechanical and electrical building services systems. This will help to reduce capital and operational costs, improve energy efficiency and reduce carbon emissions whilst reducing ongoing maintenance cost.

The design will aim to minimise the need for energy consumption through methods such as:

- Increased levels of thermal insulation to reduce heat loss
- Maximised airtightness to reduce unwanted infiltration
- Maximise natural daylighting to reduce lighting energy
- Control of glare and excessive solar gains to reduce the need for cooling
- Optimising natural ventilation

Meeting end use demand efficiently

The mechanical and electrical building services systems will incorporate energy efficient plant and equipment to meet the end use energy demand, including:

- Variable speed drives on all pumps and fans
- Pipework and ductwork designed using low-loss fittings and optimal velocities to maintain low pressure drops
- Mechanical ventilation with heat recovery
- Low energy LED lighting daylighting control systems
- Local point of use electric water heaters to minimise standing losses
- Low water usage fittings
- Energy metering to monitor energy use

Supply form low-carbon and zero-carbon sources

The following low and zero-carbon technologies have been considered to avoid using fossil fuels:

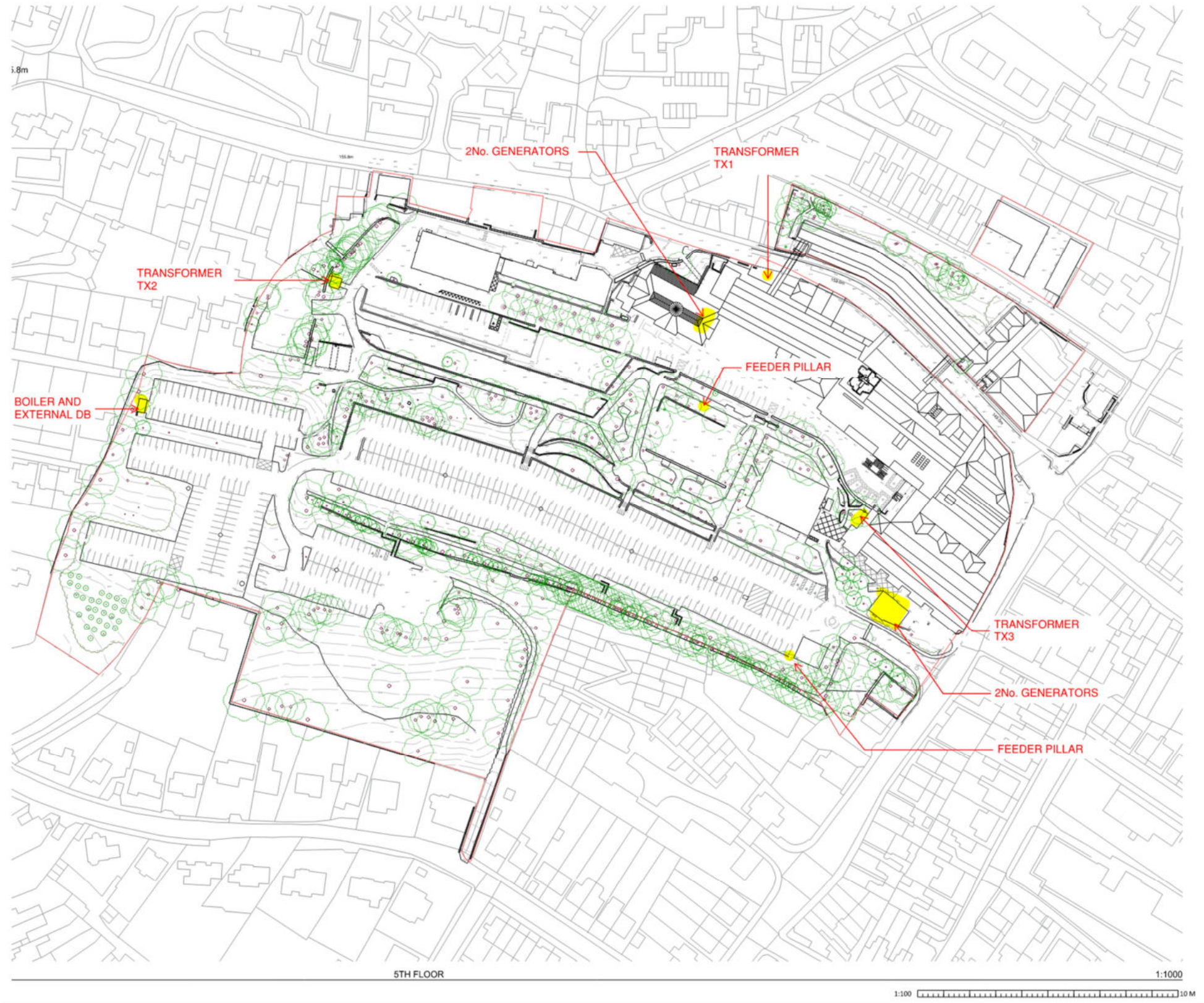
- Air source heat pumps supplied from electricity to provide space heating
- Solar water heating to generate domestic hot water

- Photovoltaics to generate electricity

There are limitations to what renewables can be installed at roof level without affecting the planning application, however these options will be discussed further with the design team.

9. Appendix

9.1. Existing External Plant Location Plan



9.2. Photos

Transformer TX1



Transformer TX2



Transformer TX3



Generators DCC 1 and DCC 2



Generators DCC 4



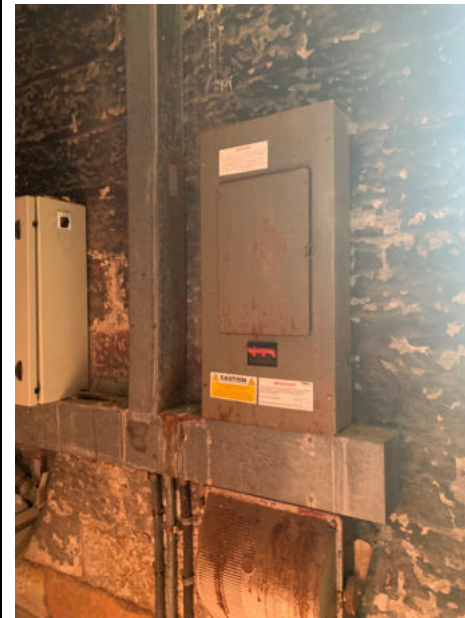
DCC 7



Contaminated Generator



Old & Redundant Distribution Boards within South Block



Old & Redundant switchgear within Co-Op Block



South Block UPS



North Block Main LV Switch Panel



South Block – Emergency Planning



The Lodge – Incoming supply from DNO



External Boiler House within in West car park



External Feeder Pillar – Entrance to car park



External Feeder Pillar – South Lawn



South Block Boiler House – Large Boiler



South Block - Boilers





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1 Economic Impact Assessment

This report has been prepared by Ekos during November 2023 to support the preparation of an Outline Business Case for Derbyshire County Council's County Hall in Matlock.

1.1 Additionality

1.1.1 Defining the Routes to Impacts

The additional economic activity (benefits) will be generated through two areas of investment activity - these can be considered as the 'routes to impact':

- Public sector funded construction activity.
- follow-on development activity within Matlock (private sector led) Defining the Economic Indicators

The economic indicators are considered as:

- **one-off construction impacts** - construction impacts are measured in Person Year Equivalent (PYE) jobs. This method allows the number of people on-site over the whole construction period (which will vary over the period between full-time, part-time, permanent, temporary and contract) to be estimated as a proportion of an annual equivalent post.

Construction jobs are calculated by dividing the total capital cost by a turnover per employee construction sector co-efficient i.e. the amount of construction spend that will support one job for a period of one year.

- **follow-on development activity impacts** - the development will create jobs in retail, the hotel and through household expenditure from new housing units.. These jobs are measured as Full Time Equivalent (FTE) posts and are assumed to be ongoing.
- **Gross Value Added - (GVA)** is a measure of the economic output generated and is defined as the value of output minus the value of intermediate consumption. In an economic development context, it can capture the contribution that an intervention will/did make to aggregate economic activity. GVA impact is estimated by applying a relevant sector GVA per employee co-efficient to the estimated employment impact.

The GVA and turnover per employee co-efficients have been sourced from ABS 2021 and adjusted for PYE/FTE positions. All costs and benefits inflated to 2023 prices to derive a Constant Price. The

household spend figures are calculated based upon on a weighted average of relevant sectors¹ based upon ONS household expenditure data², **Table 1.1**.

Table 1.1: Average GVA and Turnover per Employee Coefficients

Type of jobs created	GVA per employee	Turnover per Employee
Construction	£85,000	£233,000
Household spend	£50,000	£167,000
Office	£59,000	£98,000
Hotel	£25,000	£45,000
Retail	£38,000	£183,000

1.1.2 Calculating Additionality and Net Impacts

The approach described above calculates the gross impacts of the project, which simply shows the change in economic activity over a defined time period.

However, in order to measure the value of 'new' economic activity that is forecast to be generated through the activity we need to measure the net additional economic activity. The additionality factors have been applied based on a review of available market intelligence and professional judgement.

Deadweight - the proportion of impacts or project activity that would likely occur in the absence of the activity. This considers the counterfactual that would have happened without the project intervention and therefore helps define the level of economic activity that can be directly attributed. The deadweight is therefore considered as the 'do nothing' option where current council functions are retained in Matlock.

Leakage - the proportion of gross impacts (jobs) that accrue outside of the target region, considered as local (Matlock) and regional (Derbyshire).

- construction impacts: it is likely that the bulk of the contractors used in construction will likely be based in Derbyshire. However, it is likely that leakage will be high at the local level, with most contractors coming from outwith Matlock.

¹ Retail, primary industries, motor vehicle trades, real estate, education & health, arts & recreation, information & communication and food & accommodation.

²

<https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/expenditure/datasets/detailedhouseholdexpenditurebycountriesandregionsuktablea35>

- operational impacts - leakage will be high at the local level of household spend and office impacts as it is likely that much of the household spend will take place outwith Matlock and many office workers are resident elsewhere. Leakage is lower at the Derbyshire level as it is likely more of this impact is retained in the region. Hotel and retail leakage was judged to be lower as much of this will come from visitors to the region who are likely to spend time locally.

Table 1.2 presents the leakage factors that have been applied.

Table 1.2: Leakage

Sector	Matlock	Derbyshire
Construction	80%	20%
Household spend	60%	30%
Office	90%	10%
Hotel	30%	10%
Retail	30%	10%

Displacement - the negative effect on non-beneficiaries due to competitive market effects operating through product, factor, and investment markets. This considers whether the economic activity supported is new/additional or will be offset to some extent by losses for other market actors.

- Displacement will likely be moderate to low at the Matlock level and low at the regional and national level as it will likely involve some construction workers forgoing other construction activities.
- operational impacts - Despite there being an approximate increase in the population of 150 through the construction of new housing, it is likely that many of these come from the existing Matlock and Derbyshire population through house moves and new household formation. However, it is also likely that many new residents will come from outwith the region. Displacement for operational impact has therefore been judged to be moderate as it is likely that some impacts are displaced from elsewhere in the region from existing hotels and retail businesses. Displacement is 100% for office impacts as they are existing jobs.



Table 1.3 presents the displacement factors that have been applied.

Table 1.3: Displacement

Sector	Matlock	Derbyshire
Construction	20%	5%
Household spend	30%	50%
Office	0%	0%
Hotel	25%	40%
Retail	25%	40%

Multipliers which come about due to beneficiaries increasing their demand for goods and services from supplier businesses and the spending of those employed through direct or supplier linkage effects.

Multipliers have been sourced from the UK Government Input-Output analytical tables³.

- Derbyshire - multipliers are estimated at 50% of the national multiplier.
- Matlock - multipliers are estimated at 25% of the national multiplier.

Table 1.4 presents the multiplier factors that have been applied. As with the GVA and turnover coefficients outline above, the household spend multipliers has been calculated based on a weighted average of relevant sectors.

Table 1.4: Multipliers

Sector	Matlock	Derbyshire
Construction	1.32	1.63
Household spend	1.16	1.32
Office	1.14	1.28
Hotel	1.12	1.25
Retail	1.12	1.23

³ Input-Output tables, see [here](#)



1.2 Benefits

Economic benefits which arise from each option have been calculated from four sources:

- One-off construction impacts arising from the construction of each option.
- One-off impacts arising from the furnishing and decoration of new homes by new residents.
- Ongoing household spend impacts from new residents occupying the new housing.
- Ongoing impacts associated with staff occupying office space.
- Ongoing impacts associated with the new hotel and retail units.

1.2.1 Construction Impacts

The construction activity associated with the design, site preparation, build, and fit-out of each option will generate additional economic value for the economy in the form of new capital/construction investment opportunities. Capital Costs are presented in **Table 1.5**.

It should be noted that Optimism bias has been applied to these costs at 31% in the case of hotel and retail costs and 20% for public sector and residential costs.

Table 1.5: Indicative Capital Costs

Option	Total Capital Costs	Public Sector Costs	Private Sector Costs
Option 1	£127m	£127m	£0
Option 2b	£240m	£21m	£219m
Option 3a	£239m	£43m	£193m
Option 3b	£242m	£45m	£193m
Option 4b	£198m	£25m	£171m

Our analysis of construction employment is derived from dividing the total capital costs by the average annual turnover required to sustain one annual FTE job in the construction industry in the East Midlands.

Table 1.6 presents the gross construction impacts.

Table 1.6: Gross Construction Impacts

		Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Project Construction	PYE Jobs	530	1,030	1,030	1,040	850
	GVA	£37m	£83m	£82m	£83m	£68m

Taking account of displacement, leakage and multiplier effects, the net direct construction impacts are presented in **Table 1.7**.

Table 1.7: Net Construction Impacts

			Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Project Construction	Matlock	PYE Jobs	110	220	220	220	180
		GVA	£8m	£18m	£17m	£18m	£14m
	Derbyshire	PYE Jobs	660	1,280	1,280	1,290	1,060
		GVA	£46m	£103m	£103m	£103m	£85m

1.2.2 Ongoing Impacts

Ongoing impacts are generated by both one-off and ongoing household spend from residents occupying the new houses as well as the ongoing staffing of offices, the hotel and retail units.

One off household spend accounts for expenses associated with moving into a new home, including purchasing new furniture and white goods as well as initial decoration, etc. This can be highly variable based on the circumstances of the person moving into the property, but we have estimated levels based on the size of the house as outlined in **Table 1.8**.

Table 1.8: One off household spend

	Spend per household
2 Bedroom	£4,500
3 Bedroom	£5,000
4 Bedroom	£5,500
5 Bedroom	£6,000

Source: EKOS Estimates

Using Turnover and GVA coefficients, this provides gross impacts as outlined in **Table 1.9**.

Table 1.9: Gross One-off Household Spend Impacts

	Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Total one-off spend	£0	£0.4m	£0.4m	£0.4m	£0.4m
PYE Jobs	0	30	30	30	30
GVA	£0	£1.6m	£1.6m	£1.6m	£1.6m

Taking account of displacement, leakage and multiplier effects, the net direct one-off household spend impacts are presented in **Table 1.10**.

Table 1.10: Net One-off Household Spend Impacts

		Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Matlock	FTE Jobs	0	10	10	10	10
	GVA	£0m	£0.3m	£0.3m	£0.3m	£0.3m
Derbyshire	FTE Jobs	0	40	40	40	40
	GVA	£0m	£2m	£2m	£2m	£2m

Ongoing Household expenditure impacts take account of the spending of people occupying the new homes that are built as a result of the various options.

Household spend was based upon average household spend figures from ONS⁴. After adjusting to 2023 prices and making assumptions around house size, average annual spend per household is presented in **Table 1.11**.

Table 1.11: Annual Household Spend

	Spend per household	% Housing at Development
2 Bedroom	£20,826	25%
3 Bedroom	£23,603	50%
4 Bedroom	£27,768	25%

4

<https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/expenditure/datasets/detailedhouseholdexpenditurebycountriesandregionsuktablea35>



Using Turnover and GVA coefficients, this provides gross impacts as outlined in **Table 1.12**.

Table 1.12: Gross Annual Household Spend Impacts

	Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Total annual spend	£0m	£2.2m	£2.2m	£2.2m	£2.2m
FTE Jobs	0	15	15	15	15
GVA	£0m	£0.7m	£0.7m	£0.7m	£0.7m

Taking account of displacement, leakage and multiplier effects, the net direct one-off household spend impacts are presented in **Table 1.13**.

Table 1.13: Net Annual Household Spend Impacts

		Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Matlock	FTE Jobs	0	5	5	5	5
	GVA	£0m	£0.2m	£0.2m	£0.2m	£0.2m
Derbyshire	FTE Jobs	0	5	5	5	5
	GVA	£0m	£0.3m	£0.3m	£0.3m	£0.3m

Hotel and retail impacts take account of the spending on the operation and maintenance of hotel and retail developments

Using Turnover and GVA coefficients, this provides gross impacts as outlined in **Table 1.14**.

Table 1.14: Gross Hotel and Retail Spend Impacts

	Option 1	Option 2b	Option 3a	Option 3b	Option 4b
FTE Jobs	0	110	110	110	110
GVA	£0	£3.2m	£3.2m	£3.2m	£3.2m

Taking account of displacement, leakage and multiplier effects, the net direct hotel and retail impacts are presented in **Table 1.15**.

Table 1.15: Net Hotel and Retail Spend Impacts

		Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Matlock	FTE Jobs	0	70	70	70	70
	GVA	£0	£2m	£2m	£2m	£2m
Derbyshire	FTE Jobs	0	75	75	75	75
	GVA	£0	£2.1m	£2.1m	£2.1m	£2.1m

Office impacts take account of the spending on the operation and maintenance of public sector office employment. At the gross level, the economic impact of this would be zero, given that these office jobs are already located in Matlock. Similarly, at the net level for Derbyshire, the economic impact is zero as these jobs are already all located within Derbyshire. At the Matlock level however, for option 2b and 4b, there will be a negative economic impact as jobs are moved outwith Matlock

Using Turnover and GVA coefficients and taking account of displacement, leakage and multiplier effects net direct office spend impacts are presented in **Table 1.16**.

It should be noted that at the Matlock level for options 2b and 4b, office impacts are subtracted (50% in the case of option 4) to account for the loss of economic impact from Matlock to elsewhere in Derbyshire.

Table 1.16: Net Office Spend Impacts

		Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Matlock	FTE Jobs	0	-50	0	0	-25
	GVA	£0m	-£3m	£0m	£0m	-£1.5m
Derbyshire	FTE Jobs	0	0	0	0	0
	GVA	£0m	£0m	£0m	£0m	£0m

1.3 Long-Term GVA Impacts

Over the 30-year appraisal period, the total present value net GVA impacts, including construction impacts, operational impacts and household spend impacts⁵ are presented in **Table 1.17**.

Table 1.17: Cumulative 30-Year Impacts

	Option 1	Option 2b	Option 3a	Option 3b	Option 4b
Matlock	£8m	£3m	£56m	£56m	£26m
Derbyshire	£46m	£147m	£146m	£147m	£128m

⁵ Cumulative effects expressed as Present Value (PV) which represents the estimated GVA and salaries generated by the one-off construction and continuous 'on-site' and 'off-site' activity, discounted at 3.5% (HM Treasury's Social Time Preference Rate). Data presented to nearest £m.

1.4 Cost Benefit Analysis

Value for money is determined by the Benefit Cost Ratio (BCR). Net additional GVA is divided by the overall present value cost of each option, including capital and operational costs over the 30 year lifetime of the project. A BCR of greater than one, indicates a positive VfM e.g. a BCR of 2.0 means a £2 return in net additional GVA for every £1 of money invested.

In order to calculate BCR we must adjust the deadweight. Normally this involves subtracting the do-nothing option from each option, as well as calculating the net additional costs by subtracting the do-nothing costs from each options costs. However, given that the do nothing option is more expensive than the other options, this would result in negative net costs for each option, making calculating BCRs difficult.

Instead we have presented net direct BCRs instead of net additional for comparison, **Table 1.18**.

Table 1.18: Net Direct Public Cost Benefit Ratios

		Total Present Value Costs	Present Value Net GVA	BCR
Option 1	Matlock	£104m	£8m	0.1
	Derbyshire	£104m	£46m	0.4
Option 2b	Matlock	£21m	£3m	0.1
	Derbyshire	£21m	£147m	7.1
Option 3a	Matlock	£43m	£56m	1.3
	Derbyshire	£43m	£146m	3.4
Option 3b	Matlock	£45m	£56m	1.2
	Derbyshire	£45m	£147m	3.3
Option 4b	Matlock	£25m	£26m	1.0
	Derbyshire	£25m	£128m	5.1

Option 1 offers a poor return on investment, whilst all other options provide positive BCRs at the Derbyshire level.

Options 2b and 4b provide very low returns on investment at the Matlock level but produce comparatively higher BCR at the Derbyshire level due to lower costs.

Options 3a and 3b are the only options which provide a positive BCR at the Matlock level, they do, however produce lower BCRs at the Derbyshire level than Option 2b and 4b.



COUNTY HALL

MATLOCK, DERBYSHIRE DE4 3AG



Initial Market Engagement

Significant Redevelopment Opportunity in heart of Derbyshire Dales, UK.

Iconic Grade II Listed Building, originally built between 1853-1886 as Smedley's Hydropathic Establishment, overlooking the historic Derwent valley.

Site Area of 5.8 ha / 14.33 acres and 25,598 sqm / 275,535 sqft of GIA.

Property includes many period hotel features (restaurant, bar, lounge, meeting spaces) and the potential to house 200+ bedrooms.

Currently the headquarters of Derbyshire County Council.

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Opportunity for hotel, conference, leisure, spa, office, community and residential uses.

Introduction

Derbyshire County Council has instructed BNP Paribas Real Estate to undertake a market engagement exercise for its County Hall in Matlock. This is to inform the assessment of the future of the estate, to obtain feedback on the type and form of re-use and development that may be possible and to review potential delivery mechanisms.

There is no pre-determined use or delivery method - the market engagement is an opportunity for interested parties to put forward all potential ideas and preferences for the estate.

Interested parties are invited to complete the separate questionnaire after consideration of this document and the supporting technical documents available in the data room. Meetings with the

wider advisory team at BNP Paribas, Real Estate Works and HLM Architects are also welcomed.

The over-riding objective is to deliver the optimum outcome for the long-term use of the estate so that it contributes to the vitality of the town of Matlock and makes a significant ongoing contribution to the economy of the area. No options are discounted at this point with the council seeking a more sustainable, long-term solution for its needs on site.

You are requested to complete the questionnaire and return it to Harry Douglass, Guy Cooke or David Couch at BNPPRE by 21st July 2023.

Please contact us to discuss further or to arrange a meeting on site.





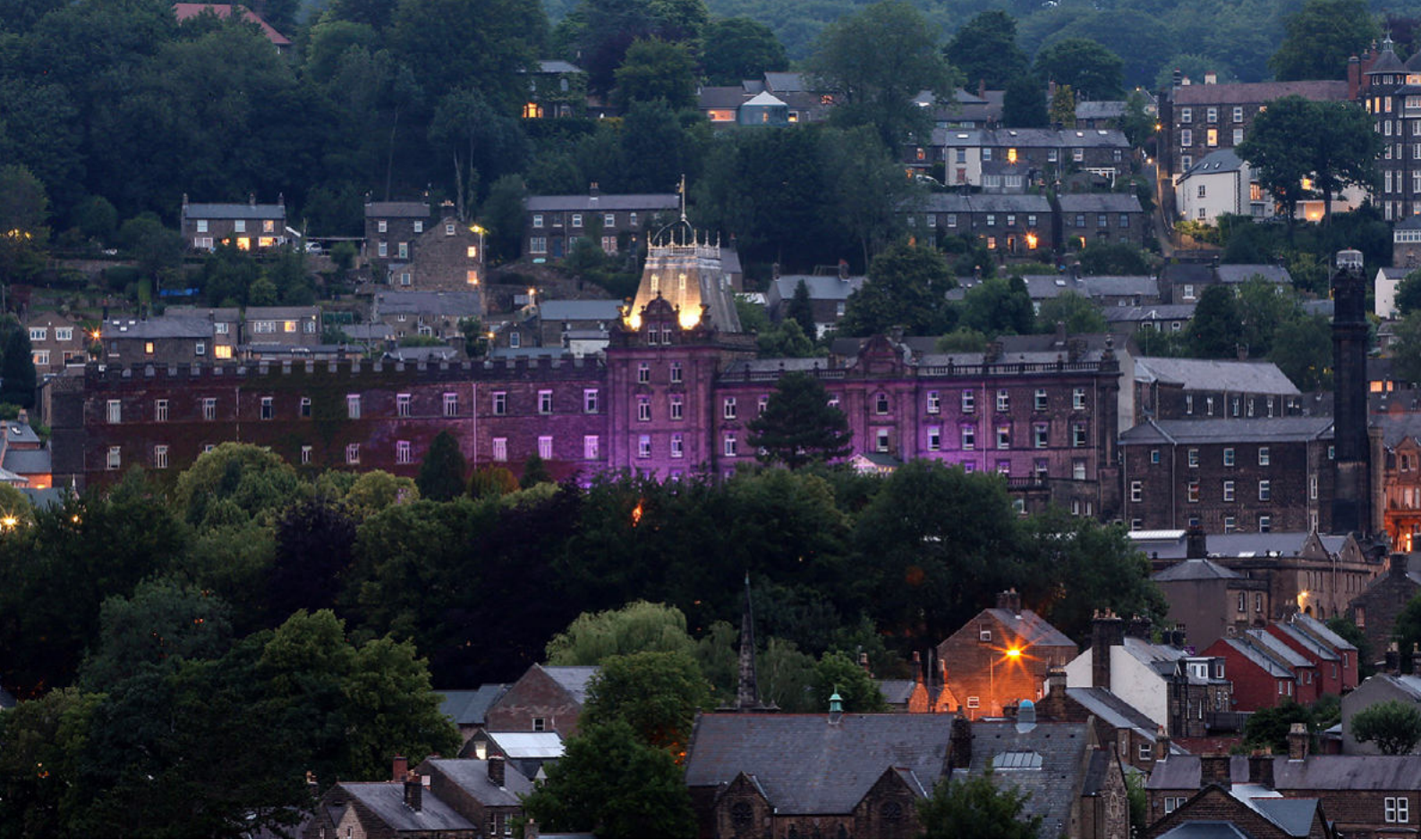
Derbyshire County Council's vision for County Hall

Derbyshire County Council wishes to see the estate re-purposed to celebrate its unique heritage and history within the county town of Matlock located on the fringe of the Peak District National Park.

The council's vision sees a ramping up of the contribution the estate makes to the local economy 12 months of the year in a way that truly supports local businesses and the community.

As such, a rare opportunity exists to provide:

- Hotel, conferencing and associated facilities to attract short and long stay visitors, to support events, and cater for the business community across Derbyshire, the East Midlands and beyond
- Flexible office space in new and/or refurbished space on site for the council
- Additional office facilities to support, for example, local public sector partners and businesses
- Residential units to meet regional demand
- Co-working space and studios for the creative sector
- Employment and services for the local community



“

An economic powerhouse and generator of social value



“We want to give County Hall a new lease of life that will capitalise on the special nature of the historic buildings and the uniqueness of Matlock being on the fringe of one of the UK’s most popular tourist attractions – the Peak District.

Our vision for County Hall involves transforming the current buildings, and the fabulous landscaped setting into a world class hotel and venue coupled with spaces for local businesses, new homes for local people, a revitalised Winter Garden, and opportunities for the community to hold events, meet formally, or simply just to convene.

Our long-standing commitment to the town will remain. Our vision for County Hall includes the council remaining on site in either a new, low energy building on a much smaller footprint, or a dedicated space within the existing buildings

that can be repurposed to meet current and future needs. Or potentially a combination of both options. The scale of the current County Hall estate allows many, mutually supportive uses to co-exist without compromise.

The County Council has occupied County Hall for almost 70 years. It is too large for our requirements, it restricts how we operate as a modern organisation internally and with partners and the community. The buildings also account for very significant carbon emissions.

Through this document, we want to share our vision for County Hall, and encourage partners in the form of operators in the hospitality sector, investors and developers across this and other sectors to respond with their views and aspirations. This is the start of a journey of collaboration and engagement to help shape the County Hall offer and ensure it is viable, deliverable and relevant to the town and beyond”

Councillor Simon Spencer
Deputy Leader of Derbyshire County Council



“ A magnet for tourists and the wider leisure sector. ”



“County Hall is an important building for Matlock and the wider area. It has stood looking down on the town for many many years.

A revitalised and regenerated County Hall celebrating its heritage will become a destination of choice for visitors to Matlock and our residents.

It will complement the diversity of local businesses and community facilities in the town centre, and help to sustain a circular economy that retains economic activity in the community.

We are sure that there are many businesses and developers who have the skills and knowledge to realise the full potential of this wonderful building, and bring it back to how it would have been when it was first a leading hotel.”

Emma Alexander
Managing Director, Derbyshire County Council



Above Image credit: <https://www.hows.org.uk>

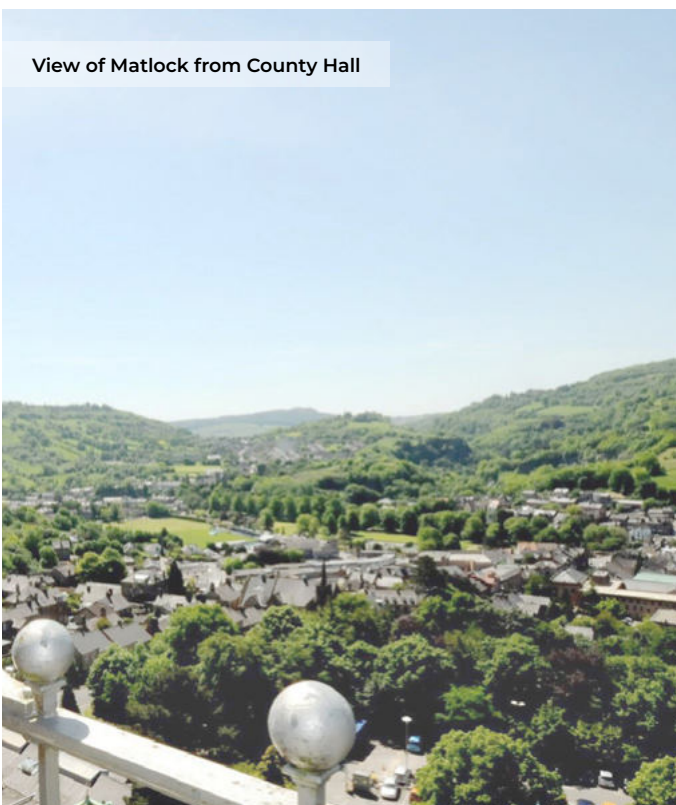


“Despite a UK-wide trend towards on-line retailing, Matlock remains a healthy, vibrant town centre with strong representation from independent retailers. In order to build upon this strength, the District Council is pursuing a

number of opportunities to further strengthen the vitality of the town centre with increased focus upon culture/leisure provision and the night-time economy.

In recognition of the town’s appeal to both short and long stay visitors, and the significant impact they have on the economy, the current Local Plan specifically notes that the provision of new hotel accommodation will be supported in principle.”

Paul Wilson
Chief Executive, Derbyshire Dales District Council



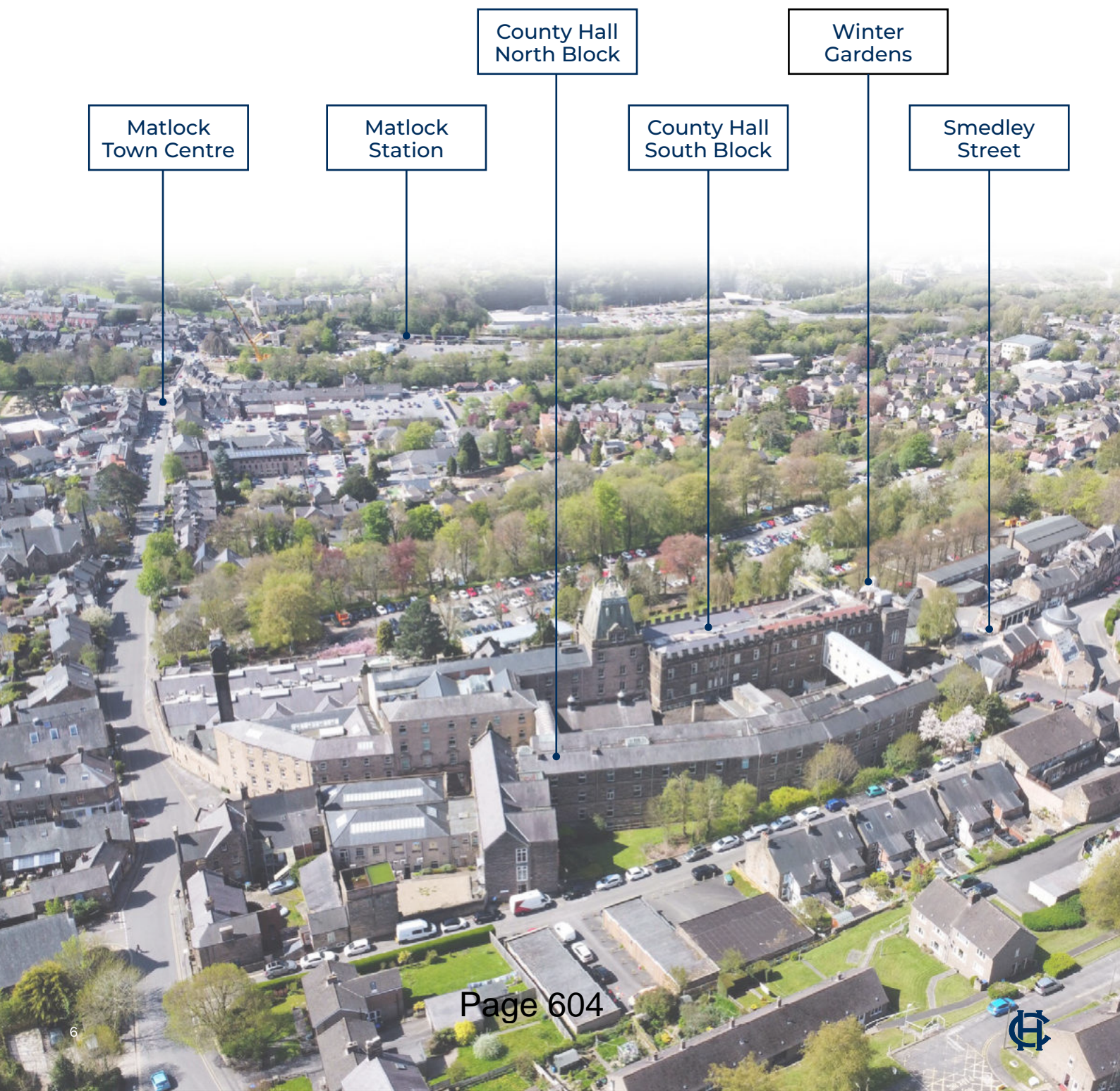
Matlock

County Hall, Matlock is a prominent Victorian estate on a large, elevated site over-looking the attractive town set within an area of natural beauty adjacent to the Derwent Valley Mills UNESCO World Heritage Site

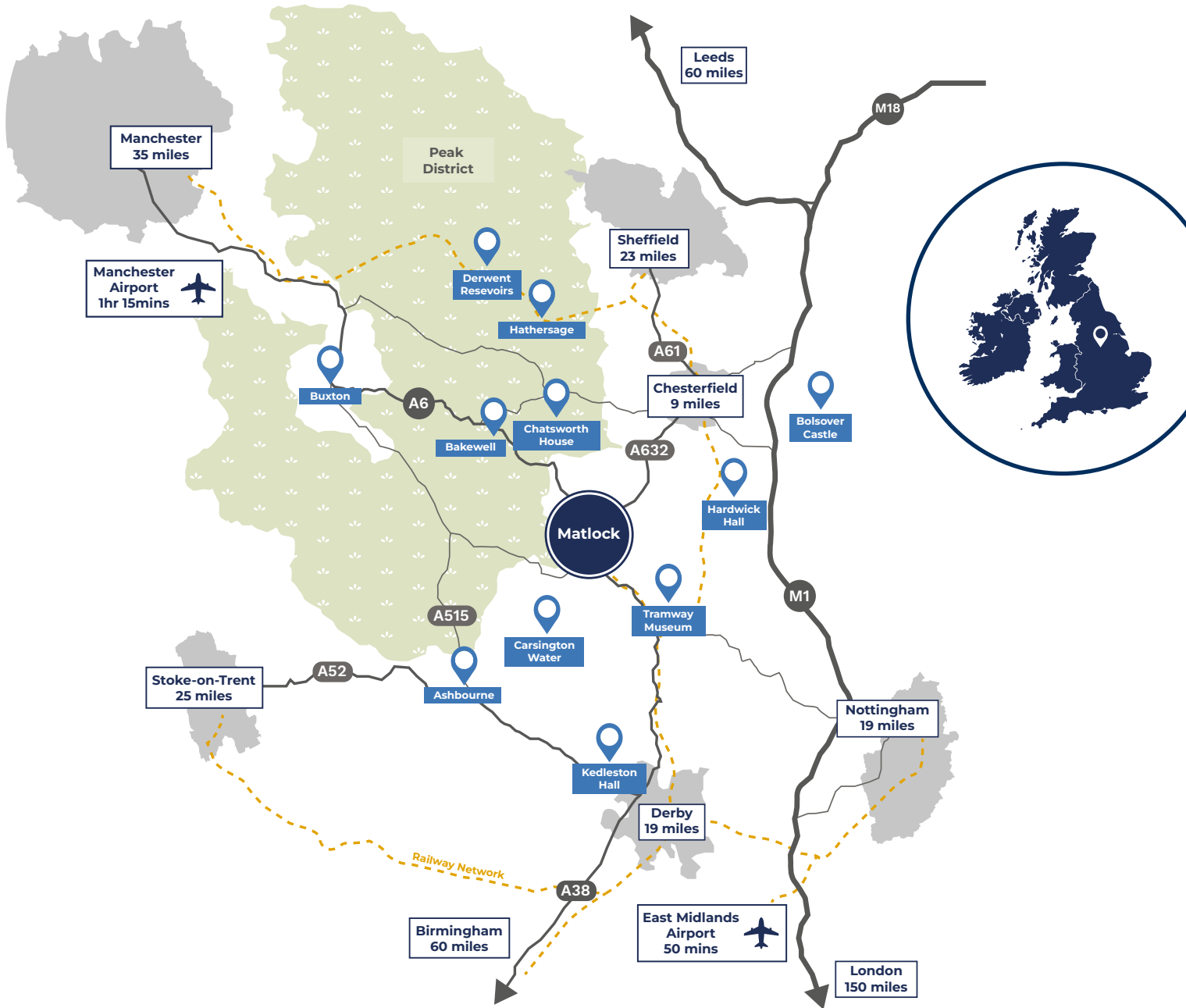
Matlock was developed as a spa town following the initial discovery of thermal springs in nearby Matlock Bath in 1698. The town of Matlock prospered from the hydrotherapy industry - at one stage, around twenty hydropathic hotels were located in the vicinity of County Hall.

The area is now a popular tourist and holiday destination. The Peak District & Derbyshire's tourism industry generates £1.9 billion for the local economy, supporting 31,000 jobs and attracting 35 million visitors annually – see 2021 STEAM Report.

Matlock is the county town of Derbyshire, and the largest town in Derbyshire Dales with a population of almost 12,500. While located on the edge of the Peak District National Park, Matlock is also located centrally between a number of regional cities and towns, all within a commutable distance.



Location



Matlock is an attractive and popular place to live. The average house price of £334,452 is some 41% higher than that of Derby and 48% higher than average house prices in Chesterfield.

Matlock lies on the A6 linking the town directly with Manchester and Stockport to the north-west and Derby to the south-east, alongside numerous towns and villages in the Peak District, including Bakewell and Buxton. Junction 28 of the M1 motorway is located 10 miles east, providing good access to cities to the north and south of England.

Matlock railway station is located in the centre of the town, providing direct access to Derby and direct connections to London.

Key surrounding attractions include:

- Matlock Bath (1 mi)
- Bakewell (7.5 mi)
- Ashbourne (11.2 mi)
- Chatsworth House (6.7 mi)
- Buxton (17.3 mi)
- Hathersage (14 mi)
- Derwent Reservoirs (25 mi)
- Carsington Water (6.3 mi)
- Bolsover Castle (16 mi)
- Hardwick Hall (16 mi)
- Kedleston Hall (15 mi)
- National Tramway Museum (6.8 mi)





The Business Case for County Hall Re-Purposing

Derbyshire County Council has occupied the imposing landmark of County Hall in Matlock since the late 1950s. With hybrid working here to stay in some form, it became clear that a new purpose was needed for the buildings and the site that didn't simply sustain, but enhanced the impact on the town and beyond.

In 2022, the council commissioned a Strategic Outline Business Case (SOBC) to identify the optimum future for the County Hall estate.

The pandemic and the introduction of hybrid working also brought into sharp focus the enormity of the estate in relation to the business needs of the council.

Following the identification and appraisal of a range of options, the SOBC was presented to the council's cabinet with a recommendation that a short list be taken forward for further evaluation. The assessment of options was undertaken in light of the wider public sector estate in Matlock to ensure a coherent approach to economic development and the delivery of public services.

Central to the SOBC was the principle of retaining and investing in the listed buildings to support new or additional purposes, and delivering a major economic impact on the town. A mixed-use scheme was felt to be the most appropriate combining hotel, conference/events, residential conversion, and co-working space for the small business and creative sectors. The council has also committed to retaining a presence on site, potentially in a new, low carbon flexible building coupled with the ongoing use of refurbished space.

Cabinet accepted all recommendations from the consultancy team, and it was re-appointed to prepare an Outline Business Case (OBC).

The OBC, now in progress, requires assumption to be tested and the short-listed options to be appraised in more detail. Engagement with the market is critical to inform the OBC and to ensure that the opportunity presented to be presented to the market will be deliverable, viable, and appropriate to the unique setting.

The Property

The Grade II listed Matlock County Hall is in reality a complex of buildings extending to approximately 22,400 m² of Gross Internal Area. It is on the north side of Matlock, on higher ground and only 450 metres from the town centre.

The complex includes the original purpose-built Smedley's Hydropathic Establishment, which first accommodated guests in 1853. The earliest section built by Smedley includes a main frontage of eleven bays with sash windows. The majority of the former clinic was added after Smedley's death in 1874 including the entrance hall and staircase in 1881. A further eastern extension was added in 1886 which includes the tower with its square mansard roof, alongside additional extensions dating from the late 1800s.

The domed glass Winter Gardens housed a ballroom and a northern block was added in 1901 providing additional 'guest' rooms

and retail units at ground floor level. Two unusual two-storey bridges over Smedley Street link the north block to what was the core facility of the former clinic.

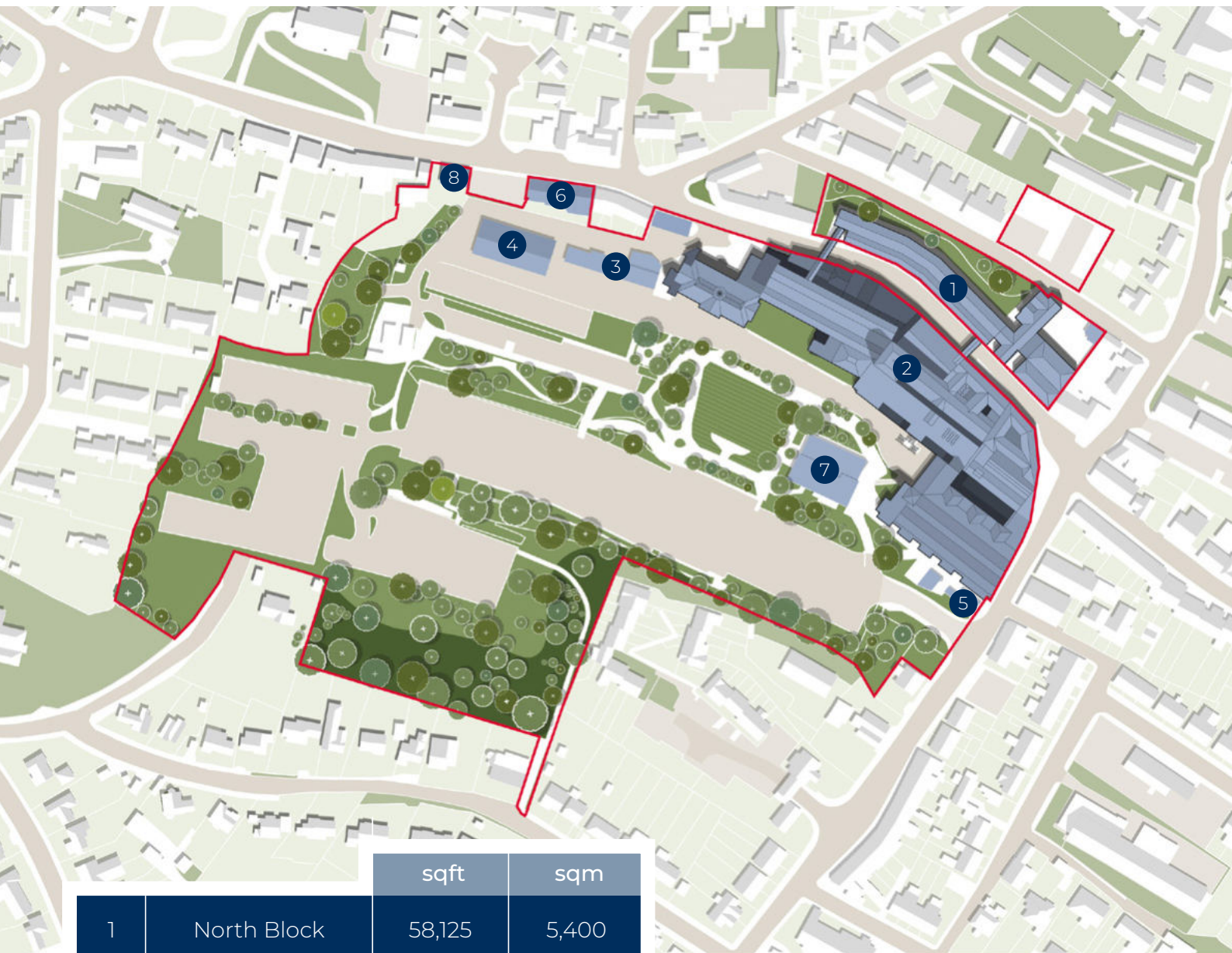
At its peak, the original hotel provided more than 250 bedrooms attracting users from the UK and beyond.

Various buildings have been acquired on the periphery of the site in more recent years, and new buildings have been constructed, to accommodate a growing need by the council for office and support space.

The overall site is of 5.8 ha (14.33 acres) and the estate currently comprises the headquarters of Derbyshire County Council and many original features of the historic buildings have been preserved. Some parts of the original buildings are deemed to be of less historic significance.



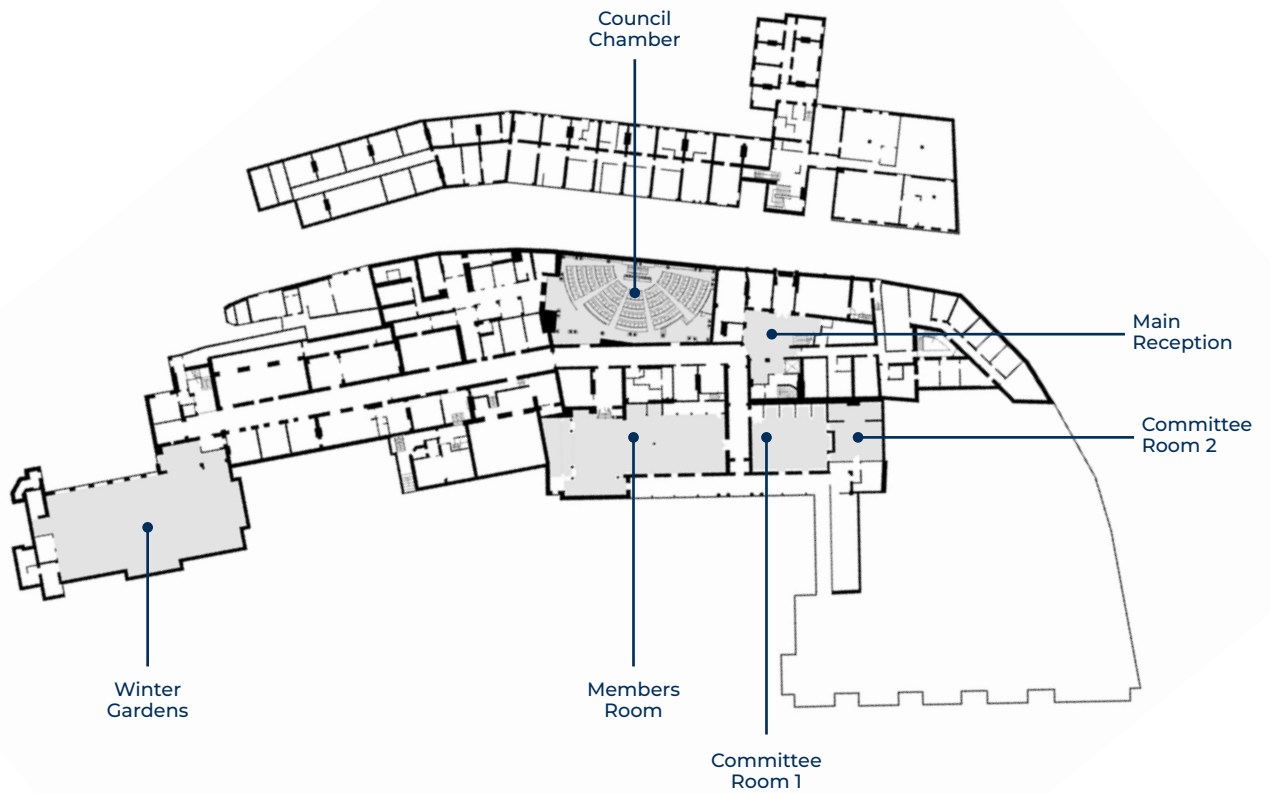
Site Plan



		sqft	sqm
1	North Block	58,125	5,400
2	South Block	180,295	16,750
3	Stables	5,543	515
4	Business Centre	9,935	923
5	Lodge	4,855	451
6	Co-op Building	9,182	853
7	Former Gym	5,264	489
8	Audit Building	2,336	217
	TOTAL	275,535	25,598

Annex A includes a collection of photographs highlighting key features of the main buildings, internally and externally, and the unique landscaped setting and positioning of the site.

Ground Floor Plan



First Floor Plan



Planning & Heritage Context

A conservation strategy was recently commissioned by the council to help in setting a framework for the next chapter in the life of the estate. It was prepared by HLM Architects following liaison with conservation representatives at Derbyshire Dales District Council.

The document highlights the degrees of significance of each room across all listed buildings on site.



The current adopted Local Plan indicates that the local planning authority will:

- Promote the sustainable growth of Matlock
- Encourage the growth of sustainable tourism in Matlock – “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”
- Support growth by improving the provision of local leisure and cultural facilities
- Encourage the growth of small-scale, start-up businesses
- Support provision of new hotel accommodation
- Encourage provision of new and enhanced visitor and cultural attractions
- Encourage redevelopment of sites if not fully utilised or unsuited to modern employment requirements.

It should also be noted that there is a current shortfall in the projected supply of housing to meet local demand.



Opportunities

The council will support new and improved integration between County Hall and the town centre, which is about 10 minutes walk down the hill – there was previously a tram link to the site.

The potential uses are varied and complementary and will make County Hall a destination for the local community, businesses and visitors to the town. Uses that would be welcomed include:

- Leisure and hospitality (hotel, conference facilities, venue hire, restaurant and bar)
- Community uses
- Residential (private sale, retirement, private rented sector, holiday accommodation)
- Offices, co-working space and studios for the creative sector.

The council wishes to retain a presence on the site to provide modern, low energy office accommodation of up to 6000 sqm NIA.

In addition, it would require the use of suitable spaces (such as a re-purposed Council

Chambers) for regular and ad hoc meetings on a commercial basis.

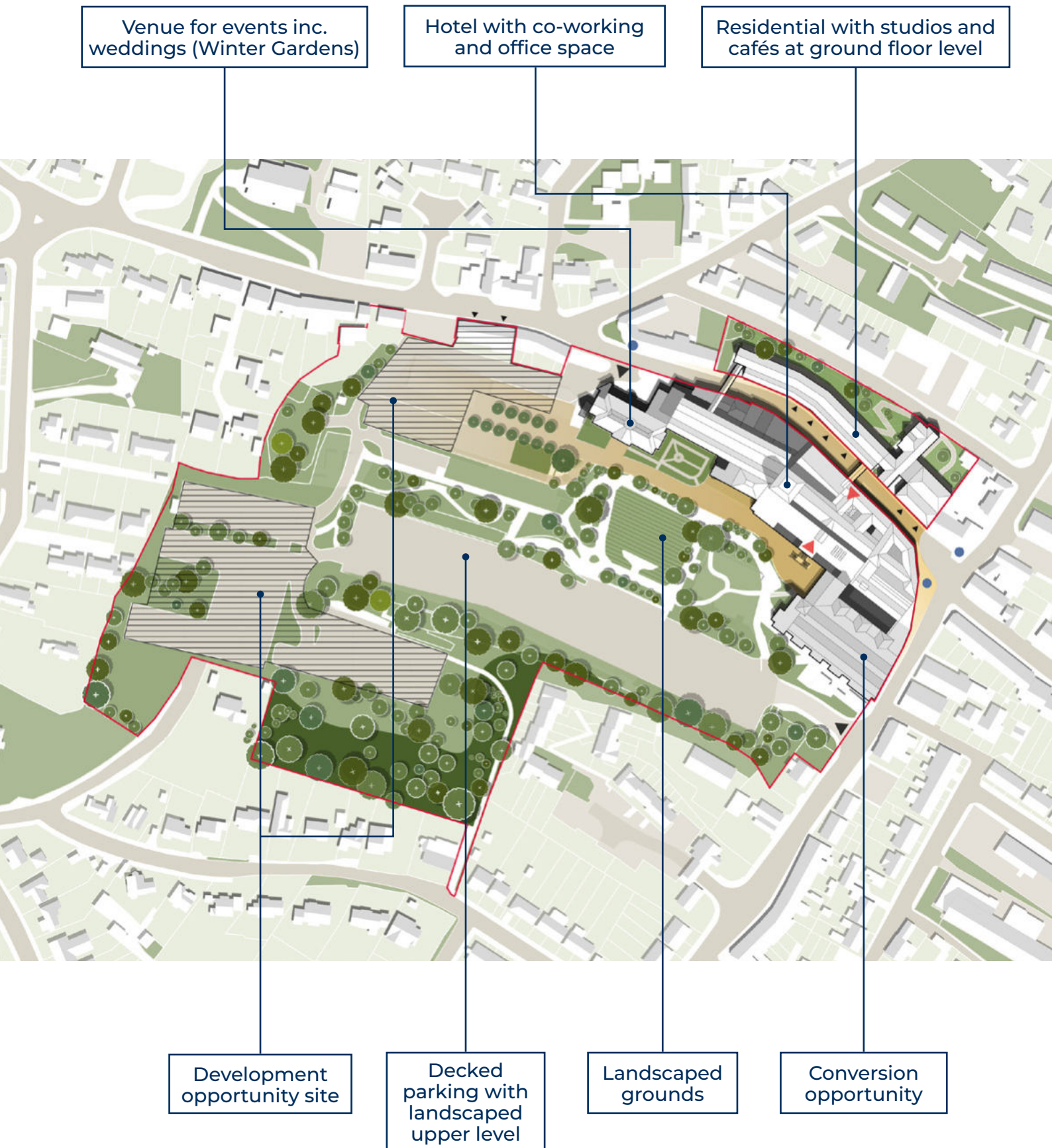
An indicative masterplan has been drawn up by HLM Architects to represent one potential option for the future of the mixed use of the estate and is reproduced below. It is not prescriptive and alternatives proposals are encouraged and welcomed.

Opportunities are not restricted to the imaginative re-use of the principal listed buildings – there are felt to be redevelopment and re-purposing opportunities across the wider site, given its scale, and unique landscape setting overlooking the Derwent Valley.

To help Smedley Street become a bustling destination that complements the town centre, we think it could support markets, pop-up stores and occasional events – for example on Sundays during the summer months. A multi-purpose surface will allow continued use by traffic along with programmed priority being given to pedestrians and cyclists to support those discreet events.



A Potential Vision



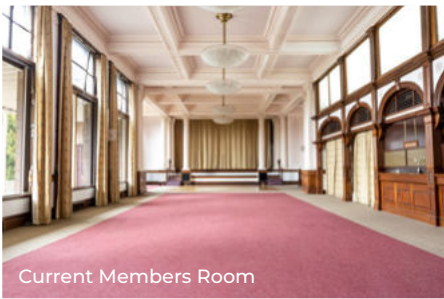
A Potential Vision



Winter Gardens potential as a wedding venue



The original Winter Gardens



Current Members Room



Potential future vision for Members Room

A Potential Vision



Potential future vision for the Council Chamber



Current Council Chamber

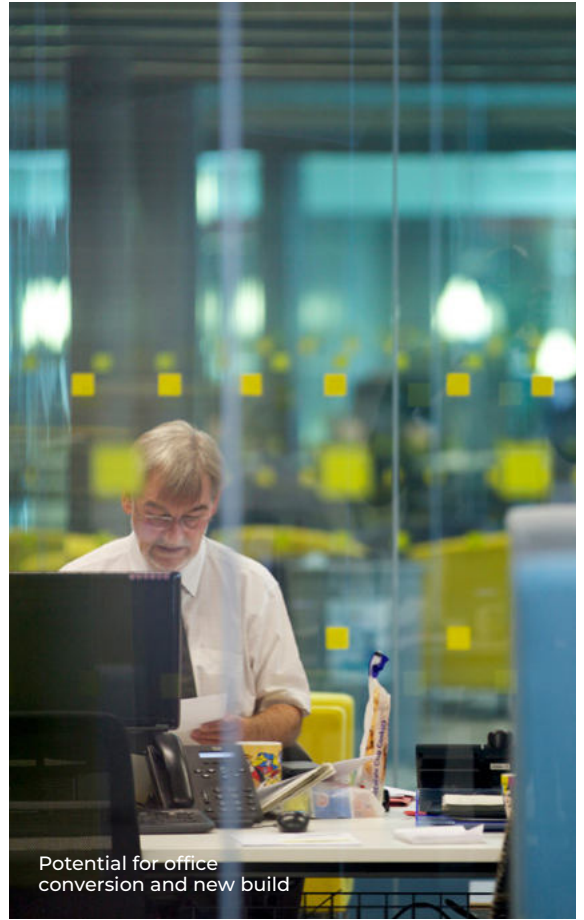


Potential future vision for a hotel bedroom

A Potential Vision



Potential future vision for the co-working space



Potential for office conversion and new build

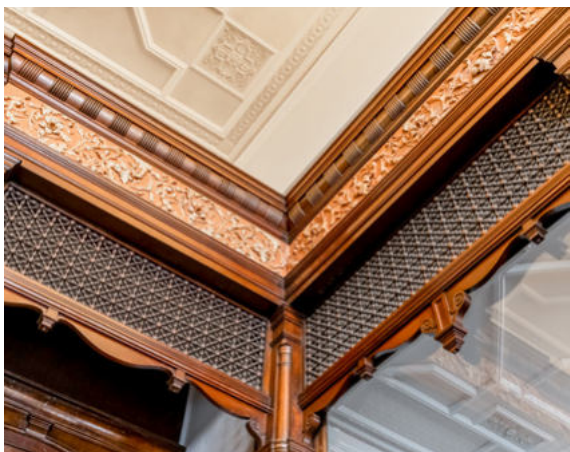
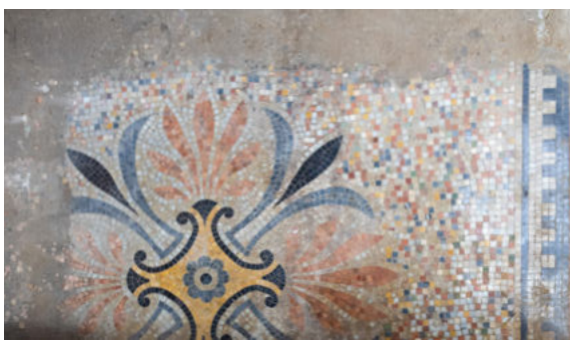
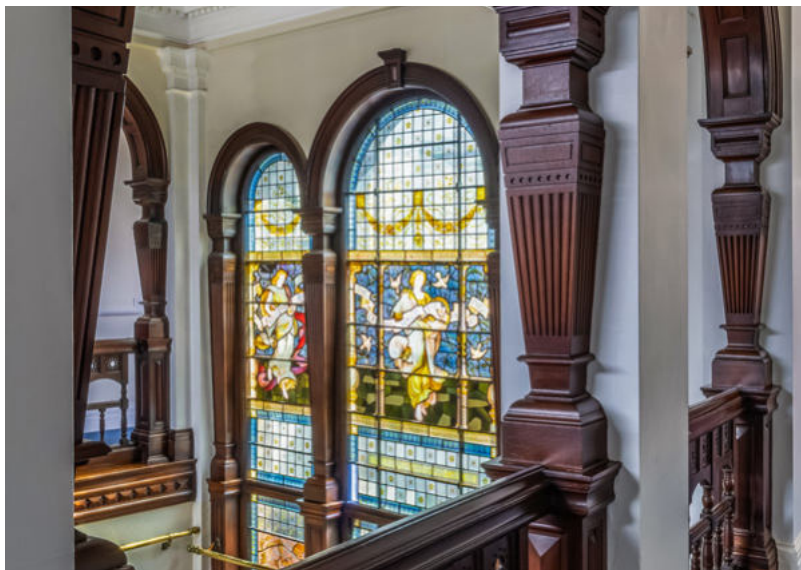


Potential for residential conversion and new build

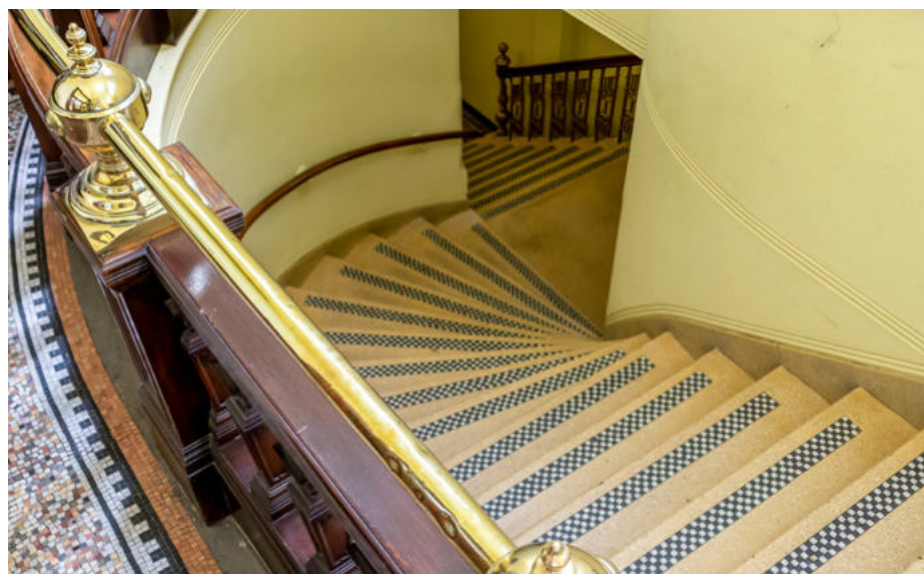


Potential for spa facilities

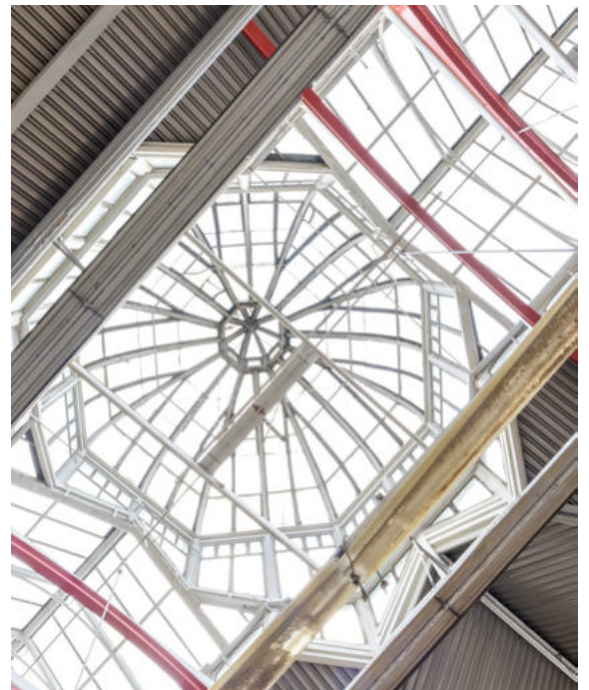
Architectural Details



Circulation spaces



Key Spaces



Externals



Viewings & Further Information

On site viewings are by arrangement with BNP Paribas Real Estate – see contacts below. Additional information is available on request comprising;

- Conservation Strategy
- Floor plans
- Drone footage and photography of the estate
- STEAM Report 2021 (Derbyshire Dales tourism data)

Interested parties may also wish to follow the links below to access background statistics and benchmarks relating to the hospitality opportunity:

- The Global Hotel Industry Standard for Improving Performance and Measuring Success
<https://str.com/>
- Intelligent Hotel Market Analysis and Benchmarking
<https://www.hotstats.com/>

Interested parties are invited to complete the accompanying questionnaire as part of this market engagement and return to the team at BNP Paribas Real Estate by 21st July 2023.

Progression to full marketing and procurement is estimated to commence in early 2024.

We also welcome meetings (online or virtual) with interested parties if this would be of assistance.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 January 2024

Report of the Director - Finance and ICT

Budget Savings Proposals 2024/25 to 2028/29
(Cabinet Member for Corporate Services and Budget)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a not a key decision.

3. Purpose

3.1 This report is asking Cabinet:

- a) To note the financial context and approach to budget setting for 2024/25 as set out in the report;
- b) To note possible options in respect of budget savings proposals for the 2024/25 Financial Year;
- c) To refer these proposals to Improvement and Scrutiny Committee – Resources to be considered at its meeting on the 22 January 2024; and
- d) To note that, where the proposed savings and efficiencies do not progress, alternative savings will need to be found in order to meet the Council's legal obligations to set a balanced budget.

4. Information and Analysis

Background and context

- 4.1 The 2023/24 budget was set in the context of a period of economic uncertainty, high inflation and continuing growth in demand for Council services, particularly Adults and Children's Services. Delivery of the 2023/24 budget remains challenging, with the quarter 2 revenue monitoring report forecasting an overspend of almost £33m by 31 March 2024.
- 4.2 In September 2023, in recognition of the Council's revenue budget forecast, the Council announced a series of financial controls including vacancy management and tight control over non-essential spend, with the intention of improving the projected outturn position. These controls remain in place.
- 4.3 The Council continues to face significant budget pressures as a result of pay and price inflation, and rising demand for services as result of demographic shifts. These budget pressures are driving the overspend in 2023/24 and resulting in additional budget requirements in 2024/25.
- Demand for Children's Services continues to increase, alongside increases in cost. Higher numbers of children in care and increasing complexity of need, is resulting in significant additional expenditure on Children's social care placements. Expenditure on Children with Special Educational Needs and Disabilities (SEND) related services is also rising, driven in part by increased numbers of children with Education Health Care Plans. More children are now eligible for funded Special Educational Needs (SEN) Home to School Transport, which is combined with inflationary transport cost pressures.
 - Expenditure on Adult Social Care continues to increase, due to both increased costs (general inflation and increases to the national living wage) and rising demand, resulting in more packages of care at higher cost.
 - The five year financial plan at 2023/24 budget setting assumed pay inflation would average at 4% and then drop to 2% in 2024/25. The agreed Local Government pay award from 1 April 2023 is equivalent to an average of 7.3%, significantly in excess of budget estimates, and forecasts for 2024/25 do not anticipate a substantially lower figure. The national living wage increased by 9.7% in April 2023 and will increase by a further 9.8% from April 2024.

- Whilst general inflation is now falling, significant increases to the cost of goods and services during 2022 and 2023 have resulted in budget pressures across all Council services, including highways, transport and waste disposal costs.
- Increases to interest rates mean that the cost of borrowing to fund Capital Investment is now significantly higher than at any point in the last 14 years, meaning that any capital investment requirements will result in a greater revenue budget pressure.

4.4 The Council has historically held a level of general fund and earmarked reserves that allowed some financial flexibility and the ability to invest in priority areas. However, these reserve levels have reduced in recent years, as a result of both planned and unplanned use of reserves to address significant revenue budget pressures. In the context of the forecast overspend as at 31 March 2024, reserves can no longer be relied upon to fund short term budget gaps.

4.5 When setting the 2023/24 budget in February 2023, the Council's five year financial plan assumed that the £16.190m of savings plans identified for 2023/24 would be delivered, and that an additional £15.957m of savings would be required in 2024/25. Revenue budget monitoring activity to date in 2023/24 identifies that not all savings plans are on track to deliver in 2023/24, and the cost and demand pressures identified above are resulting in significant budget gap for 2024/25 and beyond.

Budget Approach

4.6 The budget preparation process is ongoing and has been undertaken through extensive engagement with all departments, and ongoing review and scrutiny of draft budget pressure bids and potential savings proposals by the Managing Director, Director of Finance & ICT and Lead Members.

4.7 Existing revenue budgets, current expenditure and forecast expenditure pressures, savings and efficiencies have been subject to extensive review and scrutiny in budget challenge meetings. Draft savings and efficiency proposals have also been subject to review by the portfolio management office as set out below.

Budget Assumptions

4.8 The Autumn Statement in November 2022 and Local Government Finance Settlement in December 2022 included indicative figures for 2024/25 which were built into the Council's Five Year Financial Plan.

The Autumn Statement in November 2023 confirmed the indicative figures for 2024/25 but did not provide any additional resources over and above the assumptions already reflected in the financial plan. The provisional Local Government Finance Settlement for 2024/25 was announced in late December 2023 and early analysis suggests there are no material changes to funding levels detailed in the Council's financial plan.

4.9 Total forecast available funding for 2024/25 is £696.353m. This is based on the 2023/24 Local Government Finance Settlement in December 2022, uplifted for expected changes as set out in the Autumn Statements of 2022 and 2023 and an early analysis of the 2024/25 Local Government Finance Settlement. Key assumptions underpinning this funding forecast include:

- Total Council Tax increase of 4.99%, reflecting a 2.99% general increase and 2% Adult Social Care Precept. Growth in the Council Tax Base (number of properties) of 1.5% based on average base growth in recent years.
- September 2023 CPI (6.7%) increase in the Non-Domestic Rates Multiplier and associated grants, and 2% growth in the Non-Domestic Rates base.
- September 2023 CPI (6.7%) increase in Revenue Support Grant.
- Increase of 13% in the Social Care grant funding as set out in the Autumn Statements 2022 and 2023.
- No increase in New Homes Bonus Grant Funding or Improved Better Care Funding.

4.10 The total forecast budget requirement for 2024/25 is built up following extensive engagement with all departments and reflects current known and forecast expenditure pressures and additional income. Key assumptions and items within net pressures for 2024/25 include:

- Additional budget required to meet the cost of the 2023/24 pay award which was originally forecast at 4%. The actual average cost of the pay award for 2023/24 was 7.32%.
- An estimate of the additional budget required to meet the cost of the pay award in 2024/25 based on a flat increase of £1,925 per head (equivalent to an average of 6.3% of total payroll).
- Budget pressures of £13.544m which result from savings proposals put forward in prior years which cannot be delivered.
- Additional borrowing costs as a result of interest rate increases and a reduction in cash backed reserves.
- Net cost pressures in Adult Social Care and Health of £13.676m mainly arising from uplifts to the National Living Wage.

- Inflation pressures of £6.464m in Children’s Services relating to Placement costs and Home to School Transport.
- Cost pressures in Place of £11.297m relating to Highways investment and inflation, Waste Disposal cost inflation and transport inflation, including bus services.

4.11 The forecast budget requirement for 2024/25 (as at December 2023) before any assumptions regarding potential savings significantly exceeds expected available resources, resulting in a forecast budget gap of £39.552m.

2024/25 Budget Requirement	£m
Base Budget Brought Forward	654.488
2023/24 Budget Shortfall for 1 April 2023 pay award	5.600
2024/25 Estimated pay award from 1 April 2024	19.247
Unachieved savings brought forward	13.544
Net forecast budget pressures for 2024/25	43.026
Total forecast budget requirement for 2024/25*	735.905

Total Forecast Funding 2024/25*	-696.353
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Forecast budget Gap 2024/25	39.552
Introduce a Vacancy Factor 2024/25	- 7.613
Budget Savings and Efficiency Proposals in 2024/25	- 31.939
Remaining Gap, after Budget Savings, Efficiencies and the Introduction of a Vacancy Factor	0

**These figures reflect best estimates as at December 2023. The final figures in the Budget Report in February 2024 may differ from the above.*

Budget Savings and Efficiency Proposals

4.12 The Council is legally required to set a balanced budget in advance of the beginning of each financial year. In the context of the significant cost and demand pressures set out above, together with reducing levels of reserves, the Council must identify and deliver a significant programme of savings and efficiencies during 2024/25 and beyond. The table in paragraph 4.11 details the Council has a forecast budget gap of £39.552m in 2024/25. The Council plans to deliver £31.939m of savings and efficiencies in 2024/25 to help meet this gap. In addition, it is planned to introduce a vacancy factor across pay budgets of the Council to achieve a further £7.613m of savings in 2024/25.

- 4.13 Significant savings proposals have been approved as part of the budget in recent years, however in year budget monitoring activity has highlighted that in many cases, these budget savings are not delivering the savings anticipated or implementation has been delayed.
- 4.14 Delivery of the savings and efficiency proposals is critical to the financial sustainability of the Council. A programme management approach is therefore being adopted to support delivery of proposed savings and efficiencies in 2024/25 and provide transparency and assurance over delivery. This approach is designed to ensure that all significant proposals are underpinned by a delivery plan and risk assessment and ensure that Council resources are directed appropriately. The Portfolio Direction Group will oversee and monitor delivery of the savings, alongside financial monitoring.
- 4.15 Appendices Two and Three of this report list the draft options for savings and efficiencies. These options are brought forward as a result of the requirement for the Council to set a balanced budget for 2024/25, taking into account the identified cost pressures and budget assumptions.
- 4.16 The proposals in Appendix Two are expected to be subject to consultation and separate processes, decisions and timescales will apply where required.
- 4.17 Appendix Three lists the proposals where there is no impact on public facing service delivery and it is anticipated that no public consultation is therefore required, or the proposal does not trigger the Council's statutory responsibility to consult with the recognised trade unions. However, as proposals are developed, should this not be the case, any necessary consultation will be conducted to ensure the Council meets the necessary legal requirements.
- 4.18 If, following consultation, proposals are not progressed, alternative savings will need to be identified to ensure the Council is able to maintain a balanced budget in 2024/25.

5. Consultation

- 5.1 The production of the Council's budget is undertaken in accordance with the requirements of the Council's Constitution. A key element of the Council's budget setting process is consultation with stakeholders. For the preparation of the Council's budget for 2024-25 the following consultation activities are being undertaken.

- 5.2 The annual online “Your Council, Your Voice Survey”, which was available in hard copy on request, ran for six weeks from 6 November 2023 to 17 December 2023. The survey built on previous surveys which have been undertaken over the last three years, combining both budget and residents’ consultation and enabling the tracking of residents’ perception on a range of key issues. The results of this exercise will be detailed in the Budget Report to Full Council in February 2024, however the high level messages are as follows:

Council Measures

- The proportion of respondents satisfied with how the council runs things has seen a small decrease.
- The proportion of respondents who think ‘the Council provides value for money’ has remained broadly the same.
- The proportion of respondents who consider ‘the Council keeps people informed about County Council decisions’ has remained broadly the same.

Top 3 priorities

- Highway services including planning and maintenance.
- Environmental policy including flooding and climate change.
- Waste and recycling centres

The top 3 priorities for 2023 remain the same as 2022 with the exception of ‘Waste and recycling centres’ emerging within the top 3 priorities this year, replacing ‘Supporting public and community transport’ as a top priority area. However, the number of respondents identifying these services as key priorities in 2023 increased compared with 2022.

Top 3 - why these are important?

- Important to you or your family
- Importance of road and public transport
- Need to protect and support vulnerable people, and Service used by large number of people.

The main three reasons given for the top priorities also remains the same as those identified in 2022. However, ‘services used by a large number of people’ has emerged as joint 3rd highest reason. The proportion of respondents sighting these reasons why also increased compared with 2022.

- 5.3 Statutory consultation will be undertaken with business ratepayers, corresponding with representatives of the East Midlands Chamber of

Commerce, the Confederation of British Industry (CBI) East Midlands and the Nottinghamshire and Derbyshire Federation of Small Businesses (FSB) on the Council's budget proposals. The Council will write to the above consultees in January in accordance with established practice.

- 5.4 There will be engagement and, where appropriate, consultation with the recognised trade unions at an early stage.
- 5.5 The Improvement and Scrutiny Committee - Resources will consider the budget proposals on 22 January 2024, and will feedback to Cabinet.
- 5.6 If supported, the specific savings proposals and efficiencies listed in Appendix two will be subject to full public and employee consultation where this is required, noting that all proposals will subsequently follow their own timescales dependant on the scope and content of each proposal. Equality Impact Assessments will also be undertaken where appropriate to assist Cabinet in making decisions in respect of these proposals.

6. Alternative Options Considered

- 6.1 Do nothing – The Council must by law set a balanced budget in advance of each financial year. If the Council were to do nothing it would not be able to set a balanced budget and would be in breach of its statutory duties.
- 6.2 Identify alternative savings and efficiency proposals – The proposals listed in Appendices Two and Three have been identified following a lengthy and robust process to review budgets, expenditure and options for alternative service delivery. The proposals included in this report are considered deliverable and other options have been discounted where these are not achievable or would result in the Council not meeting its statutory obligations for service delivery.
- 6.3 Use reserves to balance the budget – There has been significant use of reserves to fund expenditure in 2022/23 and planned for use in 2023/24. The forecast overspend as at 31 March 2024 will also require significant additional unplanned use of reserves if further spending reductions are not achieved. As result reserve levels are forecast to be significantly reduced by March 2024. Reserves can only be used once and a minimum level of reserves is required to be held for emergencies and unexpected spending pressures. The use of reserves to fund recurrent budget pressures is not financially sustainable.

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 – Savings and efficiency proposals that are expected to require consultation.
- 9.3 Appendix 3 – Savings and efficiency proposals that it is anticipated do not require public or employee consultation.

10. Recommendation(s)

That Cabinet:

- a) Note the financial context and approach to budget setting for 2024/25 as set out above.
- b) Notes the possible options in respect of budget savings for the 2024/25 Financial Year.
- c) Refers these proposals to Improvement and Scrutiny Committee - Resources for consideration at its meeting on the 22 January 2024 and requests Improvement & Scrutiny Committee to provide feedback in order that it can be considered at the Budget Cabinet meeting on the 1 February 2024.
- d) Note that, where the proposed savings and efficiencies do not progress, alternative savings will need to be found in order to meet the Council's legal obligations to set a balanced budget.

11. Reasons for Recommendation(s)

11.1 The Council is required by law to set a balanced budget before the beginning of each financial year. For the reasons set out in this report, the budget proposals for 2024/25 will need to include the delivery of savings and efficiencies to ensure that the Council is able to set a balanced budget.

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

12.1 No.

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Implications

1. Financial

1.1 These are the subject of the report. The Council is legally required to set a balanced budget in advance of the beginning of each financial year. In the context of the significant cost and demand pressures set out above, together with reducing levels of reserves, the Council must identify and deliver a significant programme of savings and efficiencies during 2024/25 and beyond.

2. Legal

2.1 The Council's Constitution contains Budget and Policy Framework Procedure Rules which must be followed when the Council sets its budget. Cabinet must propose a budget by early February to allow the Council, should it so wish, to raise objections and refer the budget proposals back to Cabinet for further consideration, allowing time to finalise the precepts before 1 March.

2.2 When setting the budget, the Council must be mindful of the potential impact on service users. The consultation exercises set out in section five are relevant in this respect.

2.3 Under section 65 of the Local Government Finance Act 1992, as a major precepting authority, the Council has a statutory duty to consult ratepayer representatives on its annual expenditure proposals, ahead of setting its budget.

2.4 The Council also has a statutory duty under the Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness and when determining how to discharge this duty has to consult representatives of a wide range of local persons.

2.5 In performing these statutory duties the Council must have regard to statutory guidance issued by the Secretary of State.

2.6 Case law has established minimum requirements of public consultation, which are:

- Consultation must be at a time when proposals are at a formative stage.

- Sufficient information must be given to permit a person to “give an intelligent consideration and response”.
 - Adequate time must be given for consideration and response.
- 2.7 The proposals set out in Appendix 2 must be subject to appropriate consultation activities to meet the necessary legislative and constitutional requirements.

3. Human Resources

- 3.1 Appendix 2 identifies where savings and efficiency proposals are expected to require consultation with employees, and for which the Council has a statutory responsibility to undertake collective consultation with the recognised trade unions. The actual scale and detailed composition of any workforce implications arising from business savings proposals in Appendix 2 will not become clear until the necessary consultation relevant to each proposal has concluded, and final decisions are made on individual savings proposals. Each proposal will subsequently follow their own processes and timescales, dependant on the scope and content of each proposal.
- 3.2 For proposals outlined in Appendix 3, the Council will ensure that impacted colleagues are fully engaged and individual consultation requirements are adhered to where required.
- 3.3 In accordance with the Council’s Constitution – Responsibility for Functions at Appendix 1, decisions relating to staffing are delegated to Executive Directors. Review and authorising changes to departmental structures and establishments are matters to be dealt with in conjunction with the Director of People and Organisational Change and authorising payments for employees in cases of early retirement, voluntary redundancy and compulsory redundancy must be considered in consultation with the Director of Finance and ICT and the Director of Legal and Democratic Services.
- 3.4 The Council will seek to mitigate any impact of the proposed budget savings proposals on the Council’s workforce through the continued use of workforce plans and measures such as vacancy controls, redeployment, voluntary release, etc. where necessary and in line with the provisions set out in the Council’s redundancy, redeployment and buy out of hours policy and in accordance with relevant legislation, including consultation requirements.

3.5 Any matters involving workforce implications will be considered as necessary in accordance with the Constitution, the Council's Policy and legislation.

4. Information Technology

4.1 The proposals set out in Appendix 2 and 3 may have implications in for the use of Information Technology. The impact of the proposals is considered as part of the delivery plan and risks assessment, supported by the programme management approach set out in section 4 of the main report.

5. Equalities Impact

5.1 Section 149 of the Equality Act 2010 imposes an obligation on Members to have due regard to protecting and promoting the welfare and interests of persons who share a relevant protected characteristic (age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation). Appropriate Equality Impact Assessments will need to be undertaken and considered before any decisions are made with regard to the proposals in Appendix 2.

6. 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. The Council is committed to ensuring good financial management and compliance with applicable laws and regulations. The Council is committed to ensuring that it sets a balanced budget over the medium-term, therefore ensuring good financial management and using reserves balances to meet the costs of any unforeseeable events.

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

7.1 The proposals set out in Appendix 2 and 3 may have implications in other areas. The impact of the proposals is considered as part of the delivery plan and risks assessment, supported by the programme management approach set out in section 4 of the main report. Other implications will also be considered as part of the consultation process.

Appendix 2: Savings and efficiency proposals that are expected to require consultation

Savings Ref ID	Title	Description	Department	Consultation Requirements		Saving Type (Ongoing / One-Off)	TOTAL Full Year Effect £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
				Public	Employee							
ASCH2	Low Level Support Services	Adult Social Care has a number of service modernisation initiatives and savings proposals that are already underway. These have all followed due process and are already in the public domain. These include short term services redesign, changes to the charging policy for people receiving Adult Social Care support in the community, assistive technology, whole life disability pathway, and low	ASCH	Yes	No	Ongoing	1.300	0.100	0.300	0.000	0.900	

		level support services.										
ASCH3a	Short Breaks and Day Opportunities for People with a Learning Disability and/or Who Are Autistic (Residential)	To ensure the sustainability of Adult Social Care support now and in the future, approval will be sought to publicly consult on a redesign of the current Council owned direct care offer of five short stay residential homes and four building-based day centres for people with a learning disability and/or who are autistic. Adult Social Care will seek to ensure that any proposals made for the	ASCH	Yes	Yes	Ongoing	1.169	0.300	0.217	0.652		

ASCH3b	Short Breaks & Day Opportunities for People with Learning Disability &/or Who Are Autistic (Day Centres)	To ensure the sustainability of Adult Social Care support now and in the future, approval will be sought to publicly consult on a redesign of the current Council owned direct care offer of five short stay residential homes and four building-based day centres for people with a learning disability and/or who are autistic. Adult Social Care will seek to ensure that any proposals made for the redesign of the direct care services offer includes a enablement, reablement and progression emphasis to enable people to plan for their future and to be supported to	ASCH	Yes	Yes	Ongoing	1.170	0.200	0.243	0.728		
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		become as independent as they are able to be, with the aim of improving outcomes for local residents and ensuring the most efficient use of public money.										
ASCH5	Residential Care and Day Care for Older People	To ensure the sustainability of adult social care services now and in the future, approval will be sought to publicly consult on a redesign of the services provided by the council through the 16 council-owned and managed residential care homes and ten building-based	ASCH	Yes	Yes	Ongoing	5.209	0.000	3.907	1.302		

ASCH11	Residential Care and Day Care for Older People	To ensure the sustainability of adult social care services now and in the future, approval will be sought to publicly consult on a redesign of the services provided by the council through the 16 council-owned and managed residential care homes and ten building-based day care centres for older people. The proposed consultation would seek views on future delivery models that would ensure that care services focus on support for older people to retain or regain their independence, to continue to live in their own homes and interact in their own communities, and when residential	ASCH	Yes	Yes	Ongoing	1.325	0.105	0.305	0.915		
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		care is needed, a choice of quality options are available.										
ASCH15	Use of Voluntary Sector Grants to Fund Discretionary Support Services	To ensure the sustainability of adult social care services now and in the future, approval will be sought to publicly consult on the current allocation of grants to the voluntary sector which support community based preventative services. The proposed consultation would also consider	ASCH	Yes	No	Ongoing	0.881	0.284	0.597			

		proposals to further ensure that all council grant funded discretionary support services, delivered by voluntary organisations, focus on supporting people to retain or regain their independence, to continue to live in their own home for as long as they are able, and provide best value to ensure efficient use of public money.										
ASCH16	Review of Healthy Homes Service	To ensure the sustainability of adult social care services now and in the future a redesign of the Healthy Homes service is required. Healthy Homes was originally established to help facilitate the	ASCH	No	Yes	Ongoing	0.370	0.000	0.370			

		<p>allocation of national energy grants to households in need.</p> <p>These government grants have now been discontinued and activity has progressed to focussing on other works that are housing related. It is therefore considered the service should be subject to review, with specific regard to whether the arrangements should be transferred those authorities with housing responsibilities.</p>										
ASCH18	Reduce Investment in Prevention Schemes Including Second Homes (Housing Assistance)	Reduction in contribution to housing assistance scheme in Districts and Boroughs.	ASCH	No	Yes	Ongoing	0.552	0.276	0.276			

<p>ASCH 19</p>	<p>Extra Care Facilities for Older People</p>	<p>To ensure the sustainability of adult social care services now and in the future approval will be sought to publicly consult on a redesign of the current council-owned care and support delivery arrangements within extra care settings. Extra care housing schemes offer independent self-contained living but with the benefit of on-site care provision if needed. Currently, social care and support services are provided as a set amount for day and night cover that does not fully account for the balance of the individual needs of people living in extra care housing. The</p>	<p>ASCH</p>	<p>No</p>	<p>Yes</p>	<p>Ongoing</p>	<p>0.360</p>	<p>0.180</p>	<p>0.180</p>			
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		<p>proposed consultation would follow a review of services at each of the extra care settings which will identify whether the current home care hours scheduled reflect the assessed needs of the residents. The consultation would include proposals as to alternative service delivery options which would ensure that the service continues to deliver appropriate support to the residents at best value to the council.</p>										
CS save 9i	Review posts across Children's Services for efficiency savings	Reduction in posts across Childrens Services	Childrens	No	Yes	Ongoing	2.100	2.100				

CS save 10i	Children's Centre Review	Reviewing the delivery of Children's Centres operations	Childrens	Yes	No	Ongoing	0.900	0.100	-1.367	2.167		
CS save 10ii	Children's Centre Review	Exploring the sustainability of grant funding for Children's Centres	Childrens	Yes	No	Ongoing	1.000	0.000	1.000			
CS save 12	Review home to school transport post 16 policy	Policy change - Home to School Transport to be in keeping with other Local Authorities	Childrens	Yes	No	Ongoing	0.500	0.000	0.500			
CP3	Reduce Management Costs of Industrial Estates and Continued Review of Rents.	Reduce management costs of industrial estates and continued review of rents.	CST	Yes	No	Ongoing	0.397	0.251	0.114	0.032		
PL003	Household Waste Recycling Centres material charges	Household Waste Recycling Centres - proposals to restrict or charge for the disposal of tyres and asbestos, and generate income by offering small businesses the opportunity to use	Place	Yes	No	Ongoing	0.069	0.032	0.037			

		the centres for a fee.										
PL006	Library and Heritage Strategy	Library and Heritage Service - savings to be achieved through modernising, rationalising and transforming the way in which the Council delivers its library and heritage services	Place	Yes	Yes		0.625	0.000	0.156	0.156	0.156	0.157
Total							17.927	3.928	6.834	5.952	1.056	0.157

Appendix 3: Savings and efficiency proposals that it is anticipated do not require consultation

Savings Ref ID	Title	Description	Department	Saving Type (Ongoing / One-Off)	TOTAL Full Year Effect £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
ASCH1	COMF Grant - supporting eligible services	Use £500,000 one off funding from the Government to support adult social care services recover from the longer-term impacts of the Covid pandemic.	ASCH	One-Off	0.500	0.500				
ASCH4	Whole Life Disability Pathway	Adult Social Care has a number of service modernisation initiatives and savings proposals that are already underway. These have all followed due process and are already in the public domain. These include short term services redesign, changes to the charging policy for people receiving Adult Social Care support in the community, assistive technology,	ASCH	Ongoing	0.440	0.440				

		whole life disability pathway, and low level support services.								
ASCH6	Long Term Support for People with a Learning Disability and / or who are Autistic	The Council aims to support people with a learning disability and / or who are autistic to ensure they are able, wherever possible, to live within their local communities and not within a residential setting. Adult Social Care is focused on improving outcomes through developing practice culture, joint working and ensuring person centred planning. This is the fourth year of this approach.	ASCH	Ongoing	2.700	0.900	0.900	0.900		
ASCH7	Charging Policy for People Receiving Adult Social Care Support in the Community	Adult Social Care has a number of service modernisation initiatives and savings proposals that are already underway. These have all followed due process and are already in the public domain. These include short term	ASCH	Ongoing	12.780	8.653	4.127			

		services redesign, changes to the charging policy for people receiving Adult Social Care support in the community, assistive technology, whole life disability pathway, and low level support services.								
ASCH8a	Direct Payments Usage	The benefits of using Direct Payments are well known and the Care Act 2014 explicitly encourages their use, they provide increased flexibility, choice and control so that a person can put in place the care and support that works for them; often employing a personal assistant or using a small micro provider. They are also more cost efficient and can help reduce the need for more expensive residential placements. This is the third year of this approach within Adult Social Care.	ASCH	Ongoing	1.300	0.600	0.700			

ASCH8b	Direct Payments Usage	The benefits of using Direct Payments are well known and the Care Act 2014 explicitly encourages their use, they provide increased flexibility, choice and control so that a person can put in place the care and support that works for them; often employing a personal assistant or using a small micro provider. They are also more cost efficient and can help reduce the need for more expensive residential placements. This is the third year of this approach within Adult Social Care.	ASCH	Ongoing	0.500	0.500				
ASCH9	Short Term Services Redesign	Adult Social Care has a number of service modernisation initiatives and savings proposals that are already underway. These have all followed due process and are already in the public domain. These include short term services redesign, changes to the	ASCH	Ongoing	2.088	1.110	0.978			

		charging policy for people receiving Adult Social Care support in the community, assistive technology, whole life disability pathway, and low level support services.								
ASCH10	Young People	The Council is aiming to ensure that all young people transitioning from Children's Services to Adult Social Care have opportunities to maximise their independence and realise their aspirations for the future. Adult Social Care is focused on improving outcomes through developing practice culture, joint working and ensuring person centred planning. This is the third year of this approach which is improving outcomes for young people by increasing their independence and enabling them to	ASCH	Ongoing	0.620	0.260	0.160	0.200		

		access activities in their own communities and improve employment opportunities.								
ASCH21	Public Health Assistant Director Salary	Delay recruitment to the vacant Assistant Director in Public Health position, saving £112,000 to allow investment in other public health priority services.	ASCH	One-Off	0.112	0.112				
ASCH22	NHS Health Checks and Other Activity/Prescribing Budgets 5-15% Reduction in Activity Budget For 2024/25	Reduce budgets by £81,000 across Public Health services that are traditionally underspent, to allow investment in other public health priority services.	ASCH	Ongoing	0.081	0.081				

ASCH23	Early Help Pressure (Public Health)	Extend the use of £485,000 of funding from the Public Health Grant to support Early Help initiatives for children and families to allow Children's Services to invest in other priority services for a period of six months to April 2025.	ASCH	Ongoing	0.485	0.485				
ASCH 24	Community Safety - Public Health Outcomes Aligned to Public Health funding	Use an additional £500,000 of the Public Health Grant to support Community Safety initiatives in relation to serious violence, domestic abuse and violence against women to release funding for investment in other priority Council services.	ASCH	Ongoing	0.500	0.500				
ASCH25	Fees and Charges - Annual Uplift	Various minor fee lines uplifted in line with Consumer Prices Index.	ASCH	Ongoing	0.144	0.056	0.028	0.020	0.020	0.020
ASCH27	Welfare Benefits Check on Customers Assessed to Pay Nil Charge	Full year, ongoing additional income under current co-funding policy	ASCH	One-Off	0.200	0.200				

ASCH30	Public Health Grant Contribution to the School Improvement Service	Grant Funding	ASCH	Ongoing	0.225	0.225				
A CS save 2a, c-f	SCQP function efficiency savings	Removal of vacant posts in the SCQP Division	Childrens	Ongoing	0.106	0.106				
B CS save 2a, c-f	Review ICT equipment and digital services across Children's Services	Repurpose unused IT equipment in the Childrens Services department that was provided during COVID to enable agile working	Childrens	One-Off	0.069	0.037	0.032			
C CS save 2a, c-f	Postpone Mosaic Mobile project	Postpone Mosaic Mobile project	Childrens	One-Off	0.044	0.044				
CS save 3	Review Education Psychology management structure	Removal of a post in the Education Psychology Service	Childrens	Ongoing	0.090	0.058	0.032			
CS save 4	Review Quality Assurance model	Removal of post in the QA Team	Childrens	Ongoing	0.064	0.035	0.029			
CS save 5i	Review of Traded Service support team management	Removal of posts in the Traded Services team	Childrens	Ongoing	0.145	-0.118	0.263			

CS save 5ii	Review of wider Traded Services team	Removal of posts in the Traded Services team	Childrens	Ongoing	0.170	0.121	0.049			
CS save 6i	Review of Elective Home Education (EHE) service	Removal of posts in the EHE Service	Childrens	Ongoing	0.100	0.100				
CS save 8i	Centralise procurement in Children's Services	More efficient and effective spend on support and services to families	Childrens	Ongoing	1.100	1.100				
CS save 8iii	Review ad hoc spending to support children and families	More efficient and effective spend on support and services to families	Childrens	Ongoing	2.400	2.400				
CS save 11	Early Help Review	Review of Children's Services Early Help service	Childrens	Ongoing	2.000	0.800	1.200			
CS save 13	Review home to school transport contractual arrangements	Improve Home to School transport sourcing	Childrens	Ongoing	0.500	0.500				
CS save 14	Review home to school transport for alternative provision	Review of decision making to enable better value for money in home to school transport	Childrens	Ongoing	0.250	0.250				

CS save 15	Review fees and charges: home to school transport	Review of transport fees for home to school transport	Childrens	Ongoing	0.250	0.000	0.250			
CS save 16	Review Short Break Service and support for children with a disability	Review of short break and support services for disabled children	Childrens	Ongoing	1.898	1.288	0.610			
CS save 17	Review funding for all external contracts	Reviewing of funding contributions for contracted services to ensure value for money	Childrens	Ongoing	0.900	0.900				
CS save 21	Review of the Educational Psychology service	Review of traded model for Educational Psychologists	Childrens	Ongoing	0.700	0.000	0.200	0.500		
CS save 22	Review alternative funding source for SEND through early intervention	Review alternative funding source for SEND through early intervention	Childrens	Ongoing	0.500	0.100	0.400			
CS save 23	Review school catering utilisation of grant funding	Review school catering utilisation of grant funding.	Childrens	Ongoing	0.300	0.300				
CS save 24	Fees and Charges: charges for Children In Care	Exploring options in terms of recharging some families for children in care	Childrens	Ongoing	0.110	0.050	0.060			

CP2	Review Rateable Values for all Assets	Review rateable values for all assets	CST	Ongoing	0.015	0.005	0.005	0.005		
CP4	Business Rates	Review rateable values for all assets, including Business rates.	CST	Ongoing	0.150	0.050	0.050	0.050		
CP5	Reduction in County Hall Opening Hours	Review County Hall options for opening hours, reduce operating costs and delete vacant post.	CST	Ongoing	0.100	0.050	0.050			
CP8(18,19)	Review Facilities Management Services	Review Facilities Management Services, including deletion of vacant posts.	CST	Ongoing	0.191	0.091	0.050	0.050		
CP16	Review And Improve Rent Roll	Review and improve rent roll	CST	Ongoing	0.150	0.050	0.050	0.050		
CP17	Review Maintenance and Cleaning Contracts	Review maintenance and cleaning contracts to reduce costs	CST	Ongoing	0.195	0.195				
CP20	Review Maintenance Service to Ensure Focus on Key Deliverables	Review maintenance service to ensure focus on key deliverables, including deletion of vacant posts.	CST	Ongoing	0.141	0.141				

CP21	Review Support Services	Deletion of vacant post in Facilities Management	CST	Ongoing	0.032	0.032				
CP22	County Hall Review	County Hall review usage and consider options	CST	Ongoing	0.700	0.000	0.700			
CP25	Reduction In Maintenance Linked to Disposal Programme	Reduction in maintenance linked to the property disposal programme	CST	Ongoing	0.168	0.024	0.024	0.024	0.096	
FIN10	Halt Student and Graduate Recruitment	Cessation of Graduate Recruitment in ICT	CST	Ongoing	0.195	0.195				
FIN20a	5% Overall Budget Reduction on Finance Budget	Reduction in the Finance Service's overall budget which will be delivered through a combination of releasing existing vacant posts and not filling planned vacancies.	CST	Ongoing	0.450	0.450				
FIN20b(i)	Further 5% Overall Budget Reduction on Finance Budget (PYE in 24/25)	Further reduction in the Finance service's overall budget this will be delivered through a combination of releasing existing vacant posts and not	CST	Ongoing	0.450	0.225	0.225			

		filling planned vacancies								
FIN20b(ii)	5% reduction in ICT in 2024/25	Reduction in ICT budgets	CST	One-Off	0.590	0.590				
L4	Increase in Fees/Charges	Increase in fees/charges - within legal services.	CST	Ongoing	0.020	0.020				
L8	Review Community Leadership Scheme	Review community leadership scheme, which is a scheme where councillors award local groups grants.	CST	Ongoing	0.124	0.124				
L14	Review Support Services	Review support services within Member and Management Support Services.	CST	Ongoing	0.260	0.260				
L16	Review Coroners Service	Review Coroners service to reduce costs	CST	Ongoing	0.080	0.030	0.050			
POC1	HR Team Efficiency Opportunities	HR Team Efficiency Opportunities	CST	Ongoing	0.802	0.230	0.277	0.295		

POC2	HR Traded Services Opportunities	Cessation of work experience service for schools within HR	CST	Ongoing	0.139	0.139				
POC3	Review Equality, Diversity, and Inclusion resources	Review Equality, Diversity, and Inclusion resources	CST	Ongoing	0.083	0.083				
POC4	Cease the production of Derbyshire Now magazine	Cessation of the production of Derbyshire Now magazine	CST	Ongoing	0.090	0.090				
POC5	Call Derbyshire Opportunities	Call Derbyshire team efficiency opportunities	CST	Ongoing	0.028	0.028				
POC6	Strategy and Policy Team budget review	Strategy and Policy Team budget review	CST	Ongoing	0.350	0.350				
POC7	Portfolio Management and Transformation redesign	Portfolio Management & Transformation redesign	CST	Ongoing	0.400	0.400				
PL001	Sustainable Travel	Sustainable travel - use Government grant money instead of county council core funds to pay for up to 2 existing members of staff.	Place	Ongoing	0.088	0.000	0.088			

PL002	Strategic Transport EMCCA	Strategic transport - transfer the development of the Local Transport Plan to the East Midlands Combined County Authority.	Place	Ongoing	0.089	0.000	0.089			
PL007	Performance, Governance, and Improvement	Performance, Governance & Improvement Service - savings to be achieved through removal of vacant post and ceasing non-essential activity	Place	Ongoing	0.050	0.050				
PL008	Increase Vehicle Fleet Income	Revised income target for commercial work undertaken by County Transport	Place	Ongoing	0.120	0.120				
PL009	Derbyshire Connect Buses	Derbyshire Connect bus services - proposal to use external grant funding to replace county council core funding.	Place	Ongoing	0.126	0.126				
PL010	Companion Bus Pass	Companion bus pass - proposal to use external government grant funding (BSIP) to replace county council core funding for the pilot of a bus pass for companions of	Place	Ongoing	0.150	0.150				

		severely disabled people.								
PL011	Trading Standards	Trading Standards Service - savings to be achieved through removal of vacant post	Place	One-Off	0.045	0.045				
PLB03	Economic Development	Economic development - permanently remove two vacant posts. Further savings resulting from shared activity through the East Midlands Combined County Authority.	Place	Ongoing	0.123	0.000	0.062	0.061		
PLB04	Markham Vale Business Park Review	Markham Vale business park - savings to be achieved as part of a fundamental review of the long term options on the future of the business park and environment centre.	Place	Ongoing	0.063	0.000	0.000	0.063		

PLB05	Climate Change Reduced Service	Climate Change - reduction in funding for climate change initiatives and review of Derbyshire Environmental Studies Service provision	Place	Ongoing	0.283	0.283				
PLB06	Climate Change Reduced Staffing Levels	Removal of vacant post within the Climate Change Team	Place	Ongoing	0.043	0.043				
PLB07	DVMWHS Site Reduction in County Council Contribution	Derwent Valley Mills World Heritage Site - working closely with partners, replace an element of county council spend with external funding	Place	Ongoing	0.048	0.048				
PLB08	Revise approach to delivery of the Tree and Woodland Strategy	Derbyshire's tree and woodland strategy - use grant money to deliver projects instead of council funding.	Place	Ongoing	0.071	0.071				
PLB09	Countryside Service Strategy	Countryside Services Strategy - development of additional income streams and review of fees and charges throughout the Countryside Service	Place	Ongoing	0.462	0.102	0.227	0.061	0.072	

PLB10	Countryside Service Reduction in Grounds Maintenance	Countryside Services - reduction of grounds maintenance budget	Place	Ongoing	0.300	0.300				
PLB12	Street Lighting Cost Transfer	Streetlights - agreement with district and borough councils on the transfer of responsibility for streetlighting energy cost for their assets	Place	Ongoing	0.060	0.000	0.060			
PLB13	Street Lighting Change of Service	Traffic Signs and Bollards - convert illuminated signs and bollards to non-illuminated or LED to achieve energy savings	Place	Ongoing	0.060	0.000	0.015	0.015	0.015	0.015
PLB17	Highways Winter Service Efficiencies	Winter Service efficiencies through technology improvements	Place	Ongoing	0.113	0.113				
PLB19	Removal of Contribution to Bolsover Countryside Partnership	Agreement with partner organisations to reduce the County Council contributions to Bolsover Countryside Partnership	Place	Ongoing	0.014	0.014				
Total					42.582	28.010	12.040	2.294	0.203	0.035

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 January 2023

Report of the Executive Director - Place

Derbyshire County Council Climate Change Strategy: Annual Review of Progress (2023)

(Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is not a Key Decision.

3. Purpose

3.1 This report provides an annual summary of progress against delivery of the Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025) and the Council's net zero targets, and is asking Cabinet to note:

- The progress being made against the Council's net zero target of 2032, or sooner, and the County's net zero target of 2050, and the challenges being faced to reduce emissions from corporate property, streetlighting, core fleet and grey fleet.
- The progress being made against each target and action within the Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025).

4. Information and Analysis

Background

- 4.1 As set out in the Corporate Environment Policy and the Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025) (the “Strategy”), the Council has established a net zero target for its estate and operations of 2032, or sooner. The Council also recognises the important role it plays in reducing the County’s emissions to net zero by 2050, in line with the UK Government’s national commitment.
- 4.2 To structure and guide the delivery of projects and initiatives to help enable these targets to be achieved, the Strategy was developed in early 2021 and approved by Cabinet on 14 October 2021 (Minute No. 166/21 refers). This report provides an annual summary of progress made during 2023 against delivery of the Strategy and the Council’s net zero targets

Progress against Net Zero Targets – Council Emissions

- 4.3 Council emissions are recorded and reported as tonnes of carbon dioxide and equivalent greenhouse gases (CO₂e). Emissions from four sources are currently included within the Council’s net zero target of 2032, or sooner, these are:
- Corporate Property (gas, electricity, oil and propane use) – excluding schools
 - Streetlighting (electricity use)
 - Core fleet (mileage)
 - Grey fleet (mileage)
- 4.4 Carbon emissions from the Council estate and operations (the above four sources combined) **have fallen by 14% between 2021-22 and 2022-23**, from 14,712 tonnes to 12,624 tonnes. This demonstrates a **71% reduction since the 2009-10 baseline year** where emissions were 42,965 tonnes.
- 4.5 Figure 1 presents emissions reductions since the baseline year (2009-10).

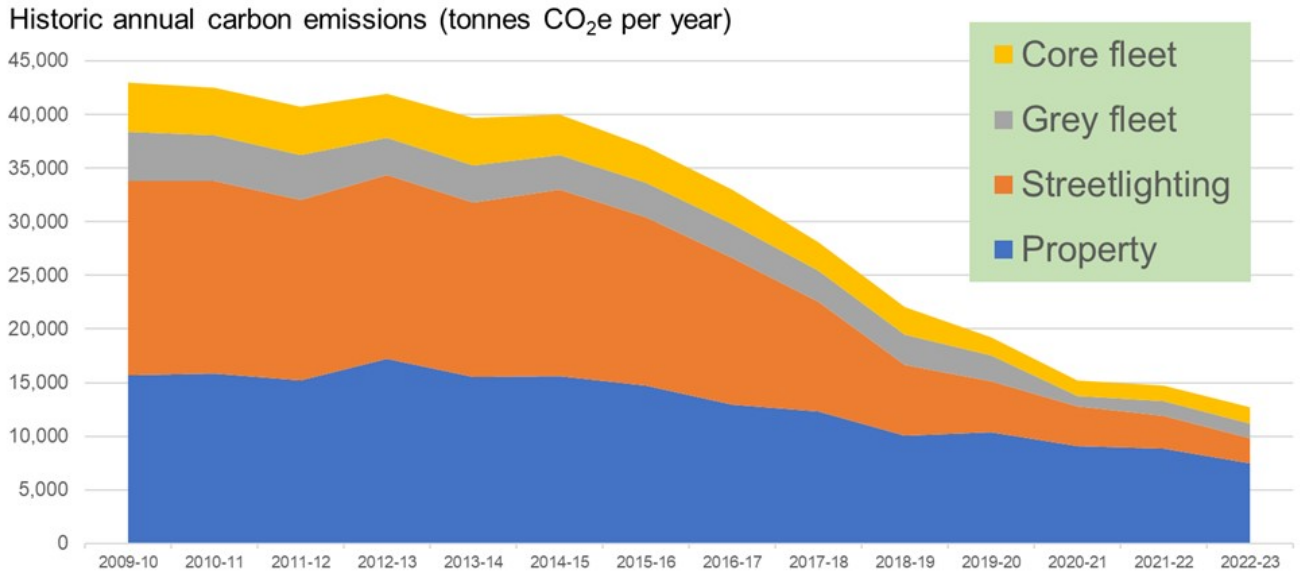


Figure 1: Council emissions reductions since 2009-10 baseline

4.6 Table 1 summarises the latest data for the four emissions sources reported for 2022-23 and provides a summary of the work being undertaken and planned to reduce emissions going forward.

Table 1: Summary of Council emissions and key activities

Emissions Source	Progress to reduce emissions
Corporate Property	<p>Total emissions from corporate property in 2022-23 were 7,475 tonnes, which is a 16% reduction since the previous year (2021-22) and a 52% reduction since the baseline year (2009-10).</p> <p>This is the largest annual reduction in emissions since 2018-19 and is the result of a focused effort on property rationalisation and improved monitoring and control of energy use.</p> <p>Electricity use for 2022-23 includes a small percentage (less than 0.5%) attributable to electric vehicle (EV) charging. As EV charging will increase in the future, mechanisms are being investigated for how this energy use can be reported separately to avoid the double-counting of emissions. Some further modest emission reductions in future years are expected from ongoing property rationalisation and improved energy management.</p>

	<p>Any residual emissions from buildings will largely be due to the difficulty of decarbonising heat; 70% of energy used in the Council's buildings is gas. Changing heating systems to low carbon solutions (such as heat pumps) is disruptive and expensive and so Corporate Property is not currently planning a heat decarbonisation programme on an estate-wide basis.</p> <p>Deeper emissions savings will need to come from investments in retrofitting to reduce energy consumption and conversion to low carbon heat sources, as well as roof-mounted photovoltaic (PV) electricity generation. This will not be possible without adequate revenue and capital funding and the Council successfully bidding to national funding schemes such as the Public Sector Decarbonisation Scheme (PSDS). The Council has been unsuccessful in its recent bids to the PSDS due to a lack of robust feasibility studies being in place that are needed to inform bids, and the requirement for match funding by the Council as part of any bid. The PSDS is also very competitive with high levels of demand on the fund nationally.</p>
Streetlighting	<p>Total emissions from streetlighting in 2022-23 were 2,388 tonnes, which is a 23% reduction since the previous year (2021-22) and an 87% reduction since the baseline year (2009-10).</p> <p>As in previous years, the emissions reduction is due to continuation of the LED replacement programme, night-dimming and part-night lighting, along with decarbonisation of the electricity grid.</p> <p>The streetlighting LED replacement programme is nearing completion with 500 streetlights left to convert which are scheduled for whole column and cabling replacements. In addition, there are 411 cast iron lighting columns to be replaced.</p> <p>There are also 5,500 streetlights awaiting adoption which are not included in the data above. These will add an estimated 365 MWh of energy use to the load annually (increasing energy use overall from streetlighting by 3-4%), but the timescale for this depends on the ability of developers to achieve adoptable standards of road networks in a timely manner.</p> <p>An increase in emissions is expected next year due to the factors above and as the UK government has calculated a one-off increase in the emissions associated with grid</p>

	<p>electricity. In future years the increased consumption should be offset by continuing improvements in LED light efficiency, grid decarbonisation and smarter controls.</p>
<p>Core Fleet</p>	<p>Total emissions from core fleet in 2022-23 were 1,394 tonnes, which is a 2% reduction since the previous year (2021-22) and a 68% reduction since the baseline year (2009-10).</p> <p>Core fleet data has been comprehensively reviewed this year to remove previous inaccuracies in data provided by the telematics supplier and improve the classification of vehicles by emissions type. This shows that, rather than emissions bouncing back after the Covid-19 pandemic, they have remained relatively stable, suggesting that a new 'business as usual' point has been reached.</p> <p>Following the delivery of 10 new gritting vehicles in September 2023, the Council will operate 75 HGVs within its fleet; 67 of these HGVs are now Clean Air Zone (CAZ) compliant with orders placed to replace three of the eight remaining HGVs with new CAZ complaint vehicles. These vehicles are due for delivery by December 2023. Discussions are ongoing to replace four library lorries with smaller more efficient electric library vans and the final Highways HGV with a more appropriate alternative.</p> <p>A core fleet replacement programme for all Council vans to transition from diesel to electric by 2032 is in place with the target of replacing 20 vehicles per year. Currently the fleet has five electric vans and eight electric pool cars with two more on order, meaning that the target of replacing 20 vehicles per year is not currently being met. The success of this programme relies on having EV charging infrastructure in place which will need to include additional charge points installed at County Hall and at the six Council depots where scheduled replacement vehicles are sited. Discussions between Fleet, Corporate Property, Sustainable Travel and the service areas that require the replacement vehicles are ongoing to ensure this replacement programme is successfully delivered. Once the necessary charging infrastructure is in place orders can be placed to procure replacement vehicles and bring the Council back on track to replace at least 20 vehicles per year with electric vehicles.</p> <p>Solutions to support the transition of the estimated 60% of Council vans that are based at employees' homes to electric,</p>

	and which consequently require home charging, are being explored.
Grey Fleet	<p>Total emissions from grey fleet in 2022-23 were 1,367 tonnes, which is a 5% increase since the previous year (2021-22) and a 70% reduction since the baseline year (2009-10).</p> <p>The increase in emissions is due mainly to the increased mileage undertaken by employees from Children’s Services and Adult Social Care and Health to meet additional care needs in communities and the impact of services continuing to be affected by the impacts of COVID-19.</p> <p>A modest annual reduction in these emissions is expected from increases in the fuel efficiency of employee vehicles, a move to a greater ownership of EVs and an increase in the use of core fleet vehicles for business travel.</p> <p>The Council is targeting activity at high mileage teams and individuals, with the provision of dedicated Council fleet EVs for individuals and teams in Children’s Services and Adult Social Care and Health being proposed. Grey fleet emission reductions could be significant for those individuals or teams undertaking more than 17,000 miles per year (a breakeven point for costs). However, any approach to switching from private vehicle use to a core fleet vehicle for business travel may have HR policy and contractual implications, which are being fully explored.</p>

- 4.7 In order to quantify the gap between the Council’s net zero target and current and planned activities, annual emissions projections to 2031-32 have been modelled using information on modest ongoing and planned initiatives (as detailed in Table 1), anticipated changes in carbon conversion factors (influenced by national factors, such as the amount of renewable energy generated) and any other influencing factors, such as the gradual increase in EVs amongst employees. The projections assume that no significant investment above those noted in Table 1 will be made to reduce emissions at scale across the Council’s estate and operations.
- 4.8 These emission projections to 2031-32 are presented in Figure 2 against a linear trajectory (the dotted line) to reach net zero by 2031-32, in line with the Council’s current target.

Target and forecast annual carbon emissions
(tonnes CO₂e per year)

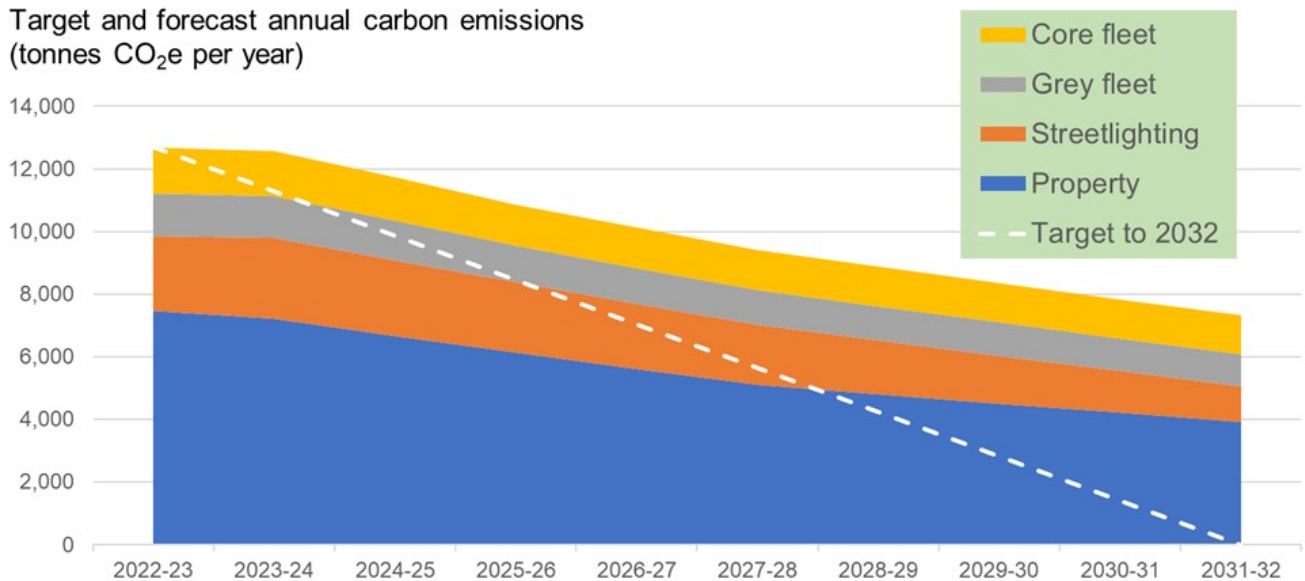


Figure 2: Council emission reduction projections (based on confirmed and planned activities)

4.9 Despite the good progress made to-date to reduce the Council’s emissions, and the ongoing and planned work detailed in Table 1 to reduce emissions further, the modelling undertaken suggests that, for the four sources measured and reported, there will be a **potential shortfall in the necessary emissions reduction of 7,250 tonnes CO₂e by 2031-32**. Over 50% of these residual emissions will be from the Council’s Corporate Property.

4.10 This requires both:

- a) a step-change in emissions reduction performance, particularly for decarbonising heat in buildings and the reduction in and electrification of travel by car and vans; and
- b) the development and implementation of plans to offset some of the residual emissions through renewable energy generation on Council-owned buildings and land (e.g. solar PV), and to sequester carbon through activities such as tree planting.

4.11 Supplementary work is underway to establish how this shortfall can be most effectively addressed. However, both the step change in emissions reduction performance and the development of renewable energy generation requires significant financial investment, which may be impacted by the Council’s current financial situation. The implication of any pressures on future investment requires consideration as to how it influences this shortfall or delay to the achievement of the Council’s net zero target.

- 4.12 Furthermore, alternative funding (through external scheme funds such as the PSDS) and delivery options are being assessed to understand the implications of the Council taking different approaches to tackling the four emission sources, particularly for Corporate Property decarbonisation where high levels of investment are required.
- 4.13 Whilst it is difficult to compare the Council's emissions reduction performance to-date against other councils (due to the absence of standard reporting rules meaning that all councils measure and report on emission differently) the Council recognises that some councils are putting in place measures which will lead to significant emission reduction and that the Council could seek to learn from and replicate in some areas. For example, it is noted that, typically, those councils achieving the greatest speed and scale of emissions reduction are those that are committing to large scale, ongoing carbon reduction plans, such as estate-wide property refurbishment and heat decarbonisation projects (such as Cambridgeshire County Council), or large-scale renewable energy generation projects (such as Cornwall Council).

Council Scope 3 Emissions

- 4.14 Within the Council's Climate Change Strategy, the Council has set a target to *"Baseline all Council Scope 3 emissions by 2023, and set a target date to achieve net zero Scope 3 emissions for the Council"*.
- 4.15 Scope 3 emissions are indirect emissions that occur in the upstream and downstream activities of an organisation. The Council already reports on one element of its Scope 3 emissions (grey fleet mileage), but wider Scope 3 emissions not currently recorded or reported include those emissions associated with purchased goods and services, employee commuting, waste disposal, hired vehicles, leased assets and water supply.
- 4.16 As Scope 3 emissions are thought to typically account for 85-95% of any organisation's total emissions, understanding the Council's Scope 3 emissions is key to accurately assessing what actions should be taken and where attention should be focussed to ensure emissions are reduced whilst also delivering cost savings and wider co-benefits.
- 4.17 A review of Scope 3 emissions carried out during 2023 has identified where data is available and these emissions have been quantified where possible for several of the Scope 3 emission sources. Due to the volume of data involved in this analysis, further work is being carried out to quantify a wider range of Scope 3 emission sources and to set a

realistic target date for net zero for the Council's Scope 3 emissions. This is due for completion in early 2024. Appendix 2 provides a summary of this analysis.

Progress against net zero targets – Derbyshire emissions

- 4.18 In line with the UK Government's legally binding commitment, and to contribute to this commitment locally, Derbyshire needs to work towards becoming a net zero County by 2050. Data is provided by the Department for Energy Security and Net Zero (DESNZ), which reports annually (two years in arrears) on emissions arising within each Council's geographic area. DESNZ groups emissions by source: industry, commercial, the public sector, homes, transport, agriculture, and waste management. Around 98% of these area-wide emissions are outside the direct control of local authorities. The latest data relates to the 2021 calendar year, so does not represent any changes over the past two years, and is provided in Table 2.
- 4.19 The data shows there was a 9% increase in Derbyshire's emissions between 2020 and 2021. This is fairly consistent with the increase in overall UK emissions in 2021, which increased by 5% largely due to Covid-19 restrictions easing and colder than average winter temperatures increasing the use of heating in buildings.
- 4.20 Emissions from industry and transport increased by the greatest amount, and the only sector to see a reduction in emissions between 2020 and 2021 was waste management. This is also consistent with UK figures.
- 4.21 The total emissions reduction for the County between 2005 and 2021 is 22%. In comparison, the UK's total emissions reduced by 39% during the same period. This difference is mostly due to industry's contribution to Derbyshire's overall emissions, which was 42% in 2005 and 48% in 2021. Of these industrial emissions, Derbyshire's large industrial installations, such as the mineral products industry, account for almost 70%. In comparison, industry accounted for 23% of the UK's emissions in 2005 and 21% in 2021. Furthermore, emissions from industry have reduced by 43% between 2005 and 2021 when looking at the whole UK, whereas they have only reduced by 12% for Derbyshire's industry over the same period.
- 4.22 Emissions reduction percentages across all other sectors are similar in Derbyshire to the UK average.

Table 2: Derbyshire’s emissions for 2021 and compared to previous year (2020) and baseline year (2005)

Source of emissions	2005 (kt CO ₂ e)	2020 (kt CO ₂ e)	2021 (kt CO ₂ e)	Change (2020-2021) (kt CO ₂ e)	% change (2020 to 2021)	% change (2005 to 2021)
Industry	4,613	3,630	4,071	+441	+12%	-12%
Commercial	653	113	138	+26	+23%	-79%
Public sector	225	114	134	+20	+18%	-40%
Domestic	2,020	1,221	1,256	+35	+3%	-38%
Transport	2,087	1,624	1,846	+222	+14%	-12%
Agriculture	881	771	783	+13	+2%	-11%
Waste management	478	313	279	-33	-11%	-42%
Total	10,957	7,785	8,508	+723	+9%	-22%

4.23 Alongside these figures, DESNZ also produces projections for national emissions up to 2040 based on current rates of change and the reductions likely to be achieved under ‘business as usual’, taking into account agreed Government policies and funding. The latest data was published in October 2022 and projects that UK emissions will reduce by 18% between 2020 and 2040. This indicates the need for ambitious, deep and widespread action across the UK and across all sectors to achieve the target of net zero by 2050.

Review of Strategy Targets and Actions

4.24 The Council’s Climate Change Strategy sets out targets and actions across five themes:

- Council Estate and Operations
- Low Carbon Economy
- Decarbonising the Domestic Sector
- Transport, Travel and Infrastructure
- Waste

4.25 A review of each target and priority action has been undertaken and a summary of the latest position is provided below. Each target and priority action has been allocated a RAG rating to indicate performance against expectation at this stage.

4.26 There are **27 targets** within the Strategy, with progress against each of these summarised in Table 3 below. It should be noted that, apart from the targets set out under ‘Council Estate and Operations’, many of the targets are outside of the direct control of the Council and reflect wider national challenges, with the Council instead holding an influencing, facilitating or partnership working role. For any targets that are assessed as either requiring Review or Action, endeavours will be made to accelerate pace wherever possible to achieve the targets, and this is summarised in the table below.














-  Good On track or complete with outcomes in line with expectations
-  Review Some risk to achieving timetable and/or outcomes
-  Action Unlikely to achieve timetable and/or to deliver required outcome



Table 3: Summary of progress made against each target in the Climate Change Strategy



COUNCIL ESTATE AND OPERATIONS		
Target	Status	Summary of Progress
By 2022 all Derbyshire streetlighting will be replaced by LEDs		The LED streetlighting replacement programme is 99% complete with approximately 500 streetlights left to convert which are scheduled for whole column and cabling replacements. In addition, there are 411 cast iron lighting columns to be replaced.
The Council will switch its existing electricity tariff to a 100% renewable electricity tariff by 2023 with an optional buy-in for schools.		Discussions held with the Council’s energy supplier in September 2023 indicate that the procurement of a renewable energy tariff for 2024-25 will not be feasible due to energy market pressures, price rises and insufficient supply capacity. This will be monitored and revisited ahead of the 2025-26 financial year.
Reduce emissions from heating buildings to less than 700tCO ₂ e by 2032.		Energy use across the corporate estate reduced by 16% between 2021-22 and 2022-23, the largest proportion of this reduction was from heating fuels (gas, oil and propane). The Council’s Asset Review process is identifying buildings for disposal, which will further reduce heating demand. Current forecasts from this review suggest a further saving of 8



		<p>million kWh per annum, to be achieved over the next five years. This equates to 21% of total energy use in 2022-23 and would save over 850 tonnes of carbon per year.</p> <p>A review of poorly performing buildings has identified further savings that can be achieved through retrofit projects if funding is available. Capital funding for seven retrofit projects was approved by Full Council in February 2023 however is currently on hold because of the Council's financial position. Furthermore, along with many other councils across the UK, the Council was unsuccessful with a recent application to the Public Sector Decarbonisation Scheme to deliver projects needed to achieve some of these savings.</p> <p>The Council continues to develop and deliver low-cost projects to reduce energy use, such as through behaviour change campaigns and analysing energy use data to identify anomalies and wastage and opportunities to reduce use. However, the scale of the challenge will require deeper action and investment, and advice is being sought on good practice and innovation from outside the Council.</p>
<p>Quadruple existing microgeneration of renewable energy on Derbyshire County Council's estate to 200 MWh by 2032.</p>	<p></p>	<p>35 Council owned buildings (including schools) currently have solar panels installed with an estimated annual output of 159 MWh, of which 73 MWh is from non-school sites.</p> <p>Further solar PV projects have been identified to deliver an estimated 445 MWh of renewable energy by summer 2024. A capital funding bid to deliver these projects was approved by Full Council in February 2023, however is currently on hold because of the Council's financial position. Further suitable sites are likely to emerge as the Asset Review is completed.</p>
<p>Replace 20 Derbyshire County Council vans per year in the core fleet with zero emission vehicles (ZEVs) from 2022.</p>	<p></p>	<p>A core fleet replacement programme for all vans to transition from diesel to electric by 2032 is in place. Currently the fleet has five electric vans and eight electric pool cars with two more on order, meaning that the target of replacing 20 vehicles per year is not currently being met. The success of this programme relies on having EV charging infrastructure in place which will need to include additional charge points installed at County Hall and at the six Council depots where scheduled replacement vehicles are sited. Discussions between</p>



		<p>Fleet, Corporate Property, Sustainable Travel and the service areas that require the replacement vehicles are ongoing to ensure this replacement programme is successfully delivered. Once the necessary charging infrastructure is in place orders can be placed to procure replacement vehicles and bring the Council back on track to replace at least 20 vehicles per year with electric vehicles.</p> <p>A project to explore and take forward the provision of dedicated Council fleet EVs for high mileage teams in Children’s Services and Adult Social Care and Health is also underway. Charging points are proposed to be installed at strategic hubs where dedicated electric fleet vehicles can be located. Solutions to support the transition of the estimated 60% of Council vans that are based at employees’ homes to electric, and which consequently require home charging, are also being explored.</p>
Replace all Derbyshire County Council HGVs with low emission vehicles by 2032.		<p>Following the delivery of 10 new gritting vehicles in September 2023, the Council will operate 75 HGVs within its fleet. 67 of these HGVs are now Clean Air Zone (CAZ) compliant with orders placed to replace three of the eight remaining HGVs with new CAZ complaint vehicles. These vehicles are due for delivery by December 2023, meaning that 93% of the Council’s HGVs will be CAZ compliant.</p> <p>Discussions are ongoing to replace four library lorries with smaller more effective electric library vans and the final Highways HGV with a more appropriate alternative.</p>
Baseline all Council Scope 3 emissions by 2023 and set a target date to achieve net zero Scope 3 emissions for the Council.		<p>The review of Scope 3 emissions has identified where data is available and the data confidence levels for each element. These emissions have also been quantified where possible and where the information is available. Appendix 2 provides a summary of this analysis. Assessing this information has commenced and, due to the volume of data involved and the annual variations, will be completed in early 2024 and will inform the establishment of a realistic target date for net zero for the Council’s Scope 3 emissions.</p>
Achieve net zero emissions across all		<p>The Council has undertaken a detailed scoping project, which involved consultation with Derbyshire Schools and school leaders, about what support and services schools need and</p>



schools in Derbyshire by 2050 and set a more ambitious net zero target for schools within the Derbyshire County Council portfolio.		want to help them on their climate change journey. This has also involved reviewing the services that the Council currently provides to schools that directly or indirectly link to tackling climate change. The findings are being used to establish a strategic approach across the council for climate change school support and inform the development of appropriate targets for a net zero schools' portfolio. The Council actively supports schools in tackling climate change through promoting and signposting to internal and external initiatives and sharing good practice case studies and guidance.
LOW CARBON ECONOMY		
Target	Status	Summary of Progress
Reduce manufacturing and construction emissions by 70% by 2035 (against 1990 levels) through energy efficiency improvements and expansion of Carbon Capture, Utilisation and Storage (CCUS) technologies, and promotion of fuel switching.		National data from the Climate Change Committee shows that emissions from manufacturing and construction have fallen by 56% since 1990 largely due to movement towards a less carbon intensive mix of industrial output, improvements in energy intensity and changes in fuel mix. The Council is supporting the decarbonisation of these sectors through activities such as joint working with the County's Mineral Products Industry on net zero and through the Green Entrepreneurs Fund. Large scale Carbon Capture, Utilisation and Storage (CCUS) is being proposed through the Peak Cluster project, which would enable the removal of an estimated quarter of Derbyshire's annual emissions. If approved, construction would begin in 2026 with operations from 2030.
All commercial efficiency renovations complete by 2030 to be in line with UK government's industrial and commercial energy		Data from the Department for Energy Security and Net Zero shows that emissions from Derbyshire's commercial sector have reduced by 79% since the 2005 baseline year. Energy efficiency improvements in commercial buildings are largely driven by national legislation and investment. For example, the requirement for commercial buildings to have an EPC certificate on construction, sale or rent was introduced by the Government in 2008. Since April 2023 any rented commercial building must have an EPC rating of E or above. From 2025 onwards, any newly rented commercial building must have a rating of C or



consumption reduction target of 20%.		<p>higher. Such national changes provide the impetus to improve the energy efficiency of these buildings, with the success of which dependent upon on enforcement by district and borough councils through the planning process.</p> <p>The Council's recently developed Climate Change Planning Guidance and the Council's engagement with the D2N2 LEP (Local Enterprise Partnership) on commercial and industrial energy use will also help to drive improvements.</p>
Undertake a feasibility assessment to understand the opportunities for renewable energy developments across the County and support the development of commercial scale developments where appropriate, by 2023.		<p>This target has been achieved through:</p> <ul style="list-style-type: none"> • Feasibility assessments by APSE Energy on the technical, legal, procurement, financial and planning requirements, and assessment of the feasibility of solar farm development on Council-owned land. • The development of a Derbyshire Spatial Energy (completed in September 2022) to identify the scope for medium to large scale renewable technologies, to help guide planning policy and decision making.
24,000 skilled green jobs to be created in Derbyshire by 2030 to help reach net zero emissions and enable our local economy to grow and flourish.		<p>PwC's Green Jobs Barometer presents a regional view of the status of green jobs in Great Britain. That latest data from 2022 shows that 2.2% of all jobs created in the East Midlands have "green" elements, which is around the average for the UK and slightly up on the previous year (1.2% of jobs in 2021). Furthermore, separate analysis undertaken by the Council on jobs advertised in the D2N2 region during 2022-23 shows that, of the 316,023 total job postings, 3.3% (10,581, which can be considered against the target of 24,000) were from organisations sourcing green jobs and skills.</p> <p>As part of the overall growing green skills sector, the Council is developing a more comprehensive understanding of the green skills, jobs and vacancies being created across the</p>

		Derbyshire so that skill gaps and challenges, such as for domestic retrofitting, can be fully understood. This will enable the Council to continue to work effectively in partnership with others, such as the Midlands Net Zero Hub, to maximise the skills and employment opportunities for Derbyshire residents. The Council's Green Entrepreneurs Fund also supports reskilling for the green economy through scholarship grants for individuals.
All new commercial building developments to be net zero carbon by 2030, and all commercial and industrial properties to be net zero by 2050		The Future Building Standards were first announced in 2019 and will not be finalised until 2025. In the meantime, the Government has introduced an interim uplift of standards. New commercial developments are subject to energy efficiency requirements within Building Regulations (updated in June 2022). This includes the requirement to reduce carbon emissions by 27% relative to 2013 standards and sets higher standards for thermal efficiency, lighting, heating controls, air tightness and flow temperatures. The impacts of this change will be felt slowly as projects with prior planning approval may still be built to previous building regulation standards. This is a national issue, which the Council is working to influence, but is ultimately dependent on further national legislation to enforce net zero developments.
Net zero focussed education, training courses and apprenticeships available at every academic and training institution in Derbyshire by 2028, e.g. net zero building retrofit, renewable energy engineering, heat pump installation.		<p>The Council is taking measures to support the development of net zero focussed education, training courses and apprenticeships, specifically across the housing retrofit market, renewable energy and heat pump installation.</p> <p>The Council has excellent working relationships with the four Further Education (FE) colleges across Derbyshire. One of the areas where the Council is a key partner is the Construction Skills Hub being delivered by Chesterfield Borough Council as part of the Staveley Town Deal where an on-site construction training facility will serve to develop a pipeline of skilled construction workers through training provided by Chesterfield College and Derby University.</p> <p>The Council promotes the Midlands Net Zero Hub (MNZH) Home Decarbonisation Skills Training scheme. This scheme provides grant funding to registered retrofit training providers, including FE colleges, to deliver accredited training at scale to support the whole retrofit sector. Supported by the Council and the district and borough councils, MNZH is also managing local skills training competitions on behalf of the Department for Energy Security and Net Zero, providing opportunities for upskilling the local retrofit workforce across a range of areas that include heat pump installation and heat network development.</p>




DECARBONISING THE DOMESTIC SECTOR		
Target	Status	Summary of Progress
All new residential buildings to be zero carbon by 2025.		<p>The government's forthcoming Future Homes Standard will require all new homes built from 2025 to produce 75-80% less carbon emissions than homes built under the current Building Regulations. Homes will also need to be 'zero carbon ready', with no retrofit work required, to benefit from the decarbonisation of the electricity grid and the electrification of heating.</p> <p>The Climate Change Planning Guidance and associated assessment metric, developed in collaboration with the district and borough councils, is being used to inform the measures that may be implemented to reduce the climate change impact of new developments. They also form an evidence base and County-wide 'net zero ambition' for use by all Derbyshire councils in the drafting of local plan policies.</p> <p>The Council is also working the district and borough councils to explore opportunities for the development a Design Guide/Code for Derbyshire to support housebuilders in designing homes which are in-keeping with local character whilst enabling the inclusion of net zero measures.</p>
All existing owner occupier domestic properties EPC rating C by 2035.		<p>Approximately 61% of Derbyshire's homes are rated at an EPC level of D or below (212,000 homes) and will require some form of energy efficiency measures to be installed to reach an EPC rating of C.</p> <p>Current national funding schemes are being used by the Council, district and borough councils and agency partners (such as the MNZH) to support the delivery of retrofitting measures for social housing and households with low incomes or in fuel poverty. A programme of work, funded through the DESNZ, was launched in Autumn 2023 to the provision of support and advice on energy efficiency retrofitting to private homeowners who do not fall into the low-income category across Derbyshire and Nottinghamshire.</p> <p>Although these programmes of work will support an increase in home energy efficiency improvements in the County, the overall scale of the national challenge is significant and</p>

		existing national funding models and supply chain capacity will not, at present, support the scale and speed of action needed.
All owner occupiers and renters to have access to education and training programmes to decarbonise their homes by 2025.		<p>In partnership with other councils across Derbyshire and Nottinghamshire, funding has been secured through the DESNZ Local Energy Advice Demonstrator (LEAD) project to deliver advice and support to residents on energy efficiency retrofitting. Over the next two years this project will include the development of Derbyshire and Nottinghamshire focussed guidance, case studies and advice, and a revision of the ‘Everybody’s Talking About Climate Change’ website to provide location-specific information on retrofit which will complement information available nationally.</p> <p>Given the current energy crisis and increase in cost of living, the Council provides online energy advice and signposting to external support to help residents to reduce their fuel bills and increase the energy efficiency of their homes.</p>
At least 20% of domestic buildings to have PV installed by 2030.		<p>Research from MCS shows that, at the start of 2023-24 approximately 4.1% of the country’s homes have solar panels installed. MCS data also shows that the number of households installing rooftop solar panels reached its highest level in more than seven years in the first months of 2023, with a 144% increase seen in registered solar panel installations in August 2023 when compared to August 2022.</p> <p>The Derbyshire Spatial Energy Study and the Climate Change Planning Guidance and assessment metric provide a strong evidence base to support local plan development policies, which in turn will support the installation of PV on existing and new buildings. Revisions to national Building Regulations are needed to further facilitate the progress required to meet this target.</p> <p>Delivery of the Council’s Homes Fit for the Future Action Plan also includes actions designed to increase the uptake in solar panel installations, including the provision of face-to-face and online information and support to homeowners as well as measures to grow the supply chain for housing retrofit activities.</p>

TRANSPORT, TRAVEL AND INFRASTRUCTURE		
Target	Status	Summary of Progress
All new cars and vans in the country to be zero emission vehicles by 2030.		<p>In March 2023 there were 11,065 electric vehicles in Derbyshire and a further 4,262 plug-in hybrids. This represents approximately 2.8% of all cars and vans currently registered in the County.</p> <p>The sale of electric and plug-in hybrid cars in the UK continues to increase, with 17% of all new car registrations in the UK during September 2023 being electric vehicles. This is a 20% increase since 2021. The number of electric vans as a proportion of all new vans in the UK increased from 3.6% in 2021 to 5.9% in 2022.</p> <p>The recent change in UK government legislation for all new cars and vans sold in Great Britain to be zero emission by 2035 (from the previous target of 2030) means that meeting this target will continue to be challenging due to the reliance on national investment and enforcement. However, the Council will continue to work with partners to encourage the uptake in these vehicles and increase the availability of public and domestic electric vehicle charge-points across the County.</p>
<p>Deliver 1000 EV charging points for public use by the end of 2025 in collaboration with partners.</p> <p>Support the installation of electric vehicle chargers at 144,000 properties across Derbyshire by 2035.</p>		<p>Data from the Department for Transport shows that, at the end of April 2023 there were 287 publicly available EV charging points in Derbyshire, up from 274 in July 2022. This equates to 36 publicly available EV charging points per 100,000 of population in Derbyshire, compared to an average of 61 in England as a whole. This difference is largely due to the County's largely rural nature, meaning that suitable sites can be challenging to identify. A study has been completed into potential demand across the County and to assess the preferred locations and types of charge points needed to meet this demand through an online survey and in collaboration with all Derbyshire district and borough councils, the findings from which are now being incorporated into a detailed delivery plan.</p> <p>Research suggests that only 2% of UK homes have charge points installed, this equates to an estimated 7,000 homes in Derbyshire. The development and implementation of Climate</p>

		Change Planning Guidance and updated Building Regulations for England (introduced in June 2022) is starting to facilitate a growth in charging infrastructure at private properties.
Double the number of people cycling regularly as a mode of transport from 106,000 in 2016 to 212,000 by 2030.		<p>The Council is directly supporting this area of work through activities and project including increasing the distance of Key Cycle Network including the White Peak Loop, increasing the number of schools participating in Modeshift Stars programme (and therefore implementing cycle to school initiatives) and, together with other D2N2 authorities to develop and deliver the D2N2 Local Cycling and Walking Infrastructure Plan (LCWIP).</p> <p>At the time of the Strategy's development, this target was taken from the Derbyshire Cycling Plan 2016-2030, using data from the national Active Peoples Survey. However, this survey is no longer undertaken (it ended in 2016), which means that progress can no longer be tracked in this way. Data on cycling trends is now collected through the Sport England Active Lives Survey. This data shows that, between 2021-22 and 2022-23, the percentage of adults cycling for leisure at least twice in a 28-day period in Derbyshire fell from 10.7% to 8.8%. The percentage of adults cycling for travel at least twice in a 28-day period in Derbyshire increased from 3.5% to 3.8% during the same period.</p> <p>It is therefore proposed that the target is changed to reflect a new data set and baseline to the following:</p> <p>Double the number of people in Derbyshire cycling at least twice in a 28-day period:</p> <ul style="list-style-type: none"> • Cycling for leisure: from 10.1% in 2015-16 to 20.2% in 2030-31 • Cycling for travel: from 5.3% in 2015-16 to 10.6% in 2030-31
Reverse the decline in bus travel and increase total journeys to 30 million per year by 2023 (from 21 million in 2019).		Bus passenger numbers are reflecting a slower than anticipated recovery post pandemic although the beginning of a recovery is now being seen. As of July 2023, overall patronage levels were estimated at around 80% of pre-pandemic levels. Patronage data is taken from Department for Transport (DfT) bus statistics.




		<p>Following receipt of £47m of Bus Service Improvement Plan funding from the DfT in November 2022, work has commenced via an Enhanced Partnership between Derbyshire County Council and Bus Operators, to drive bus improvements for passengers. These externally funded improvements are required to be delivered by March 2025. A series of targets have been developed as part of the BSIP delivery, which reflect the state of play in the sector after the pandemic.</p> <p>It is therefore proposed that this target is changed to align with these BSIP targets to: Reverse the decline in bus travel and increase total journeys to 20.9m by March 2025 and 23.0m by March 2030.</p>
<p>Deliver 2 hydrogen re-fuelling stations in Derbyshire and up to 30 hydrogen powered buses by 2025 by working with partners in the public and private sectors.</p>	<p>🟡</p>	<p>Through the D2N2 LEP a Hydrogen Fuelled Waste Collection project is being progressed, which will include a mobile hydrogen refuelling point established at South Derbyshire District Council's waste depot in Swadlincote. This project is due to be launched in November 2023. The D2N2 Low Carbon Mobility Task Force is also looking at hydrogen fuel, vehicle and technology opportunities for the region, which includes a potential hydrogen bus project within the County (subject to funding being secured).</p> <p>Derbyshire's mineral products industry is also exploring hydrogen technologies and an East Midlands Hydrogen Cluster was launched in September 2023 to accelerate the development of, and attract investment to, the growing cluster of concentrated hydrogen demand, production and distribution infrastructure in the East Midlands.</p>
<p>Reduce HGV emissions in the County by 50% by 2035 against baseline.</p>	<p>🟡</p>	<p>UK government data for 2020 shows that emissions from HGVs accounted for 19% of total road transport emissions and have fallen by 21% since 2005. The Council is engaging with relevant groups through the D2N2 LEP to tackle this issue and with the County's mineral products industry to explore collaborative efforts to reduce HGV emissions through a reduction in vehicle mileage and the use of more sustainable vehicles.</p>

WASTE		
Target	Status	Summary of Progress
Reduce household waste production by 20% by 2025 against 2015 baseline.		<p>Whilst household waste increased in Derbyshire in 2021 due to the COVID-19 pandemic, it reduced again in 2022. This reduction, together with a slight increase in population since 2021, results in an overall decrease of 0.01tonnes of household waste in Derbyshire per capita (to 0.48 tonnes per head).</p> <p>The Council, as Waste Disposal Authority, runs campaigns and, where possible, does so in partnership with Waste Collection Authorities (WCAs). The Council uses social media messages as much as possible. Videos have been promoted to encourage food waste reduction, with a plan to promote more messages when resources permit. The Council is continuing to work closely with WCAs to design and deliver initiatives.</p>
Less than 10% municipal solid waste to be sent to landfill by 2035, with 100% waste diverted by 2050*.		The percentage of Local Authority Collected Municipal Solid Waste (LACMSW) sent to landfill has reduced from 27.5% to 13.7% since 2014-15. New contracts for residual waste treatment contain contractual obligations to divert residual waste from landfill. These are expected to reduce the total amount of LACMSW to 10.81% over the next two years, thereby indicating that the target will be met ahead of the target date.
No more food and garden waste sent to landfill by 2030.		<p>The Council achieved an 86.3% landfill diversion rate of LACMSW in 2022-23. Achieving this specific target requires either 100% availability of, and participation in, food waste collections, or 100% diversion of residual waste from landfill into Energy from Waste (EfW). Based on current and planned local EfW infrastructure, the latter is not considered realistic within the target timescale.</p> <p>At present two of the eight district and borough councils do not offer any food waste collection service and of the six that do, five offer it on a fortnightly basis co-mingled with garden waste. Through the Environment Act 2021, the government has introduced a requirement for all WCAs to offer a free, weekly food collection service for recycling or composting for all households in England by 31 March 2026. WCAs will also be required to</p>

		collect garden waste in accordance with the new requirements by 31 March 2026, but, as is currently the case, they will still be able to charge for the service. This means that the duty to collect garden waste only arises once the householder has requested its collection and has paid any charge. These two key pieces of legislation will help to ensure the target is met.
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* Excluding asbestos. Burying asbestos waste in landfill is currently the only legal final destination available for the material. There are alternative techniques being developed internationally but they are not currently commissioned for use in the UK.











4.27 There are **32 priority actions** within the Strategy, with the current delivery status of each of these provided in Table 4 below. A detailed review of priority action performance is carried out on a quarterly basis, and this quarterly review, which includes commentary on any work being undertaken to address any risks to delivery, is reported each quarter to the Council's Climate Change and Environment Programme Board and the Portfolio Holder.










-  Good On track or complete with outcomes in line with expectations
-  Review Some risk to achieving timetable and/or outcomes
-  Action Unlikely to achieve timetable and/or to deliver required outcome








4.28 Table 4 shows that, at the end of Q2 2023-24, 18 (56%) of the priority actions are on track or complete, with the remaining 14 (44%) under close monitoring and review due to some risk to achieving timetable and/or outcome.

Table 4: Status of each priority target in the Climate Change Strategy

COUNCIL ESTATE AND OPERATIONS		
Ref	Priority Action	Status
1	Identify land for renewable energy generation and carry out pre-feasibility assessments to identify whole life project costs.	
2	Develop a design standard for future estate development which sets the requirement to develop net zero enabled buildings which can be net zero but also resilient to future climatic changes.	
3	Deliver Public Sector Decarbonisation Schemes and evaluate to inform further work.	
4	Identify buildings to be retained and undergo energy efficiency retrofit.	
5	Roll out a Council wide electric vehicle sharing programme and electric vehicle charging points at all key Council sites, coupled with a behaviour change campaign and evaluation of working practices to facilitate a zero-emission fleet.	
6	Develop a Sustainable Procurement Framework using the UK government's green procurement guidance to embed environmental requirements and Social Value into all contracts.	

7	Review the commissioning principles across all teams to ensure that climate change is embedded across our services and partner working.	
8	Carry out a feasibility study to identify low carbon energy procurement options.	
9	Include climate change training as part of the induction process for all Elected Members and staff to strengthen knowledge of carbon emissions, climate resilience and net zero development.	
LOW CARBON ECONOMY		
Ref	Action	Status
10	Develop a Renewable Energy Strategy for the County including an energy resource assessment that identifies opportunities for renewable energy generation as well as decarbonisation of heating and energy use in homes.	
11	Work with the Midlands Energy Hub, D2N2 LEP and universities and colleges to build technical and economic capabilities to deliver renewable energy and low carbon heating projects.	
12	Liaise with Distribution Network Operators (DNOs) and D2N2 LEP to understand grid capacity/constraints for generation opportunities.	
13	Deliver the Derbyshire Green Entrepreneurs scheme and provide additional support for reducing environmental impacts, driving innovation, and curating sustainable growth for smaller businesses.	
14	Take forward the COVID Recovery Strategy to identify high carbon commercial industries and support the business community in shifting to and benefiting from the low carbon economy through collaboration with climate change and carbon experts.	
15	Work with local academic institutions, trade unions, and regional Chamber of Commerce to identify geographical areas for low carbon industry growth, as well as assessing and developing the capabilities and skills of the region in supplying those industries.	
16	In line with Vision Derbyshire, continue working with district and borough councils to develop a Strategic Joint Planning Framework for Derbyshire to ensure that planning measures for net zero commercial buildings are integrated into Local Plans.	

DECARBONISING THE DOMESTIC SECTOR		
Ref	Action	Status
17	Conduct an updated feasibility assessment on the low carbon heat and renewable energy opportunities within the County.	
18	Use outputs of the Renewable Energy Strategy to work with partner local authorities to adopt a whole-system Local Area Energy Planning approach to increase onsite low-carbon energy generation and reduce the demand for energy.	
19	Through the Vision Derbyshire process agree the approach to supporting the decarbonising of homes recognising the specific opportunities and challenges faced by renters and homeowners and reflecting the need to particularly support those in fuel poverty.	
20	Planning work with the districts and boroughs to develop a Strategic Joint Planning Framework for Derbyshire to ensure achievement of minimum energy standards and net zero housing development.	
21	Work with local authority and wider government partners to develop a Regional Skills Strategy that identifies areas of upskilling within the house building and retrofit sectors, and creates investor-ready training programmes to receive support from the proposed National Skills Fund.	
22	Develop an information sharing campaign to educate homeowners and renters on how to improve the energy efficiency of their property.	
TRANSPORT, TRAVEL AND INFRASTRUCTURE		
Ref	Action	Status
23	Promote integrated, and place-based development in transport planning as part of Derbyshire's COVID recovery and economic revival of market towns, to reduce emissions from first and last mile journeys and provide an economic boost to local retail and businesses.	
24	Support the new Enhanced Bus Partnership arrangements being introduced in Derbyshire as part of the new National Bus Strategy. This will involve Derbyshire County Council and the bus operators investing in new service provision, improved roadside bus infrastructure, mobility as a service, integrated ticketing systems, and upgraded information availability to provide an improved public transport offering to Derbyshire residents.	
25	Support the implementation of the Derbyshire Cycling Plan and the Local Cycling and Walking Infrastructure Plan.	

26	Support actions for increasing the uptake of active transport to reduce emissions particularly within marginalised groups, and improve health and wellbeing for all.	
27	Continue to support the above average growth of zero emissions vehicle ownership in the County by establishing public private investment partnerships to develop a network of mixed speed public charging and hydrogen infrastructure, which is affordable, consistent, accessible and user friendly for residents and visitors.	
28	Evaluate the use of smart technologies and alternative fuels to reduce the emissions associated with commercial and freight transports e.g. consolidation hubs, hydrogen sub-stations, transport mobility hubs, mobility as a service etc.	
WASTE		
Ref	Action	Status
29	Identify solutions to increase the diversion of organic waste including food, soiled materials, carpets, organic textiles, etc. from landfill.	
30	Undertake a cross authority behaviour change campaign to promote reduction in waste and resource consumption in the home and businesses.	
31	Work with local producers and businesses to restrict the use of single use products and support the market for remanufactured goods.	
32	Explore the potential for partnering with local charities and organisation to segregate and redistribute good quality products from HWRC	

Summary of additional activities

- 4.29 This section provides an overview of the additional key projects and initiatives carried out over the past 12 months that have not been covered in the detail provided above and are contributing to the Council's climate change and wider sustainability objectives.

Energy system decarbonisation

- 4.30 The Council has developed a **Strategic Framework for Council action for progress to net zero energy in Derbyshire** (endorsed by Cabinet in June 2023), which sets out the elements of the net zero energy agenda the Council is best placed to contribute to progressing and what role it should take in so doing. This includes the establishment of six priority workstreams to 2025, including joint working with the Mineral Products Industry and joint working with the County's rural and farming networks.
- 4.31 The Council has been collaborating with other local authorities across D2N2 through the Innovate UK funded two-year **Fast Followers project**, which will accelerate progress on D2N2's net zero ambitions and is designed to complement and feed into the development of the East Midlands Combined County Authority (EMCCA). This includes the development of consistent messaging to citizens and businesses across D2N2 about climate change, and the development of a D2N2 Local Area Energy Plan (LAEP) to identify the most effective pathway to decarbonising each district across D2N2.
- 4.32 The Council is formally supporting a number of **community energy** projects, through the provision of officer time and the provision of grants, such as £0.130m of funding through the Green Entrepreneurs Fund to the Cromford Water Power project for the reinstatement of hydropower and a waterwheel at Cromford Mill and the provision of £0.050m of funding through the Derbyshire Grants scheme to Derbyshire Dales Community Energy (DDCE) to support the establishment of a Derbyshire Community Energy Hub to link all the community energy groups and projects across Derbyshire.
- 4.33 A range of local and community led projects have been awarded funding under the 'being green and sustainable' funding priority of the Council's **Derbyshire Grants** scheme. Projects funded this year include:
- Funding the establishment of wildflower areas in Killamarsh and Breaston.

- Funding the installation of energy efficient LED lighting at a village hall in Newton Solney
- Funding to encourage more staff and visitors to Whitworth Park in Matlock to use bikes by providing fixed bike racks on the site so there is a safe, secure area for bicycles.
- Funding a community e-cargo bike in New Mills to support the local community with free, zero emissions transport for local people and community organisations.
- Funding towards the installation of solar panels and a battery storage system at a scout hut in Long Eaton.

4.34 The Council has formed a collaborative relationship with the County's **Mineral Products Industry** to work together to help the industry become net zero by 2050. A Memorandum of Understanding has been formed which sets out priority areas of collaboration, including low carbon infrastructure, renewable energy, skills and employment and planning.

Enhancing and protecting the natural environment

4.35 With support from a specialist external consultancy the Council has developed a **Natural Capital Strategy** for the County. The Strategy considers the natural capital assets that are key to the County's future prosperity, health, and wellbeing and provides the evidence base for the County's approach to Local Nature Recovery. The project has involved mapping ecological networks / habitat connectivity, and mapping areas of strategic priority and opportunity for biodiversity. The Natural Capital Strategy is now being used to identify the priority areas for the protection, restoration, and enhancement of natural capital assets and informing the development of a Local Nature Recovery Strategy by March 2025.

4.36 A **Tree and Woodland Strategy for Derbyshire** has been developed and was approved by Cabinet in September 2023. It is designed to direct the effective management and enhancement of existing trees and woodlands in Derbyshire to ensure their current value is maximised and liabilities mitigated. It will also help to facilitate the planting of up to one million trees across the County by 2030 and contribute to the preparation and delivery of the Derbyshire Local Nature Recovery Strategy.

4.37 As part of the Council's commitment to tackling the effects of climate change, a target to facilitate the planting of a **million trees** in the County by 2030 was set in 2021. As of 23 October 2023, 388,461 have been added to the online Million Trees totaliser.

Strengthening the Council's approach to tackling climate change

- 4.38 The **Corporate Environment Policy** sets out the Council's commitment to championing, protecting and enhancing the natural and built environment for long-term public benefit. The original Policy was approved for adoption by Cabinet in November 2004 and was reviewed and updated in 2014 and 2019. The Policy has been reviewed and updated by the Climate Change Team during 2023 following extensive consultation with a range of relevant Council services, including Conservation Heritage and Design, Countryside Service, Procurement, Corporate Property, Resources and Waste, Highways, and Public Health. It has also been updated to include recent changes to legislation, national policy and environmental standards, and to reflect the Council's corporate commitments and ambitions with regards to tackling climate change, conserving the natural environment and wider sustainable development. Publication of the revised policy is subject to Cabinet Member approval during Q3 of 2023-24.
- 4.39 The Climate Change Team continues to deliver a **comprehensive training package** to employees and Elected Members. This includes a 30-minute e-learning module that is now a mandatory part of the induction process for all new employees. A comprehensive two-hour "Climate Change – Everybody's Business" training is delivered nine times per year, either online or in person and is available for all employees to register for. As of the end of October 2023, almost 200 employees had undertaken this two-hour training with more booked on to attend sessions in late 2023 and early 2024.
- 4.40 The Climate Change Team held a **Journey to Net Zero Employee Open Day** at County Hall in June 2023 to showcase to employees and Elected Members the range of work being undertaken across the Council to tackle climate change and deliver wider sustainability benefits to the people of Derbyshire, and to give employees the opportunity to provide feedback and share their ideas on the Council's work in this area. Approximately 150 employees attended the drop-in style event with 20 services holding stalls and/or delivering presentations at the event. This included Sustainable Travel, Countryside Service, Planning, Waste and Resources, Public Health and Procurement.
- 4.41 In October 2023 the Climate Change and Energy teams launched an **"Energy Champions" scheme** to bring together employees who are keen to help reduce energy use in the Council's buildings. These Energy Champions will take a lead in promoting and implementing energy efficiency behaviour change to help save costs, reduce

emissions, and make the Council more sustainable. They will be a local contact for energy reduction guidance and support in each building or building area. Energy Champions will be given access to the Council's online energy portal so that they can see how much energy is being used in their building and will have access to range of support materials on how teams can reduce their workplace energy consumption.

- 4.42 With Council services and assets continuing to be under strain from the lasting impacts of the coronavirus pandemic and economic pressures, it is imperative that the Council understands the **risks to Council services and assets from the current and future impacts of climate change** and puts in place plans to increase resilience. As such, a project is being delivered to understand and evaluate the risks and ensure any necessary measures to adapt to the risks posed are understood and implemented. The project report and recommendations will be finalised during Q3 and Q4 of 2023-24, which will be followed by the implementation and monitoring of findings and recommendations during 2024-25.

Conclusion

- 4.43 To-date, the Council has made good progress towards its net zero target of 2032, or sooner, with a 71% reduction in Council emissions achieved between 2009-10 and 2022-23. However, the speed of reduction is now at risk of slowing and data modelling carried out using information on activities (those in progress and planned) suggests that there may be a shortfall in the necessary emissions reduction of 7,250 tonnes CO₂e by 2031-32. This highlights that further effort is required to reduce the Council's emissions, particularly those emissions resulting from heating Council buildings and emissions from core and grey fleet. Supplemental work is now underway to explore how the further reductions necessary might be achieved, and to understand the resource implications of doing so.
- 4.44 Any step change in emissions reduction performance and the development of renewable energy generation requires significant financial investment, which may be impacted by the Council's current financial situation. The implication of any reduction in future investment will be considered for how it influences this shortfall or delay to the achievement of the Council's net zero target. Alternative funding (through external schemes funds such as the PSDS) and delivery options are being assessed to understand the implications of the Council taking different approaches to tackling the four emission sources, particularly for Corporate Property decarbonisation where high levels of investment are required.

4.45 Effective and robust delivery of the Strategy this year has meant that over 50% of the priority actions are on track to meet or exceed the desired outcomes, and action is being taken to address any risks to delivery of any targets and actions currently not on track. A quarterly review of performance will continue to be undertaken using the Climate Change Performance Dashboard, with the Climate Change and Environment Programme Board continuing to manage and oversee this progress and performance.

5. Consultation

5.1 Not applicable.

6. Alternative Options Considered

6.1 **Option 1: Not to report on delivery of the Climate Change Strategy**
– The Climate Change Act 2008 (as amended) commits the UK to a legally binding target to reduce greenhouse gas emissions to net zero by 2050. The Council must, therefore, play its part in reducing emissions and take action to achieve this in line with the targets set out by the UK Government. If the Council did not have a Strategy and Action Plan in place and monitor and report on progress in an effective way, emissions from the Council and across the County would not reduce sufficiently to achieve the targets. This option is not recommended.

7. Implications

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

8. Background Papers

8.1 None identified.

9. Appendices

9.1 Appendix 1 – Implications.

9.2 Appendix 2 – Scope 3 Emissions Analysis.

10. Recommendations

That Cabinet:

- a) Notes the progress being made against the Council's net zero target of 2032, or sooner, and the County's net zero target of 2050, and the challenges being faced to reduce emissions from Corporate Property, streetlighting, core fleet and grey fleet.
- b) Notes the progress being made against each target and action within the Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025).
- c) Notes the other key projects, initiatives and schemes that are contributing to the Council's climate change and wider sustainability agenda and objectives.

11. Reason for Recommendations

- 11.1 To ensure that Cabinet is informed of progress against delivery of the Council's Climate Change Strategy: Achieving Net Zero and the net zero targets.

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

- 12.1 No.

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Implications

Financial

- 1.1 There are no direct financial implications arising from this report. Projects in progress are funded from existing budget approvals in both revenue and capital budgets. The delivery of some of the priority areas of work within the Strategy may have future financial implications for the Council. These will be considered on a project-by-project basis and subject to separate reports and approvals.

Legal

- 2.1 There is no statutory obligation on Derbyshire's councils to produce a Climate Change Strategy, however, councils have the power contained in the Local Government Act 2000, Local Government & Public Involvement in Health Act 2007, Sustainable Communities Act 2007 and Localism Act 2011 to engage directly and work with other agencies in helping to tackle climate change.
- 2.2 The delivery of some of the priority areas of work within the Strategy may have legal implications. These are considered on a project-by-project basis.

Human Resources

- 3.1 The delivery of some of the priority areas of work within the Strategy may have human resource implications. These are considered on a project-by-project basis.

Information Technology

- 4.1 The delivery of some of the priority areas of work within the Strategy may have information technology implications. These are considered on a project-by-project basis.

Equalities Impact

- 5.1 The delivery of some of the priority areas of work within the Strategy may have equalities impact implications. These are considered on a project-by-project basis.

Corporate objectives and priorities for change

- 6.1 The Strategy supports the Council's ambition to be a net zero organisation by 2032, or sooner, and for the County to be net zero by 2050 and informs the action that needs to be taken to achieve these ambitions. The Strategy will also help deliver the following Council Plan priorities: Resilient, Healthy and Safe Communities; High Performing, Value for Money and Resident-Focused Services; A Prosperous and Green Derbyshire.

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

Environmental Sustainability

- 7.1 Delivery of the Strategy will improve the environmental sustainability of the Council and the County and, in particular, will reduce greenhouse gas emissions.
- 7.2 The delivery of some of the priority areas of work within the Strategy may have other implications. These are considered on a project-by-project basis.

Scope 3 Emissions Analysis

Activity	Data source and calculation methodology	Estimated annual carbon emissions for 2022-23 (tonnes)	Accuracy / confidence level
<p>Scope 3: Indirect emissions</p> <p><i>Emissions from procured goods and services, often referred to as ‘Scope 3’ and which can be over 85-95% of total emissions for councils.</i></p>			
Water supply and wastewater collection / treatment	Only around 50% of the Council’s corporate sites have water meters installed. Work is underway in Corporate Property to improve this situation, and, for where water meters are not feasible, estimate the volume used.	Not currently available	N/A
Hire vehicles	This data is being sought from the contracted hire companies but is not currently available for 2022-23.	Not currently available	N/A
Travel to school	This represents bus and taxi journeys either for individuals or additional services. High level of estimation required as exact routes and vehicles are not known.	Not currently available	N/A
Business travel by train, taxi, bus and flights	Data for journeys booked through the travel agency used by the Council. It does not include bus, taxi or train travel claimed through expenses. No flights were undertaken in 2022-23.	3.9 tonnes	High

Activity	Data source and calculation methodology	Estimated annual carbon emissions for 2022-23 (tonnes)	Accuracy / confidence level
Hotel stays for Council business	Data is available for bookings made through the travel agency used by the Council.	1.3 tonnes	High
Employee commuting or working from home	An employee survey attempted to estimate a figure, but low completion rates and an extremely variable work pattern post-pandemic means the data could not be interpreted meaningfully. Work is ongoing to identify other methods of estimation.	Not currently available	N/A
Waste produced at Council sites	This is a complex area covered by several contracts. Work has been undertaken to map and analyse what detail is available with an estimated figure for 2022-23 established and now undergoing verification.	553 tonnes (provisional)	Medium
Purchased goods and services (general)	External support has been obtained to scope the scale of emissions from procurement. This will be used to develop a robust baseline and identify the contracts with the highest potential carbon emissions.	N/A	N/A
Construction and building works – major capital projects	This data will emerge from the assessment of purchased goods and services (general).	N/A	N/A
Highways works	External support from a specialist consultant has been commissioned to establish a Scope 3 baseline	N/A	N/A

Activity	Data source and calculation methodology	Estimated annual carbon emissions for 2022-23 (tonnes)	Accuracy / confidence level
	for the service. This will be completed in early 2024		
Council maintained schools - electricity and other fuel use	Analysed through billed energy data.	11,895	High
Disposal and treatment of municipal waste	The Council is the statutory authority and collects data on waste tonnages and processing routes, which has been assessed to establish a provisional figure for 2022-23. This is currently being verified.	64,524 tonnes (provisional)	N/A
Sub-metered energy use by tenants of council buildings	The Council does not have access to this data and would typically be reported by the tenants as their Scope 2 emissions.	N/A	N/A



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 January 2024

Report of the Executive Director - Place

**Acceptance of Department for Transport Local Highways Maintenance
Additional Funding 2023-24**

(Cabinet Member for Highways, Assets and Transport)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned (this is currently defined as £500,000) and/or it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To seek Cabinet approval to:

- (a) accept an award to the Council from the Department for Transport (DfT) of Local Highways Maintenance additional funding for 2023-24 of £3.014m;
- (b) to seek authorisation to delegate any decisions in relation to the spending of this funding to the Director for Highways in consultation with the Cabinet Member for Highways, Assets and Transport; and

(c) to seek authorisation to delegate approval and discharge of the relevant grant conditions to the Authority's Section 151 Officer.

4. Information and Analysis

Department for Transport Local Highways Maintenance Additional Funding 2023-24

- 4.1 On 4 October 2023, the Government announced £8.3 billion of additional highways maintenance funding over the period 2023 to 2024 and the next 10 years for local road resurfacing and wider maintenance activity on the local highway network. This consists of:
- £3.3 billion for local authorities (LAs) in the North West, North East, and Yorkshire and the Humber
 - £2.2 billion for LAs in the West Midlands and East Midlands
 - £2.8 billion for LAs in the East of England, South East, South West and London
- 4.2 This funding is in addition to local transport funding from the last Spending Review and in addition to what LAs were expecting in future. Allocated across the next 11 years, it will represent an increase of around two-thirds in Department for Transport (DfT) support for local roads. Fifteen per cent of the funds will be allocated at a later date with the details to be confirmed in due course.
- 4.3 For this financial year, Derbyshire County Council will receive an additional £3.014m of funding from the Road Resurfacing Fund for local highways maintenance, particularly for the resurfacing of carriageways, cycleways, and footways to prevent potholes and other road defects from occurring, as well as tackling other asset management priorities, such as keeping local bridges and other highway structures open and safe.
- 4.4 The additional funding for 2023-24 is being issued under the same grant conditions as the capital block funding under Specific Grant Determination (2023/24): No.31/6680. It has been provided as capital grant and is not formally ring-fenced. Therefore, only the allocations listed have changed.
- 4.5 The Government expects the entirety of the funding unlocked from the Network North plan to be truly additional. Whilst the Department recognises that capital grant funding is nominally unringfenced and flexible to enable local authorities to spend when and where it is needed, it is also expected that local authorities will not reallocate

existing highways maintenance budgets in light of this new funding. This is to help ensure that this Network North funding uplift is truly transformational for local communities and road users up and down the country.

- 4.6 If the Department considers that this funding was not invested in additional highways maintenance activity, and that it did not lead to an overall increase in either the Authority's highway maintenance expenditure or planned expenditure, it reserves the right to reduce or amend future planned grants to the local authority – for highways maintenance and/or other funding streams.
- 4.7 Work has therefore been undertaken identifying locations where this funding can be targeted to improve the condition of the network for highway users and be delivered as quickly as possible. Delivery of the works will be on a mixed economy basis, similar to the Highways Capital Scheme Programme works, using in-house resources supported by external consultants and contractors in order to deliver the projects within the required timescales as quickly as possible.

5. Consultation

- 5.1 Not required.

6. Alternative Options Considered

- 6.1 Do Nothing - By doing nothing and not accepting this grant, the road network will deteriorate further and require additional revenue funding to be identified to maintain the Council's statutory duties to maintain Derbyshire roads.

7. Implications

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

8. Background Papers

- 8.1 [Local highways maintenance: additional funding from 2023 to 2034 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/114444/local_highways_maintenance_additional_funding_from_2023_to_2034.pdf)

9. Appendices

- 9.1 Appendix 1 – Implications.

10. Recommendations

That Cabinet:

- a) Approves acceptance of the award to the Council by the Department for Transport of the local highways maintenance; additional funding 2023-24 of £3.014m (as set out in Paragraph 4.3).
- b) Delegates any decisions in relation to the spending of this funding to the Director for Highways, in consultation with the Cabinet Member Highways, Assets and Transport.
- c) Delegates approval and discharge of the relevant grant conditions to the Authority's Section 151 Office.

11. Reason for Recommendations

11.1 To enable the delivery of the Local Highway Maintenance additional funding, in accordance with the Council's Financial Regulations.

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

12.1 No.

Report Author: Tom Blackburne-Maze

Contact details: Tom.Blackburne-Maze@derbyshire.gov.uk

Implications

Financial

- 1.1 The Department for Transport (DfT) has awarded Derbyshire County Council local highways maintenance additional capital funding for 2023-24 of £3.014m.
- 1.2 Spend of this grant will be reported through the Place Departments Highways Capital Board.

Legal

- 2.1 The Council, as Highway Authority, has a duty to maintain the Highway in a safe condition under Section 41 of the Highways Act 1980. The award of the local highways maintenance: additional funding will assist the Council in fulfilling that duty.

Human Resources

- 3.1 Services will continue to be delivered using a mixed economy model of in-house services with support from external providers and suppliers.

Information Technology

- 4.1 Existing Information Technology will be utilised.

Equalities Impact

- 5.1 Not applicable.

Corporate objectives and priorities for change

- 6.1 The Council's Highway Infrastructure Maintenance Policy highlights the following objective:
The prevention of the deterioration of the highway infrastructure network within the constraints of the available funding. The delivery of Highway Improvements to provide well managed roads is a specific headline objective within the Council Plan 2021-2025.

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

Risk Management

- 7.1 The Council's Highway Infrastructure Maintenance Policy Statement highlights the following objective: The prevention of the deterioration of the highway infrastructure network within the constraints of the available funding. The delivery of Highway Improvements to provide well managed roads is a specific headline objective within the Council Plan 2021-2025. Capital programme board will monitor the progress, delivery and costs and enable any early warnings to be given of any possible risks and issues to enable effective mitigation measures to be actioned.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 January 2024

Report of the Executive Director - Place

Derbyshire Makes, the Derbyshire Festival of Making: Approval of Delivery Plan, including a Range of Procurement and Funding Methods
(Cabinet Member for Strategic Leadership, Culture, Tourism and Climate Change)

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is a Key Decision because it is likely to result in the Council incurring expenditure which is, or savings which are, significant having regard to the budget for the service or function concerned (this is currently defined as £500,000) and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To inform Cabinet of the expected activities and revised timetable for delivery of the Derbyshire Makes project.

3.2 To seek approval to:

a) The procurement of services for the delivery of key aspects of the project up to a total value of £1.53m over three years from 2024 to 2027.

- b) The establishment and implementation of a £0.148m small grants scheme aimed at producing content for the key festival periods of the project, to be administered by the Council's Sustainable Growth Service.
- c) Submission of a grant application for approximately £0.200m to the National Lottery Heritage Fund (NHLF) for producing content and supporting delivery of the project.
- d) Revision of the total projected 'commercial pipeline' spending amount for the project over three years 2024 to 2027, including grant funded spend from £0.250m (as currently set out in the Service Plan) to £1.530m

4 Information and Analysis

- 4.1 At its meeting on 14 October 2021, Cabinet endorsed the Culture, Heritage, and Tourism (CHAT) Board Cultural Framework and agreed to an allocation of £1.000m from the Council's COVID Recovery Fund to support delivery of the Framework through the setting up of a Cultural Recovery Fund (CuReF) (Minute No.168/21 refers).
- 4.2 The Framework was established to help shape the sectors' responses to the post-pandemic challenges and also to help generate jobs and investment in the local economy.
- 4.3 The Framework has five themes ('pillars') for intervention:
 - 1. Derbyshire Hothouse: Developing and diversifying Derbyshire's creative talent.
 - 2. The Derbyshire Story: Celebrating Derbyshire's cultural heritage, stories, landscape and people.
 - 3. New Market Place: Revitalising Derbyshire's market towns. Celebrating their uniqueness and driving footfall to the high street.
 - 4. Shine A Light: Developing distinctive signature projects, of scale and quality, to dramatically improve the offer for local communities and visitors.
 - 5. Collective Derbyshire: Providing leadership and a shared voice to support sustainability and collaboration for CHAT sectors across the County and City.
- 4.4 The previous report to Cabinet, in October 2022, highlighted that a primary objective of the CuReF is to lever external investment by utilising as much of the £1.000m as possible as 'clean match' to help maximise the impact of the Council's contribution.

- 4.5 At a further meeting on 13 October 2022, Cabinet approved:
- The focus and allocation of the £1.000m CuReF, set against the objectives within the Cultural Framework via ten targeted funding streams.
 - A specific allocation of £0.415m from CuReF, for the delivery of *Derbyshire Makes* – the name of Derbyshire’s festival of making (Minute No. 179/22 refers).
- 4.6 The report proposed that Derbyshire Makes would form the basis of an application to the Arts Council England (ACE) Place Partnership for a large, three-year grant, with the £0.415m allocated from the CuReF to be used as match funding for the bid.
- 4.7 A bid for £0.780m was submitted to ACE in March 2023 and on 1 August 2023, the Council received confirmation the bid had been successful. On 1 September 2023, the Council accepted the grant (Decision Reference D836 refers); the grant has not yet been drawn down as this occurs once all the funding conditions have been met.
- 4.9 Due to the Council’s financial pressures and spending restrictions which were announced on 13 September 2023, all non-contracted development work on Derbyshire Makes was paused in September and October whilst the implications of budget pressures were assessed.
- 4.10 Having regard to the significant work that has already taken place and the offer of external grant funding from ACE, it is proposed that the Council – and the CHAT Board – maintains a focus on the Derbyshire Makes project but reduces the remainder delivery programme of the Cultural Framework for the immediate term. £0.415m of the Council’s original £1m CuReF will therefore be matched against Arts Council grant and support delivery of Derbyshire Makes and the residual (£0.585m) CuReF will remain uncommitted for the immediate to medium term.
- 4.11 The proposal for a reduced programme was considered by the CHAT Board on 17 October 2023, and given the delays incurred in confirming external grant match and the need to reduce all but essential in-year spend by the Council, it was agreed that ‘Year 1’ delivery of the Derbyshire Makes programme as originally set out in the ACE application (i.e. work commencing in September 2023) was not possible.
- 4.12 The CHAT Board considered options and agreed that delivery of the project should be delayed by six months, with Year 1 contracted

development work starting in March/April 2024 and key delivery period for outcomes being from October 2024 onwards. As a result, the Derbyshire Makes Steering Group is now continuing to develop proposals, to reframe and re-scope the project in consultation with ACE, with recommendations being take to the Board's next meeting on 23 January 2024.

Derbyshire Makes – Project Description

4.13 Derbyshire Makes is the core project for delivering interventions across all five pillars of the Cultural Framework and has been developed to drive step change in Derbyshire's creative and cultural sector by supporting a more connected, resilient sector that can reach more people and capitalise on new opportunities.

4.14 In summary, Derbyshire Makes will take place over a three-year period, celebrating the past, present and future of making in Derbyshire. It will explore innovation, design, creativity, craft, skills and manufacturing. It will:

- Celebrate all types of making – from the home to the high street, to the factory floor.
- Invite people to come together and make – for fun, for well-being, for community and for enterprise.
- Promote and support Derbyshire's creative and cultural industries, nurturing talent, building and conserving skills and encouraging innovation.

4.15 There are three key strands to Derbyshire Makes:

- High profile, county-wide programmes that support people to make and create together.
- Events connected to specific communities, driven by local people and their stories.
- Sector development, supporting museums, businesses and creatives to develop their practice.

4.16 Activities will be focused on six key hubs in Derbyshire - approximately 70% of activities delivered at these locations – and the remainder activity dispersed across the rest of the County. The aim is that everyone in Derbyshire has an opportunity to engage with the project in some way, either via online activities, through a mass participation project or via the County Council's Libraries or Adult Community Education services.

4.17 The six hub locations are:

- Bolsover
- Swadlincote
- Glossop
- Cromford/ Matlock/Wirksworth (larger hub and spoke).
- Heanor (possibly also some work in Belper)
- Chesterfield

4.18 Projected outputs include:

- 700 days of planned activity, across six hub towns and county-wide.
- Reaching over 100,000 audience and visitors, plus thousands more online.
- Over 8,000 actively participating in workshops, classes, etc.
- 500 creative and cultural practitioners employed to support delivery.
- 48 confirmed partners
- Target of 700 trained volunteers.

4.19 The project brand and visual identity for Derbyshire Makes has been developed, ready for launch. Appendix 1 provides details of how the budget envelope has been developed and Appendix 2 sets out the visual identity and provides a more detailed breakdown of the project.

Governance and Project Management

4.20 Project proposals have been developed by small working group, led by the County Council. A Partnership Agreement is in place to ensure collective activity and the Derbyshire Makes Steering Group has now been established to oversee the project, reporting into the CHAT Board.

4.21 The Steering Group is chaired by the Council's Economic Development service and is made up of the following members, all of whom are parties to the Partnership Agreement:

- Arts Derbyshire
- Derbyshire Museums and Heritage Forum
- Derby Museums - Museum of Making
- National Forest
- John Smedley Knitwear
- Local –creative consultancy/creative producers in development phase
- County Council Library Service
- County Council Adult Community Education Service (DACES)

- County Council Museums and Archives

4.22 Membership of the Steering Group will continue to be developed in line with the needs of the project.

Re- Scoped Delivery Timetable

4.23 Work has continued to refine and rescope the project following the decision to postpone commencement until April 2024. The launch is now proposed to take place in October 2024, with an invitation for the whole County to 'get making' over the winter period ready to showcase work in the four-week key festival period of March/April 2025; this will be repeated in March/April 2026.

4.24 The launch in October 2024 will consist of a month of participatory activities at the six hubs, along with the launch of a high-profile, mass participation project across the County.

4.25 This approach will ensure the Council is able to build content and promotion over a sustained period of time, helping to ensure it builds a strong audience base for the key festival period in March/April 2025, and then again in 2026.

4.26 Rather than staggering the roll out of delivery in the hubs as previously planned, some level of delivery will start in all hubs from October 2024, again helping build the profile County-wide.

Delivery Plan

4.27 The programme will be delivered via five main strands:

1. County-wide Programme, which will include creative commissions, a mobile touring makerspace, a digital programme, activities in libraries and a mass participation project. This will be delivered by procuring a contract for services to an external agency which will be let via a competitive tender process.
2. Hub Programme, co-produced creative activities, and events across the 6 hubs, which will be managed and delivered, via a contract for services, as above. A key element of this strand is the small grants scheme which will produce content for the Hub Programme; applications for funding will be available to the County's arts and cultural organisations and small businesses (see below). This grant scheme will be retained and administered within the Sustainable Growth service.

3. Museums and Heritage Sector Support, including mentoring, peer to peer support, trustee and volunteer development activities– via a contract for services, pending the outcome of the Council’s bid to the NLHF.
 4. Audience Development and Marketing – via a contract for services.
 5. Volunteers, Access and Evaluation – this will be managed and delivered in house, via the Sustainable Growth Team.
- 4.28 Small elements of the county-wide programme and of the audience development and marketing budget will be retained and delivered in-house by the Council, as indicated in Appendix 3.
 - 4.29 Overall project management and co-ordination will be provided through the Sustainable Growth Service, including stakeholder liaison, budget and contract management.
 - 4.30 Appendix 3 shows the total predicted spending for each strand of work. Some elements of delivery are dependent on further income generation, primarily via a bid to the NLHF, plus some ticket and sponsorship income. These are stripped out of the current delivery budget to ensure the current contract value is met by confirmed funding. It is likely the delivery programme will be extended as, and when, additional income is secured.
 - 4.31 In terms of approach to procurement, it is proposed that strands 1,2 and 4 will be raised and promoted as a single tender exercise with three lots, with suppliers being able to tender for any or all lots. The initial contract period will be for a 15-month period of delivery from April 2024 – June 2025, with the option to extend for a further 15 months, subject to funding being available

Small Grants Programme

- 4.32 An important element of the Hub Programme is the small grants scheme which will provide grants of between £500 and £2,000 for local creative and cultural organisations and micro-businesses to produce content for the festival period. There will be a total budget of £0.148m allocated to the fund.
- 4.33 The small grants scheme will be administered by the Sustainable Growth Service and promoted widely – aligned to activity in strands 3 and 4. The fund will be launched in October 2024.
- 4.34 Detailed criteria for the grant scheme have yet to be developed but is likely to prioritise:

- Young people up to the age of 25.
- Heritage organisations (scope to be defined).
- Projects with a net zero or 'sustainable making' focus.

National Lottery Heritage Fund Application

- 4.35 A key aim of the Derbyshire Makes project is to celebrate Derbyshire's rich heritage of making, along with promoting and building the resilience of Derbyshire's museum and heritage sector.
- 4.36 Due to the focus of the project, it is likely to strongly meet criteria of the NHLF. Positive conversations have taken place with the funders and an application for approximately £0.200m is in development and likely to be submitted in February 2024, with an expected outcome known by the beginning of May 2024.
- 4.37 It is likely the application will focus on the following areas:
- Improving knowledge of Derbyshire's heritage sites and collections, in particular their making and manufacturing heritage.
 - Promoting and preserving heritage and craft skills at risk.
 - Developing skills and capacity across the heritage sector.
 - Building and strengthening the sectors volunteer base.

Budget

- 4.38 The proposed budget submitted within the original ACE application has now been reprofiled in line with the revised timescale for delivery and is summarised as follows:

Derbyshire Makes							
Budget Overview 2023-26							
	2023	2024	2025	2026	Totals	% of Projected Income	
		£	£	£	£		
INCOME							
Confirmed							
ACE		390,000	312,000	78,000	780,000		51.0%
DCC - Cultural Recovery Fund		200,000	180,000	35,000	415,000		27.1%
DCC - Economic Development	15,000	15,000	15,000	2,000	47,000		3.1%
	Total Confirmed Income	15,000	605,000	507,000	1,242,000		81.2%
Expected / Additional							
Other Local Authorities		12,000	18,000	18,000	48,000		3.1%
Heritage Fund		40,000	100,000	60,000	200,000		13.1%
Income Generation			2,100	3,900	6,000		0.4%
Sponsorship			12,000	22,000	34,000		2.2%
	Total Expected Income		52,000	132,100	103,900	288,000	18.8%
	TOTAL PROJECTED INCOME	15,000	657,000	639,100	218,900	1,530,000	
EXPENDITURE							
Against Confirmed Income							
County-wide		80,500	78,250	79,750	238,500		
Bolsover Hub		25,500	42,000	22,000	89,500		
Swadlincote Hub		20,500	42,000	22,000	84,500		
Glossop Hub		20,500	42,000	22,000	84,500		
Cromford/ Wirksworth/ Matlock - Larger Hub & Spoke		25,500	62,000	73,000	160,500		
Heanor Hub		6,500	30,000	42,000	78,500		
Chesterfield Hub		9,000	40,500	60,000	109,500		
Sector Support		-	-	-	-		
Core Costs , including Fees	17,000	111,140	124,733	97,074	349,946		
Contingency					46,554		
	Total Confirmed Expenditure	17,000	299,140	461,483	417,824	1,242,000	
Additional if Expected Income is Secured							
County-wide		1,000	10,000	45,000	56,000		
Bolsover Hub		4,500	8,000	8,000	20,500		
Swadlincote Hub		4,500	8,000	8,000	20,500		
Glossop Hub		4,500	8,000	8,000	20,500		
Cromford/ Wirksworth/ Matlock - Larger Hub & Spoke		4,500	8,000	8,000	20,500		
Heanor Hub		4,500	8,000	8,000	20,500		
Chesterfield Hub		4,500	8,000	8,000	20,500		
Sector Support		2,000	20,250	20,250	42,500		
Core Costs , including Fees	-	4,860	16,268	14,918	36,045		
Contingency					30,455		
	Total Additional Expenditure if Income Secured	34,860	94,518	128,168	288,000		
	TOTAL PROJECTED EXPENDITURE	17,000	334,000	556,000	545,991	1,530,000	

4.39 A total of £1.242m (81.2%) of the budget required to deliver all the planned programme of works for Derbyshire Makes is already confirmed; a further £0.288m (18.8%) is still to be secured. To ensure that contracted work does not exceed the budget available, the funding still to be secured is stripped out from the current delivery budgeting and corresponding tender packages. Further works will not be

committed until that funding is secured, as is outlined in Appendix 3 and point 4.30.

- 4.40 The anticipated sources for the further 18.8% include the Heritage Fund, ticket sales, sponsorship and a contribution from participating district and borough councils. In the previous report to Cabinet, it was noted that some areas of activity in Derbyshire Makes are scalable and could reduce in scope (subject to the necessary approvals being in place), should not all the grant/income be achieved over the planned programme of activity.
- 4.41 The projected 'commercial pipeline' spending amount for Derbyshire Makes as set out in the Service Plan " is currently £0.250m. However, as a result of more detailed work having taken place on project development, the value of planned activity that needs commissioning is larger than initially envisaged., The Council therefore now needs to increase the level of this projected amount to £1.530m as indicated in the revised budget. The amount of the pipeline to be funded by the Council has not changed, however, grant funding has been secured to cover relevant activity.

5 Consultation

- 5.1 The CHAT Board is a county-wide, strategic partnership of public sector and place-based organisations who come together to champion, promote and facilitate development of the visitor economy in Derbyshire. Its membership includes representation from higher education, arts, heritage, key sector support agencies and some of Derbyshire's key visitor attractions, alongside strong political representation. It is administered by the County Council.
- 5.2 Consultations on all the proposals set out in section 4 of this report have been undertaken with the CHAT Board, notably the Cultural Framework Implementation Plan which was approved at its meeting on 12 May 2022 and more recently, specific proposals for the Derbyshire Makes project which was approved at its meetings on 27 April 2023 and 17 October 2023.
- 5.3 The CHAT Board has also approved the setting up of the Derbyshire Makes Steering Group which will provide regular updates to the Board. The Steering Group has been consulted on the revised timescale for delivery and budget.
- 5.4 Arts Council England has been consulted regarding the proposal to postpone the delivery of the project, along with the associated re-

profiling of the budget. They will continue to be consulted as plans are refined.

6 Alternative Options Considered

- 6.1 Option 1: Not to deliver the Derbyshire Makes project. This would mean that a key Council Plan priority is not delivered. The Arts Council grant would not be drawn down and the small grant scheme would not go ahead, resulting in local organisations not being able to benefit from further funding. This is not considered an appropriate option.
- 6.2 Option 2: utilise some of the Cultural Recovery Fund to progress an alternative aspect of the Cultural Framework. Derbyshire Makes is the single, most impactful element of the Framework and has the biggest benefit in terms of support to the arts and cultural sector. It is not considered beneficial to progress an alternative element of the Framework within the limited amount of funding available.

7 Implications

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

8 Background Papers

- 8.1 Derbyshire Cultural Framework [Cultural framework report \(derbyshire.gov.uk\)](https://www.derbyshire.gov.uk)
- 8.2 Derbyshire Festival of Making application to Arts Council England [Full Version with All Attachments.pdf](#)
- 8.3 Cabinet Report, Cultural Framework dated 14 October 2021 (Minute No. 168/21 refers).
- 8.4 Cabinet Report, Update on Cultural Framework and Cultural Recovery Fund dated 13 October 2022 (Minute No. 179/22 refers).
- 8.5 Cabinet Member – Strategic Leadership, Culture, Tourism and Climate Change Report, Derbyshire Makes – The Derbyshire Festival of Making – Update and Acceptance of Grant dated 1 September 2023 (Decision Reference D836 refers).

9 Appendices

- 9.1 Appendix 1 – Implications.

9.2 Appendix 2 – Overview and visual identity.

9.3 Appendix 3 – Governance and Delivery Plan with Budget Allocation

10 Recommendations

That Cabinet:

10.1 Notes the activities and revised timetable for delivery of the Derbyshire Makes project; and

10.2 Approves:

- a) A procurement of services for the delivery of key aspects of the project up to a total value of £1.53m over three years from 2024 to 2027.
- b) The establishment and implementation of a £0.148m small grants scheme aimed at producing content for the key festival periods of the project, to be administered by the Council's Sustainable Growth Service.
- c) Submission of a grant application for approximately £0.200m to the National Lottery Heritage Fund (NHLF) for producing content and supporting delivery of the project.
- d) Revision of the total projected 'commercial pipeline' spending amount for the project over three years 2024 to 2027, including grant funded spend from £0.250m (as currently set out in the Service Plan) to £1.530m.

11 Reason for Recommendations

11.1 Derbyshire Makes is the core project of the Derbyshire Cultural Framework and will help secure a more connected, resilient creative and cultural sector to the benefit of the wider Derbyshire economy. The recommendations outlined above are critical in ensuring this is achieved

12 Is it necessary to waive the call in period?

12.1 No.

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Implications

Financial

- 1.1 Derbyshire Makes has a total forecast financial envelope of up to £1.530m over the three year period of the project – now covering the period 2024 to 2027. Funding of £1.242m is confirmed (£0.780m ACE grant funding and £0.462m Council contribution) with a further £0.288m of expected funding still to be secured.
- 1.2 Derbyshire County Council's total contribution to this project will be covered from the following sources: £0.047m from the Sustainable Growth Service core budget and £0.415m from the Cultural Recovery Fund.
- 1.3 A grant application is to be submitted to the National Lottery Heritage Fund of approximately £0.200m. Further additional income of £0.088m is to be sought from other local authorities, income generation and sponsorship. Should these not be secured, then planned activity within the Derbyshire Makes project will be de-scaled and will not be undertaken to ensure the project does not exceed available budget.
- 1.4 A full budget overview can be seen in point 4.38. This shows there is £1.242m (81.2%) of the total income requirement confirmed, and £0.288m (18.8%) still to be secured. The expenditure has been split to show where the additional funding will be directed to if it is secured.

Legal

- 2.1 The procurement and grant scheme will be carried out in accordance with the Public Procurement Regulations 2015 and the Council's Financial Regulations.

Human Resources

- 3.1 The Sustainable Growth Service will pick up responsibility for administering the small grants team and overall management of the Derbyshire Makes project. Sufficient resources and appropriate skills are available within the Service to ensure successful delivery.

Information Technology

- 4.1 None

Equalities Impact

- 5.1 An equalities impact assessment was completed through the corporate review of grants to external organisations in 2022. The proposal to roll out a small grants scheme to arts and cultural organisations was identified as a key mitigation in this impact assessment.

Corporate objectives and priorities for change

- 6.1 The Council Plan confirms a priority to “*Deliver the Derbyshire Cultural Framework to support the creative and cultural sectors to become more resilient, grow and capitalise on new opportunities.*”

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

- 7.1 None

A stylized graphic featuring two hands, one on the left and one on the right, rendered in white outlines. The hands are positioned as if holding or framing the text. Several white, overlapping loops or swirls are drawn around the text, creating a sense of movement and design.

Derbyshire Makes



A major new three-year programme celebrating the past, present and future of making and creativity in Derbyshire.



Exploring innovation, creativity, design, craft, skills, manufacturing, all through the lens of making



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Celebrating all types of making

From the home, to the high street, to the factory.

An invitation to make

For fun, for well-being, for community, for enterprise.

A spotlight on Derbyshire's creative and cultural industries

Nurturing talent, building and conserving skills, encouraging innovation.

Why Making?

Making links between our past and our present.

Making connects people, helping share local, global and family cultural traditions, in homes and communities, both on and offline.

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Making links across sectors, as relevant to schools, to adult learners, to factory workers.

Making is ever popular, our media channels are full of making content from the Sewing Bee, to the Great Pottery Showdown, to the Repair Shop.



Why Derbyshire?

Derbyshire is home to an increasing concentration of successful designer maker businesses alongside international iconic brands such as Denby Pottery and John Smedley Knitwear. Making is fundamental to our future prosperity.

Derby is home to the country's only Museum of Making, a flagship heritage attraction. Making is part of our DNA.

Derbyshire's heritage of makers & innovators has shaped our landscape, communities and towns. Making is central to our story.

Home to the Derwent Valley the world's first modern factory, which catapulted us into a world of mass production & consumption. Sustainable making is key to our future.

 **Derbyshire Makes**



One of Derbyshire's most ambitious and far-reaching cultural events.

£1.5m over 3 years

Including £780k Arts Council England grant.

700 days

Of planned activity.

6 hub towns

Across Derbyshire.

100,000 visitors

And audience reached through programme.

plus 1,000's more

Reached online.

8,000 people

Participating in workshops and classes.

500 creatives

Employed to support delivery.

48 partners

Confirmed to date.

700 volunteers

Trained and engaged.

**Derbyshire Makes**

Past, Present & Future

Then

Now

Next

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From the potteries of South Derbyshire, to the textile mills of the Derwent Valley and the ironworks of the west and north of Derbyshire.

Designer makers, artist, craftspeople, creative businesses and manufacturers in 2024 and beyond.

Nurturing creative potential to level up & develop skills for a sustainable future.

Featuring...



Page 732
Artists



Manufacturers



Designers



Businesses



Creatives



Museums and Heritage attractions


Derbyshire Makes



And the people of Derbyshire...

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Showcasing the Power of Creativity For...

Boosting the local economy.

Promoting towns and businesses.

Driving footfall to the high street.

Maximising schools, libraries and heritage assets.

Strengthening social bonds, reducing isolation.

Bringing communities together, supporting civic pride.

Strengthening the visitor offer in the shoulder period.

Safeguarding traditional skills and crafts.

Building new skills and innovation for the future.



Derbyshire Makes



Three Core Strands

make
up **1**

A major countywide public engagement programme, including a high profile mass participation project to launch.

make
it **2**

Creative projects, commissions and events animating our town centres and heritage venues.

make
way **3**

Building skills & capacity in Derbyshire's cultural sector & growing it's economic impact.

A Countywide Programme

Creative Hubs in:



Bolsover



Glossop



Matlock / Cromford / Wirksworth



Swadlincote



Chesterfield



Heanor (& possibly Belper)

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Plus opportunities throughout Derbyshire in museums, heritage attractions, schools, libraries, adult and community learning centres, online and via the Makory, a mobile touring maker space.



Derbyshire Makes



An Annual Festival

Launching in October 2023 with an invitation of the whole county to get making, followed by a 4 week festival period in March/April 2025 and 2026.

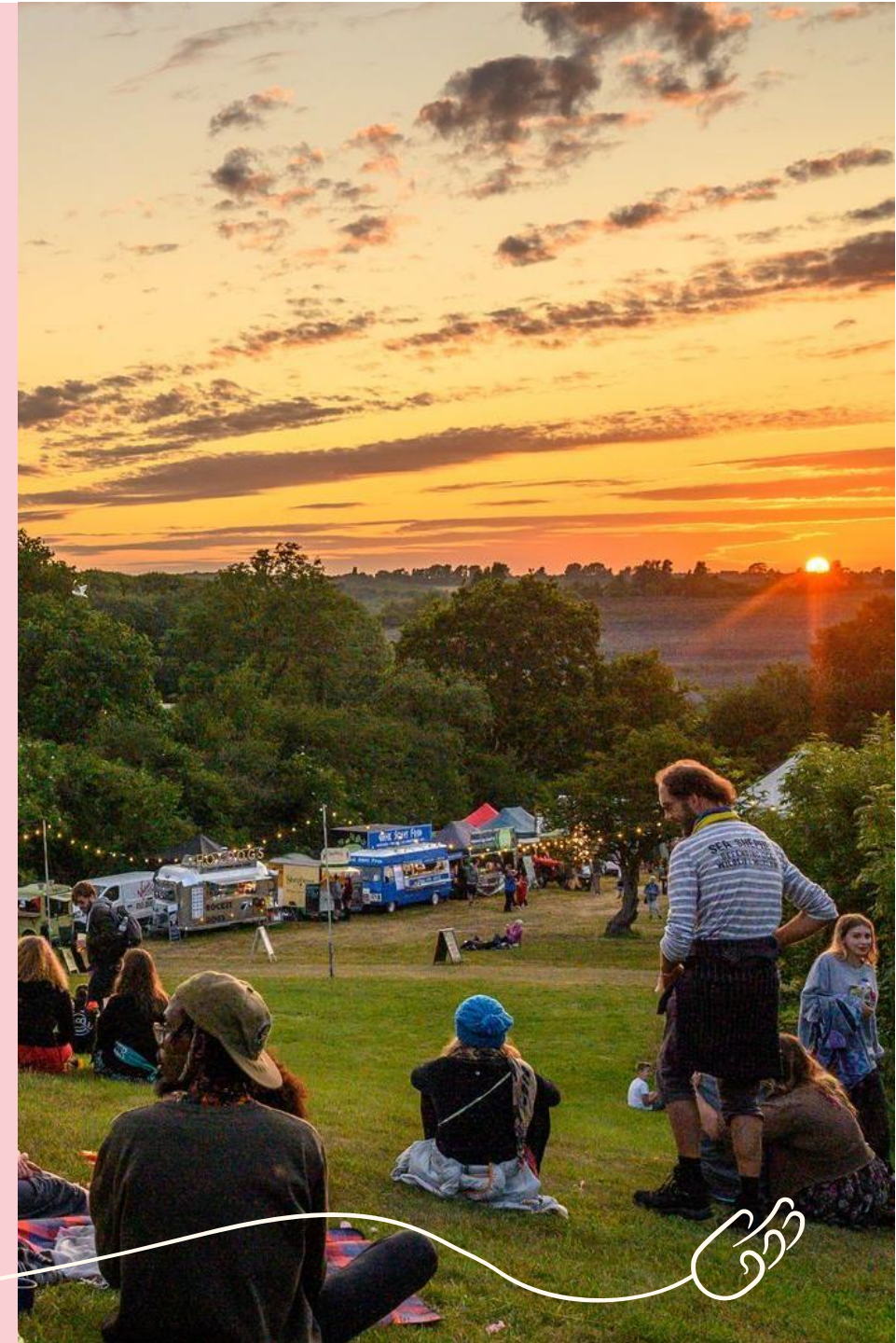
Exhibitions, events, markets, talks, walks, workshops and much more across the county.

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ringing profile and attention to Derbyshire.

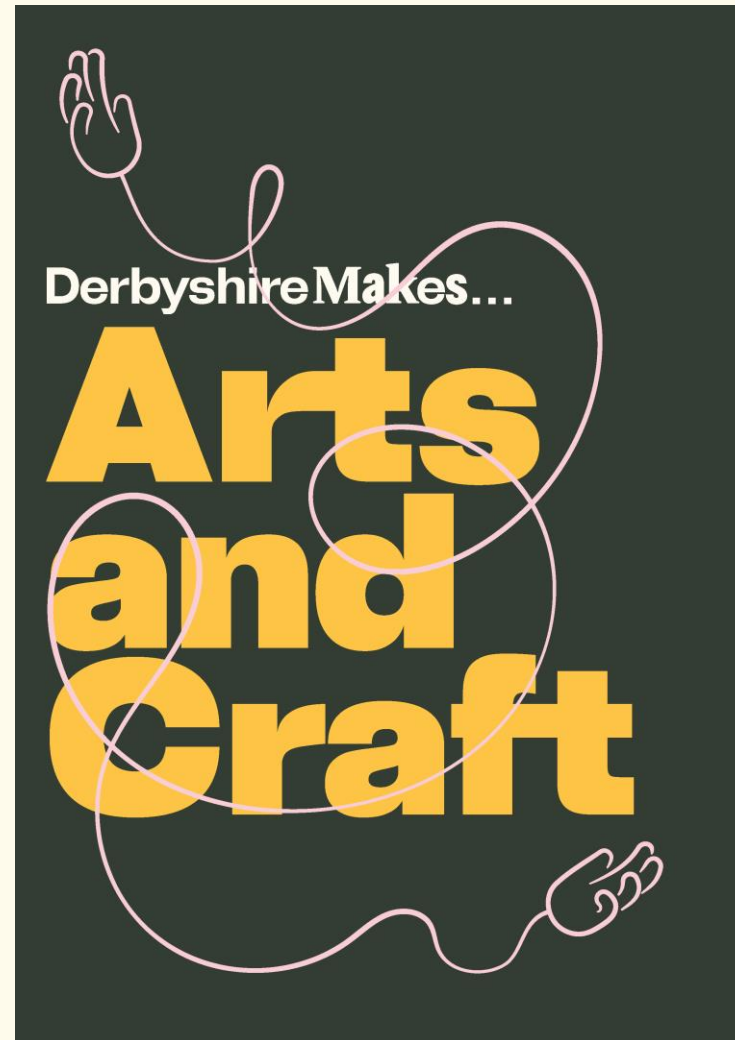
Concentrated activity in each of the 6 Hubs.

Touring Mobile activity, via the Makory.

The logo for Derbyshire Makes, featuring a stylized white hand icon with fingers spread, positioned above the text "Derbyshire Makes" in a bold, red, sans-serif font. A white, hand-drawn style line loops around the text and extends across the bottom of the page.



A Far Reaching Campaign



Derbyshire – The Place that Makes
Derbyshire makes art, craft, music
and even rather good puddings and
beer.

Derbyshire Makes....

....your heart sing

....your soul soar

....you stay longer

....you buy local

....a great day out

Made in Partnership



Derbyshire County Council



Arts Council England



Museum of Making



THE NATIONAL FOREST

National Forest Company

JOHN SMEDLEY

THE WORLD'S FINEST KNITWEAR

John Smedley's Knitwear



Arts Derbyshire



Derbyshire Museums and Heritage Forum



Local



Borough, District and Town Councils



Derbyshire arts, heritage and creative businesses





**made with
love**

DERBYSHIRE MAKES : GOVERNANCE & DELIVERY PLAN, WITH BUDGET ALLOCATION

DERBYSHIRE COUNTY COUNCIL

CULTURE HERITAGE & TOURISM BOARD

DERBYSHIRE MAKES STEERING GROUP

DCC - SENIOR ECONOMIC DEVELOPMENT OFFICER (Project Manager)

	1	2	3	4	5	TOTALS
	COUNTY-WIDE	HUBS	SECTOR SUPPORT	AUDIENCE DEV & MARKETING	VOLUNTEERS & ACCESS + EVALUATION <i>& contingency</i>	FEES & ADMIN
Total Budget	£294,500	£730,000	£42,500	£172,000	£51,991	£162,000
Confirmed Funding	£238,500	£607,000	£0	£161,640	£46,806	£141,500
<i>Contract Fees</i>	<i>55,000</i>	<i>£69,000</i>		<i>£15,500</i>		<i>139,500</i>
Contract Activity	£218,500	£459,000	£0	£146,640	£0	£139,500
3 YR CONTRACT VALUE	£273,500	£528,000	£0	£162,140		<i>NB this has been split btwn contracts</i> £963,640
DCC Managed Budget	£20,000.00	£148,000.00	£0.00	£15,000.00	£46,806.00	£2,000.00
	DCC Libraries DCC DACES DCC Museums & Archives	DCC Small Grants Scheme		Brand plus some DCC Comms	DCC Oversee Volunteers/ Access Eval & Monitoring Fundraising	
KEY	External Contract	DCC delivery	No Funds to contract yet			

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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