

# Public Document Pack



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PUBLIC

To: Members of Improvement and Scrutiny Committee - Resources

Wednesday, 19 June 2024

Dear Councillor,

Please attend a meeting of the **Improvement and Scrutiny Committee - Resources** to be held at **2.00 pm** on **Thursday, 27 June 2024** in Committeem Room 1, County Hall, Matlock, DE4 3AG, 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**

### **PART I - NON-EXEMPT ITEMS**

1. Apologies for Absence  
To receive apologies for absence (if any)
2. Declarations of Interest  
To receive declarations of interest (if any)
3. Minutes (Pages 1 - 8)

To confirm the non-exempt minutes of the meeting of the Improvement and Scrutiny Committee – Resources held on 9 May 2024.

4. Public Questions (30 minute maximum in total) (Pages 9 - 10)

(Questions may be submitted to be answered by the Scrutiny Committee, or Council officers who are attending the meeting as witnesses, on any item that is within the scope of the Committee. Please see the procedure for the submission of questions at the end of this agenda)

5. Property Asset Rationalisation (Pages 11 - 38)

6. Executive Scrutiny Protocol

PUBLIC

**MINUTES** of a meeting of **IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES** held on Thursday, 9 May 2024 at Committee Room 1, County Hall, Matlock, DE4 3AG.

## **PRESENT**

Councillor S Swann (in the Chair)

Councillors R Ashton, J Dixon, R Flatley (substitute member), M Ford (substitute member) A Hayes, D Muller and D Murphy.

Apologies for absence were submitted for Councillors J Barron, M Foster and J Innes.

### **09/24 DECLARATIONS OF INTEREST**

There were no declarations of Interest.

### **10/24 MINUTES**

The minutes of the meeting held on 29 February 2024 were confirmed as a correct record.

### **11/24 PUBLIC QUESTIONS (30 MINUTE MAXIMUM IN TOTAL)**

#### **Question from D Ingham:**

At this Committee on 22-01-24 when considering the Budget Savings Proposals report, in a response to a direct question from Councillor George the Executive Director (ASCH) indicated there were no plans to reduce the number of Council Care Homes.

I'm sure if it had been stated that savings of 5.209 million (Ref ID ASCH 5) would have been reliant on reducing Council operated Care Homes further discussion would have occurred. Possible alternative proposals may have been put forward to Cabinet which was the very purpose of the Committee meeting.

As such this didn't occur. In turn these identified savings were approved by Cabinet and Full Council.

On 29-04-24 Cabinet were then asked to approve a public consultation that could result in closure of up to 11 Council Homes due to the

previously approved savings now suddenly being reliant on the sale or closure of Homes despite never being previously mentioned at any Committee.

Can officers set out precisely the events/meetings/decisions after 22-01-24 to fully explain how they have gone from a position of having no plans to reduce Care Homes in January to then in April having to close up to 11 to achieve the now approved savings?

**Response:**

I would like to thank Mr Ingham for his question to the committee today and respond as follows:

In the Improvement and Scrutiny Committee – Resources meeting on 22<sup>nd</sup> January this year I outlined proposals for budget savings across a number of Adult Social Care and Public Health areas and when informing the committee about the proposals relating to older adults residential care homes I expressed my belief that through taking another look at our residential care home offer for older people to make sure that what we have in place remains appropriate to meet future needs and demands, both in terms of the number of services / places and the model of delivery so that we can be sure that there is enough capacity to meet current and future demand and that it delivers a service that enables people to develop, retain and maintain independence and to build and maintain supportive networks in their local communities we can reduce current costs by £5.209m across the next 5 years.

I was then asked by Cllr George which and how many of the current care homes were we proposing to close to deliver that amount of money and in response to that question I identified that the financial figure profiled had not been reached as a result of a set plan to close specific homes and confirmed that whilst the figure had been based on a reduction in service volume to meet current utilisation it could equally be delivered through a mixture of rightsizing and remodelling of the offer.

I would suggest that this response was clear that although no specific homes had been considered or profiled for closure at that point in time there was a recognised need to seek to reduce capacity to meet declining demand and to remodel the remaining offer. Since the scrutiny meeting held on 22<sup>nd</sup> January 2024 work to identify and review current and future demand for standard residential care beds has been completed alongside continued analysis of areas of gap in the market for residential care services and it is this combined activity that has confirmed our understanding that there is sufficient capacity in the Derbyshire care home market to deliver to standard residential care

demand moving forwards and led us to propose that the Council should rationalise its capacity and focus its direct delivery on meeting the growing gap in specialist Dementia residential care as outlined in the consultation options.

**Supplementary Question:**

In refer to the response provided. I was at the Scrutiny Committee and although there was reference to homes having to operate differently in the future there was absolutely nothing stated to suggest that homes could be reduced to achieve the proposed savings.

Therefore, speaking as a member of the public I do not consider that the situation was made clear to Members.

Given this, my question is can officers revisit the written response provided and as already requested set out precisely what took place between February and April given that the potential of home closures to achieve savings was most definitely not placed on the radar of Scrutiny, Cabinet or Full Council who then went onto approve the savings plan?

**Response:**

Thank you for your supplementary question following my response to your initial question presented to the Improvement & Scrutiny Committee – Resources.

I am satisfied that in my response to questions in the Scrutiny meeting on 22<sup>nd</sup> January 2024 I was clear that the savings figure quoted in the proposals of £5.209m was based on reducing the volume of directly operated residential care homes down to meet current and future demand and whilst, as indicated in my previous response, I indicated that we had not determined at that stage which specific services would be affected by the proposals I was clear that we would need to right size to meet current demand and that we would need to change the model of delivery for services that remained.

Again as I identified in my previous response to this question I can confirm that since the scrutiny meeting held on 22<sup>nd</sup> January 2024 work to identify and review current and future demand for standard residential care beds has been completed alongside continued analysis of areas of gap in the market for residential care services and it is this combined activity that has confirmed our understanding that there is sufficient capacity in the Derbyshire care home market to deliver to standard residential care demand moving forwards and led us to propose where the Council should rationalise its capacity and focus its direct delivery on meeting the growing gap in specialist Dementia residential care as

outlined in the consultation options.

## **12/24 UPDATE ON THE REVIEW OF THE STRATEGIC APPROACH TO EQUALITY DIVERSITY AND INCLUSION**

Wes Downes, Policy Manager and Sally Pearson, Head of Learning and Development attended the meeting and provided members with a presentation to compliment the report on the key results and findings of the public consultation on the proposed EDI Statement and gave an update on the review of the strategic approach to Equality, Diversity and Inclusion (EDI) and asked the committee to note the final draft EDI Statement and Equality Objectives.

Public consultation on the proposed draft EDI Statement and Equality Objectives took place between 28 February and 13 March 2024. Around 100 individual responses were received to the online consultation, which represented a significant increase on previous consultations on EDI strategies and policies.

There were high levels of agreement with the EDI statement and objectives with relatively low levels of disagreement .

Respondents were asked in what capacity they were responding to the consultation and were able to select several options such as being a Derbyshire resident and employee. The highest single group responding were employees of the Council with 80% of respondents selecting this option.

Key results and findings from the public consultation were outlined at Appendix 2 to the report. Many respondents acknowledged that good progress on EDI issues had taken place and welcomed a stronger commitment to EDI. Several key themes and issues were identified in the consultation and were detailed in the report.

Alongside the public consultation further internal stakeholder engagement had taken place with responses having a bigger focus on organisational culture, diversity, and inclusion, and ensuring that actions matched any commitments being made, including in relation to employee opportunities and engagement.

As a result of the feedback received from the consultation, it was proposed to amend the EDI Statement to the following, which reflected the significant feedback that the EDI Statement should be more explicit about the Council's commitment to communities as well as the organisation.

*“Equality, Diversity and Inclusion at Derbyshire County Council means that all colleagues and our communities will have a voice, ensuring we listen and engage, shape and respond to enable an inclusive culture. As a result, our inclusive culture will ensure equality, diversity and inclusion underpins our planning and service delivery leading to improved outcomes for our communities.*

It was proposed to seek agreement to the approach and adoption of the equality objectives by Cabinet at its meeting of 13 June 2024.

Consideration had been given to refreshing EDI governance to align with the new approach throughout 2024-25. It is proposed that the current EDI board is reframed and repurposed to provide senior leadership oversight in respect of the organisation’s performance against its EDI statement and defined equality objectives, providing a connection between the Council’s Corporate Management Team and Departmental Management Teams to support integration of inclusion into the Council’s business as usual service delivery, whilst also making connections with the strategic planning approach.

Alongside the work to develop the revised strategic approach to EDI over the last year, several key areas of EDI activity had been undertaken. Much of the activity undertaken had not only positioned the Council in respect of progressing the new approach but has also continued to provide a robust basis for the Council in respect of its work around budget saving activity and wider transformation of the Council. Details of the key activity undertaken were given in the report.

Members made a number of observations and asked questions which were duly noted or answered by officers. Particular reference was made to what members considered to be a low response to the on line survey, and whilst it was accepted that this was an increase on past consultations officers were encouraged to continue to look at ways of encouraging people to respond in future consultations.

**RESOLVED** to note (1) the key results and findings of the public consultation on the EDI Statement and Equality Objectives as set out in Appendix 2 of the report;

(2) the final proposed EDI Statement and Equality Objectives as set out in Appendix 3 to the report as a basis for seeking Cabinet approval; and

(3) the update on key EDI activity across the Council undertaken in 2023-24 as set out in the report.

## 13/24 TRADE UNION TIME OFF

Members were updated on on the current situation regarding Trade Union Time Off within Derbyshire County Council.

Derbyshire County Council recognised a number of trade unions, and was therefore required to follow ACAS guidance in relation to this. The relevant guidance, and the minimum that an employer should follow was the ACAS Code of Practice on time off for trade union duties and activities. For clarity, trade union duties were mainly related to issues connected with the collective bargaining process and representing members, whereas trade union activities were related to internal trade union meetings and arrangements.

The Code of Practice was not prescriptive in defining the amount of time off for trade union purposes, but states; 'The amount and frequency of time off should be reasonable in all circumstances'.

The Code of Practice also states that 'Employees who are representatives of an independent trade union recognised by their employer are to be permitted reasonable time off during working hours to carry out certain trade union duties', and that 'an employer who permits union representatives time off for trade union duties must pay them for the time off taken'. The amount of pay should be the amount the employee would have earned had they worked during the time off taken.

In addition to the ACAS Code of Practice, Derbyshire County Council has voluntarily agreed with Unison, Unite and GMB, a trade union recognition agreement comprising:

- The Recognition Agreement itself,
- Appendix 1 of the agreement – a list of issues the authority has agreed to negotiate, consult or engage with trade unions on,
- Appendix 2 of the agreement – the trade union time off and facilities agreement,
- Appendix 3 of the agreement – an agreed consultative framework.

The above recognition agreement and the associated appendices, including the time off agreement are currently subject to review having been in place since April 2021. Initial amendments have been suggested and shared with Unison, Unite and GMB. HR colleagues will meet with Regional Officers on 8 May 24, to progress this review.



Members made a number of observations and comments and asked questions which were duly noted or answered by officers.

**RESOLVED** to note the current situation regarding trade union time off and facilities and note the proposals to review the recognition agreement.

The meeting finished at 3.00 pm

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## **Procedure for Public Questions at Improvement and Scrutiny Committee meetings**

Members of the public who are on the Derbyshire County Council register of electors, or are Derbyshire County Council tax payers or non-domestic tax payers, may ask questions of the Improvement and Scrutiny Committees, or witnesses who are attending the meeting of the Committee. The maximum period of time for questions by the public at a Committee meeting shall be 30 minutes in total.

### **Order of Questions**

Questions will be asked in the order they were received in accordance with the Notice of Questions requirements, except that the Chairman may group together similar questions.

### **Notice of Questions**

A question may only be asked if notice has been given by delivering it in writing or by email to the Director of Legal Services no later than 12noon three working days before the Committee meeting (i.e. 12 noon on a Wednesday when the Committee meets on the following Monday). The notice must give the name and address of the questioner and the name of the person to whom the question is to be put.

Questions may be emailed to [democratic.services@derbyshire.gov.uk](mailto:democratic.services@derbyshire.gov.uk)

### **Number of Questions**

At any one meeting no person may submit more than one question, and no more than one such question may be asked on behalf of one organisation about a single topic.

### **Scope of Questions**

The Director of Legal Services may reject a question if it:

- Exceeds 200 words in length;
- is not about a matter for which the Committee has a responsibility, or does not affect Derbyshire;
- is defamatory, frivolous or offensive;
- is substantially the same as a question which has been put at a meeting of the Committee in the past six months; or
- requires the disclosure of confidential or exempt information.

## **Submitting Questions at the Meeting**

Questions received by the deadline (see **Notice of Question** section above) will be shared with the respondent with the request for a written response to be provided by 5pm on the last working day before the meeting (i.e. 5pm on Friday before the meeting on Monday). A schedule of questions and responses will be produced and made available 30 minutes prior to the meeting (from Democratic Services Officers in the meeting room).

It will not be necessary for the questions and responses to be read out at the meeting, however, the Chairman will refer to the questions and responses and invite each questioner to put forward a supplementary question.

## **Supplementary Question**

Anyone who has put a question to the meeting may also put one supplementary question without notice to the person who has replied to his/her original question. A supplementary question must arise directly out of the original question or the reply. The Chairman may reject a supplementary question on any of the grounds detailed in the **Scope of Questions** section above.

## **Written Answers**

The time allocated for questions by the public at each meeting will be 30 minutes. This period may be extended at the discretion of the Chairman. Any questions not answered at the end of the time allocated for questions by the public will be answered in writing. Any question that cannot be dealt with during public question time because of the non-attendance of the person to whom it was to be put, will be dealt with by a written answer.



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES**

**THURSDAY, 27 JUNE 2024**

**Report of the Director of Property - Corporate Services and Transformation**

**Property Asset Rationalisation**

**1. Purpose**

- 1.1 To update Improvement and Scrutiny Committee on work being undertaken on property asset rationalisation across the county.

**2. Information and Analysis**

- 2.1 Councillor Swann recently requested the Executive Director CST to provide for a briefing on the Council's property holdings, current work on rationalisation of the Council's property holdings and details of properties that are or could be designated as surplus and can possibly be disposed of with current overhead costs and potential sale value. Councillor Swann also requested details of properties that currently generate an income and potential for increasing income value.
- 2.3 In addition, Councillor Swann also requested an update on the plans for County Hall so the committee can monitor progress in this respect.
- 2.4 The presentation appended to this report in Appendix 2 responds to this request and provides an update on all the work being done around property asset rationalisation.
- 2.5 The presentation contains:
1. An introduction to the Council's property portfolio, including the composition of the estate;

2. Details of the asset management strategy documents approved by Cabinet;
3. A summary of Property 2025 which sets out the Property division's plan for reviewing and challenging the estate;
4. Details about the ways in which assets are reviewed and decisions are made regarding their future;
5. Asset Plan Programme key data including:
  - a. how many asset plans have been completed;
  - b. what the outcomes of the asset plans are;
  - c. progress on the implementation of those outcomes;
  - d. data on capital receipts, revenue savings and the reduction in the Council's maintenance liability;
  - e. progress with leases;
  - f. information on the accelerated rationalisation programme;
  - g. key statistics on the asset rationalisation programme;
  - h. a summary of key rationalisation projects including Chesterfield, Amber Valley and County Hall.

### **3. Consultation**

- 3.1 Staff, service user and public consultation on individual asset rationalisation projects is undertaken as appropriate.

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

- 4.1 Not applicable to this report.

### **5. Implications**

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

### **6. Background Papers**

- 6.1 There are no background papers to this report.

### **7. Appendices**

- 7.1 Appendix 1 – Implications
- 7.2 Appendix 2 – Presentation on Property Asset Rationalisation.

## **8. Recommendation(s)**

That Committee:

- a) Notes the work being undertaken on property asset rationalisation across the county.

## **9. Reasons for Recommendation(s)**

- 9.1 So that members of Improvement & Scrutiny Committee understand the work being undertaken on asset rationalisation, the reasons behind it and the outcomes.

**Report Author:** Jo Hollick

**Contact details:** [Jo.hollick@derbyshire.gov.uk](mailto:Jo.hollick@derbyshire.gov.uk)

## **Implications**

### **Financial**

1.1 The financial implications are detailed in the presentation in Appendix 2.

### **Legal**

2.1 There no legal implications.

### **Human Resources**

3.1 There no HR implications.

### **Information Technology**

4.1 There no IT implications.

### **Equalities Impact**

5.1 Individual equalities impact assessments are undertaken for each asset rationalisation project.

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

6.1 The Council's priority of rationalising land and property assets helps with the delivery of the financial strategy.

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

7.1 The property and asset management implications are detailed in the presentation in Appendix 2.



# Property Asset Rationalisation

# Introducing the Estate

## The Property Portfolio and Composition of the Estate

The Council's land and property portfolio comprises 1056 separately listed assets.

There is a wide range of assets in the Council's portfolio including homes for older people, day centres, country parks, libraries, adult education centres, schools, children's centres, and civic amenity sites, some of which are historic buildings. It includes land and buildings the Council leases in from other public sector and private sector landlords as well as the land and buildings the Council owns.

The primary objective for holding land and property is to enable the delivery of services to the people of Derbyshire and the strategic aim is to have appropriate and cost-effective buildings from which to deliver these services. It is therefore important that the Council reviews its assets regularly to ensure alignment with service delivery requirements.

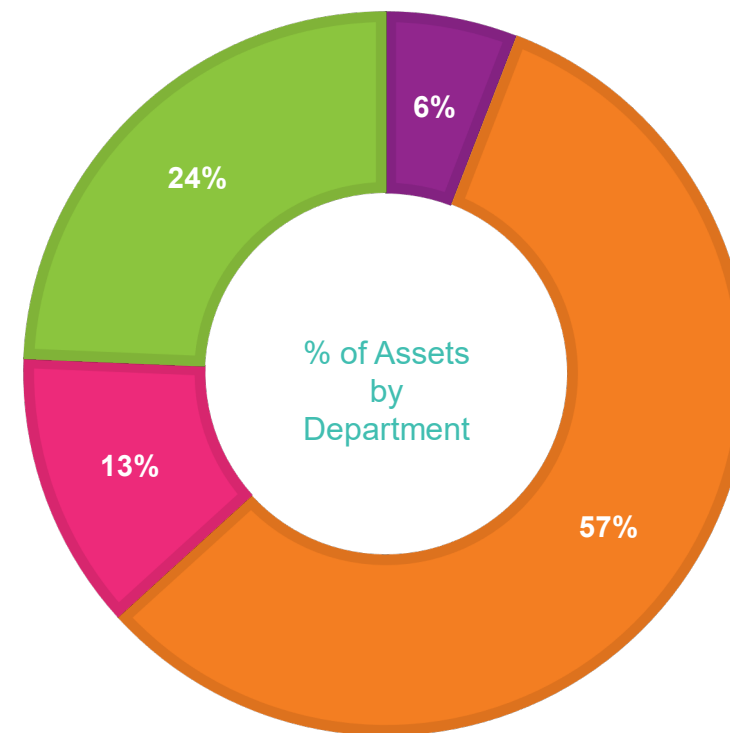


# Introducing the Estate

The table and pie charts below illustrate the nature of the Council's land and property estate used by the Council's four service directorates (as at 01/04/2024)

Department	Property Type	Number of Assets
Adult Social Care and Health	Residential	22
	Day Centres	18
	Others, e.g. administration, workshops, supported living accommodation, land	22
Children's Services	Schools	448
	Children's Homes	12
	Others, e.g. youth centres, children's centres, family support centres, land	146
Corporate Services and Transformation	Administrative	9
	Tenanted Non-Residential Portfolio (Industrial Estates / Small Business Centres)	23
	Others, e.g. land, property depots, registrars / coroner's offices, records office	99
Place	Highway and Transport Depots	14
	Libraries	40
	Civic Amenity Sites	12
	Land (including non-adopted highways land)	66
	Countryside Sites	75
	Others, e.g. tree plantation / woodland, managed properties and car parks	50
<b>TOTAL</b>		<b>1,056</b>

Page 17



\*In addition, there are approximately 2770 individual parcels of unadopted highway land that will be added to the asset database

# Property 2025

Strategic documents approved by Cabinet in 2023:

- Corporate Property Asset Management Strategy 2022-2025
- Facilities Management Strategy 2022-2025
- Disposal and Acquisition Protocol 2022-2025
- Property Maintenance Strategy 2022-2025
- Estate Management Strategy 2022-2025

All published on Our Derbyshire and on the Council's website:

[Property asset management - Our Derbyshire](#)

[Corporate Property - Derbyshire County Council](#)

# Property 2025

## Scope

Property 2025 is a five-year programme to review every property asset the Council holds, challenge why we hold it, and ensure that our property portfolio is aligned to the delivery of our corporate objectives.

## We review them by:

### ✓ **Locality reviews:**

- Links with partners, new models of delivery and co-location opportunities
- Focus on the assets required to deliver excellent service in each area
- Implementing wider corporate objectives and cross cutting projects
- Identifying gaps in provision and finding innovative ways to address them
- Seeking opportunities to consolidate assets and reduce operational costs

### ✓ **Service asset planning:**

- Working with service areas to identify short medium- and long-term service asset requirements
- Innovative new models of service delivery (SAMP)
- Flexible spaces, enabling agile working in alignment with Modern Ways of Working
- Strategic level and operational level joint planning meetings to ensure service area buy in

### ✓ **Portfolio Reviews:**

- By service area or service delivery purpose
- By type or purpose – administrative, depot etc.
- By potential and opportunity – industrial units, residential, sustainable energy generation, income generating

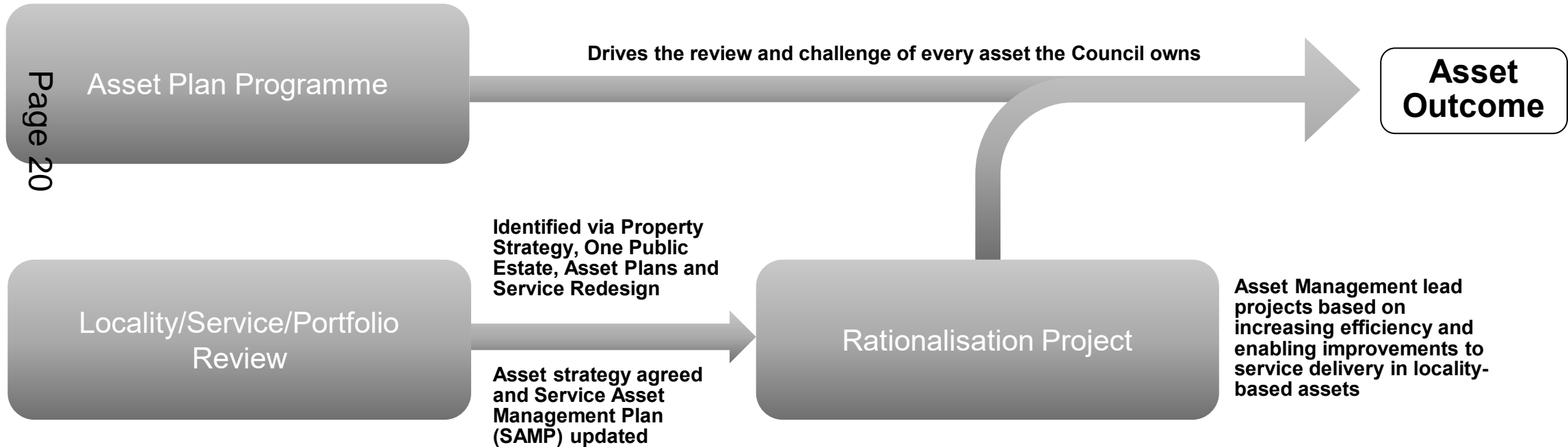
### ✓ **Individual asset plans:**

- Asset Plan Rolling Programme – 5 year
- Assess performance, challenge use, risk assessment, development appraisal, option appraisal and action plan

## **The programme will support overarching Council objectives by:**

- Establish the efficiency of the council's property holdings by strategically optimising the portfolio, ensuring it consists of affordable assets that support essential services or serve as viable investments
- Improve the customer and staff employee experience at our sites by delivering fit for purpose spaces that are consistent, positive and conducive to productivity, thereby supporting overall efficiency in service delivery
- Drive asset-led transformation in service delivery by envisioning and developing the future County Council Headquarters and operating model, aligning them with the broader vision for the wider estate

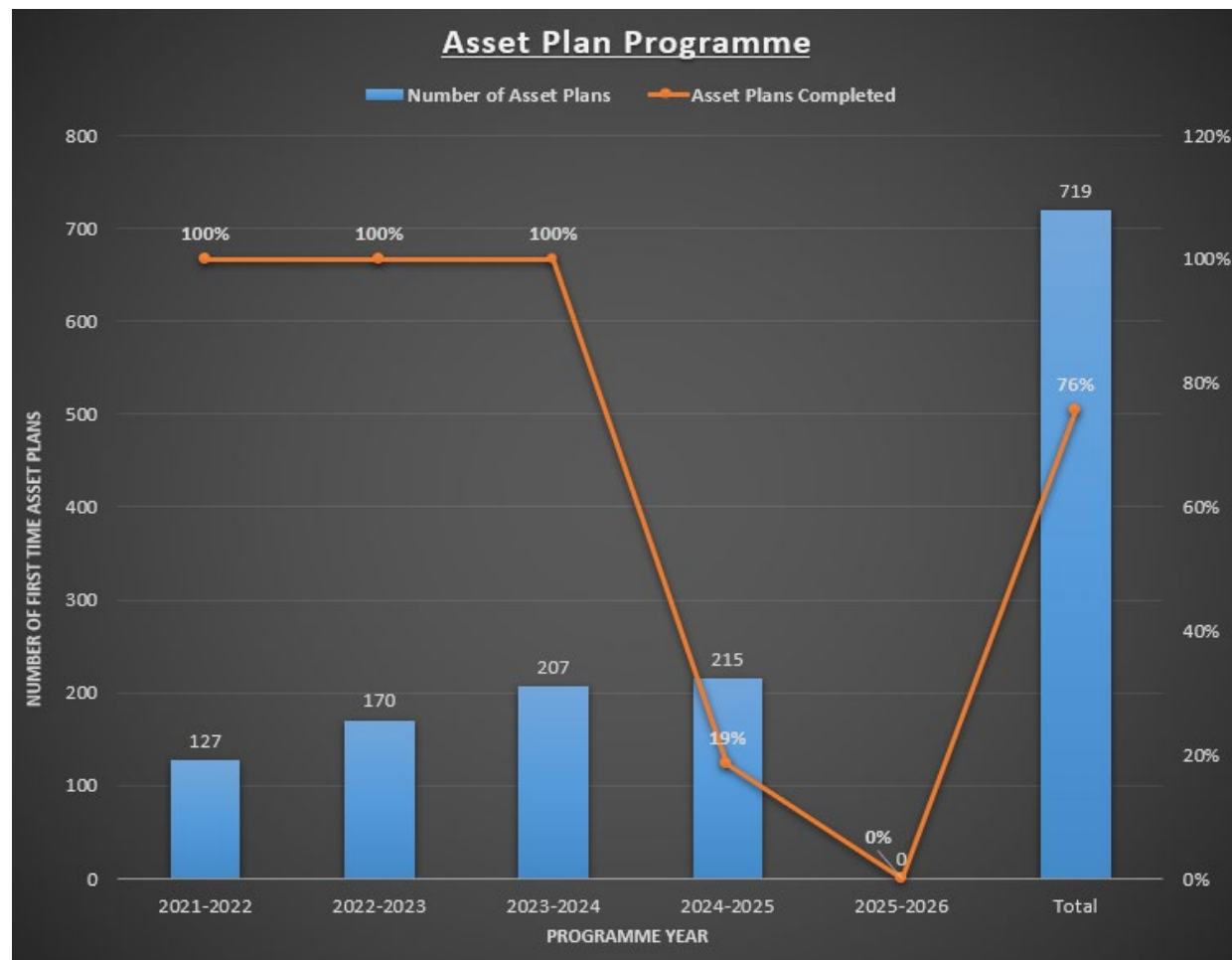
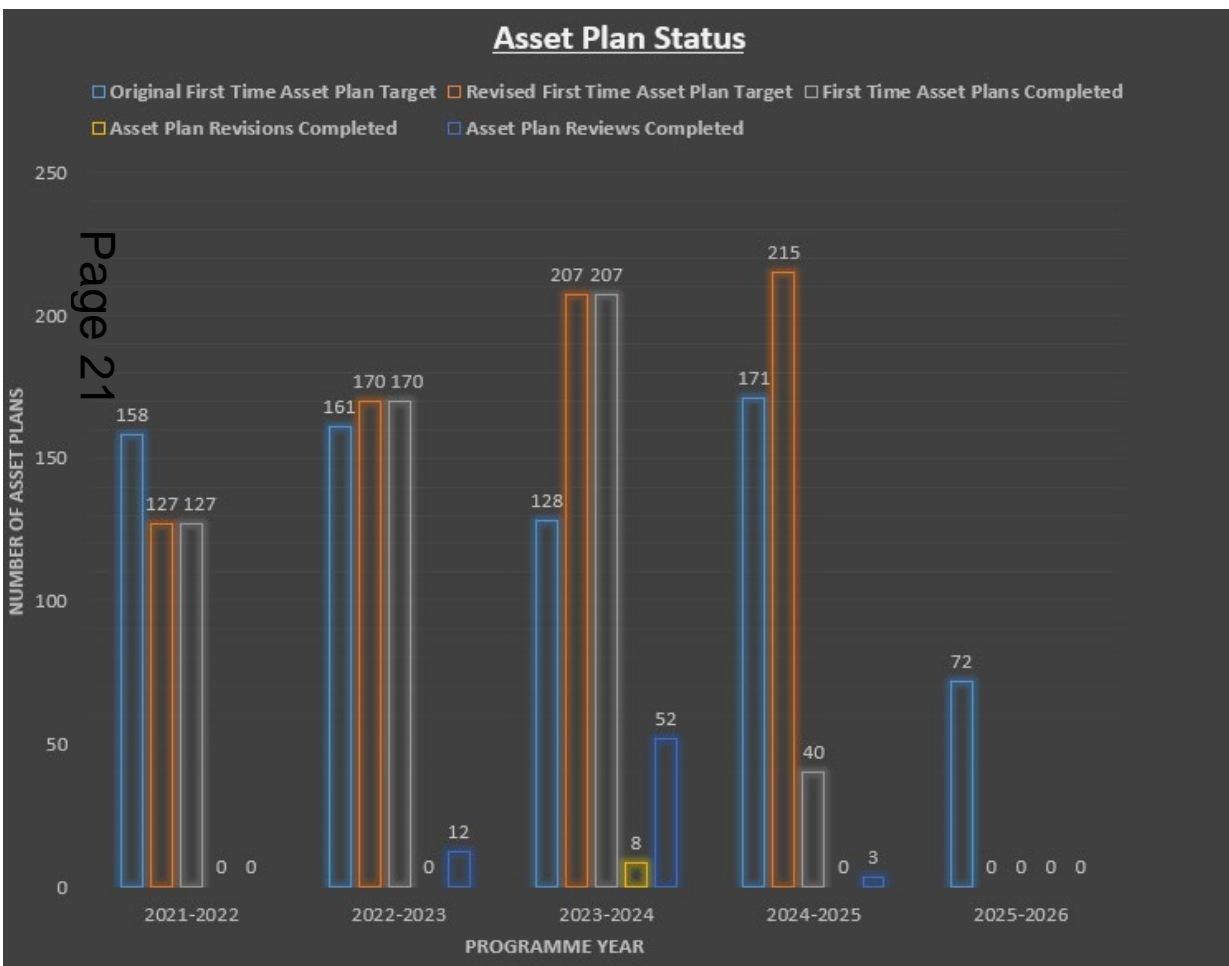
# Asset Management Workstreams



# Asset Plan Programme

## Key Data

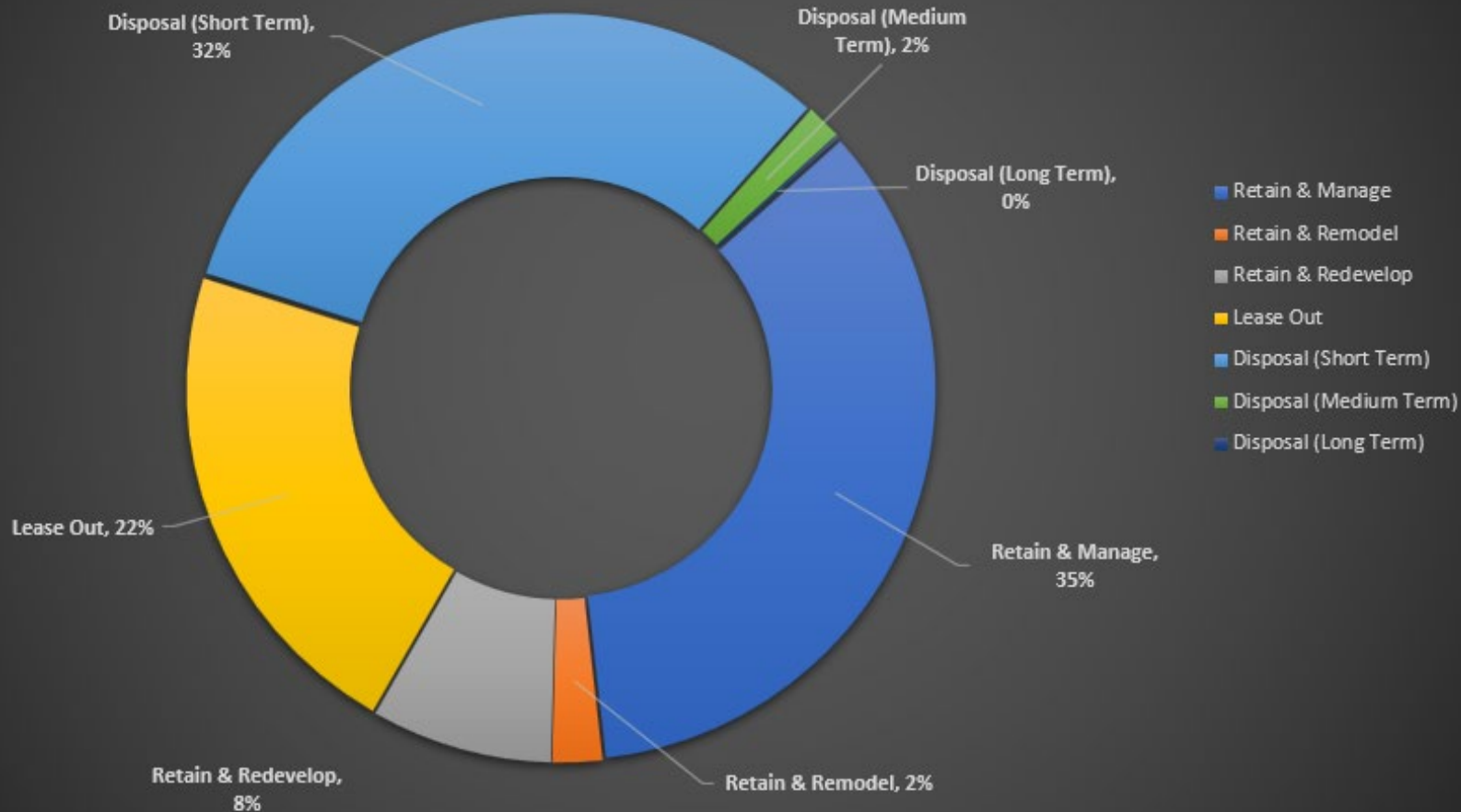
The original programme has been accelerated from 5 years to 4. This has enabled Year 5 of the programme to be dedicated to developing a methodology for reviewing the approximately 2770 individual small parcels of unadopted highways land



# Asset Plan Programme

## Key Data

Outcome Categorisation % - Overall

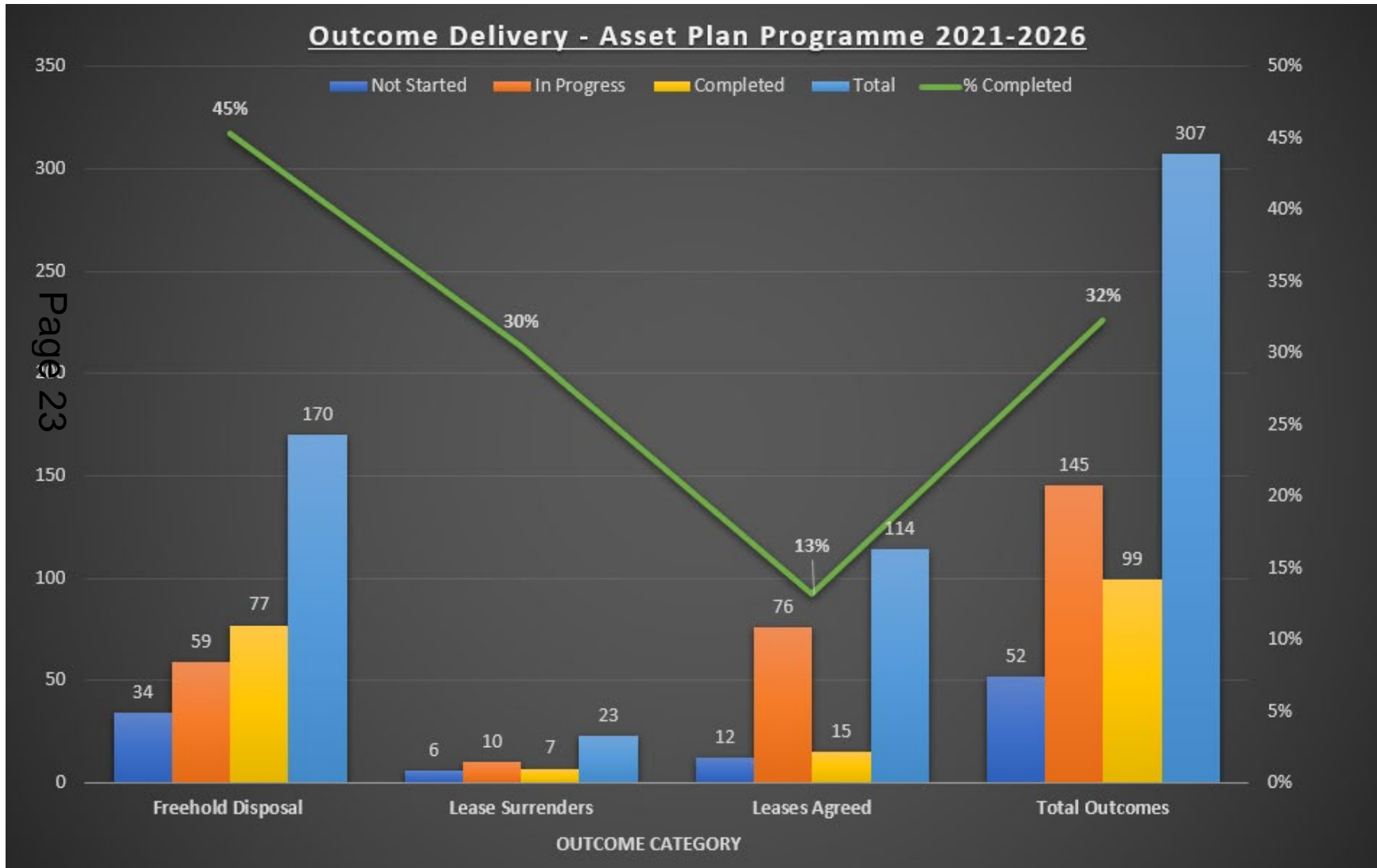


Page 22

\* The overall percentage of retained assets includes those that are pending the outcome of current service re-designs and have received an asset plan. Following the implementation of new service delivery models, the asset plans for these assets may require review and outcomes amended accordingly.



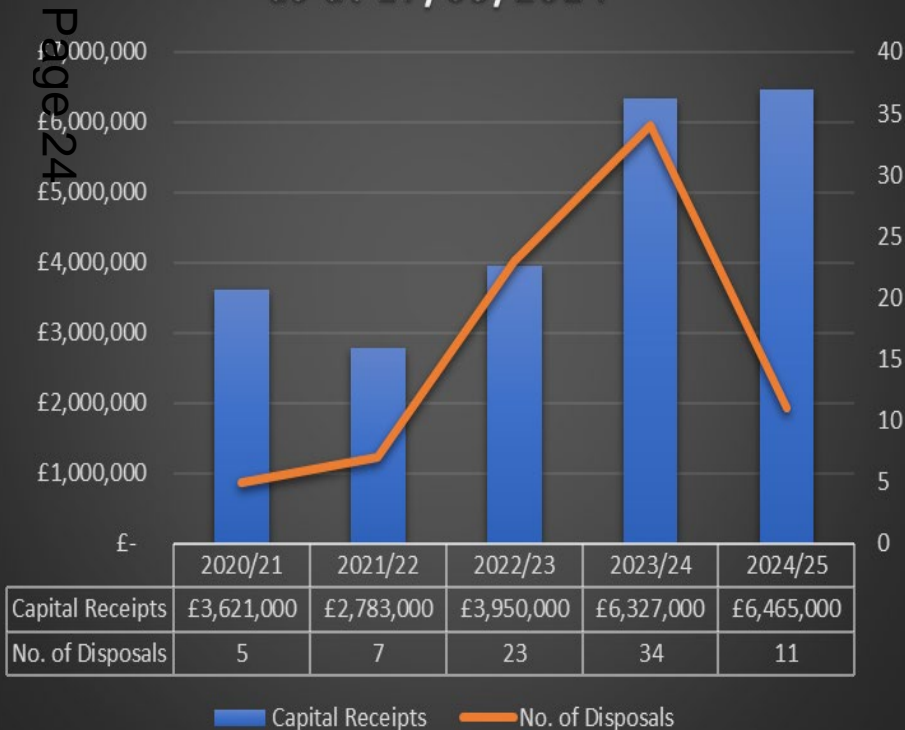
# Asset Plan Programme Implementation of Outcomes



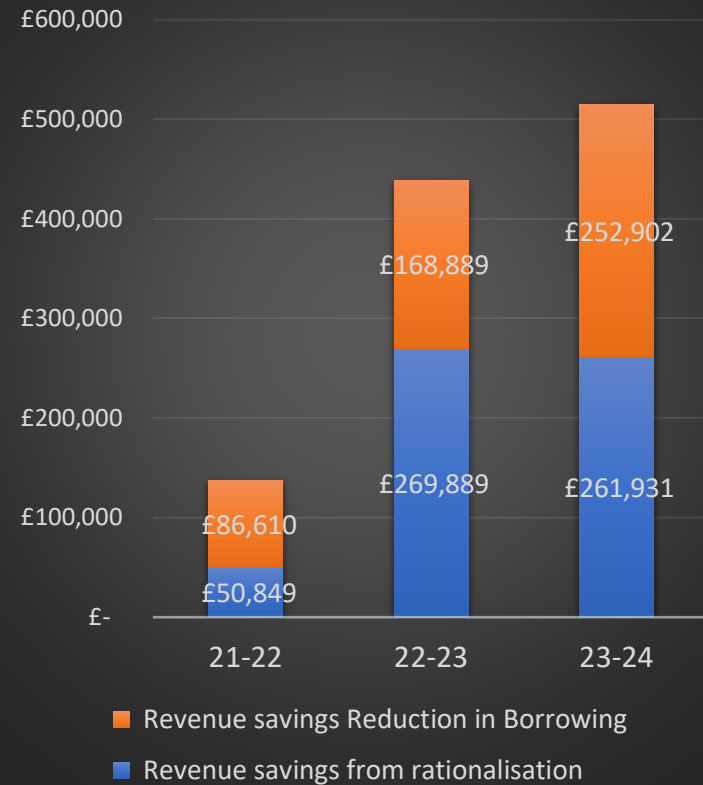
\*This chart displays the progress made in delivering asset plan outcomes of disposal and lease out only. Lease agreed figures will include existing leases that are reviewed and/or renegotiated.

# Asset Plan Programme Implementation of Outcomes

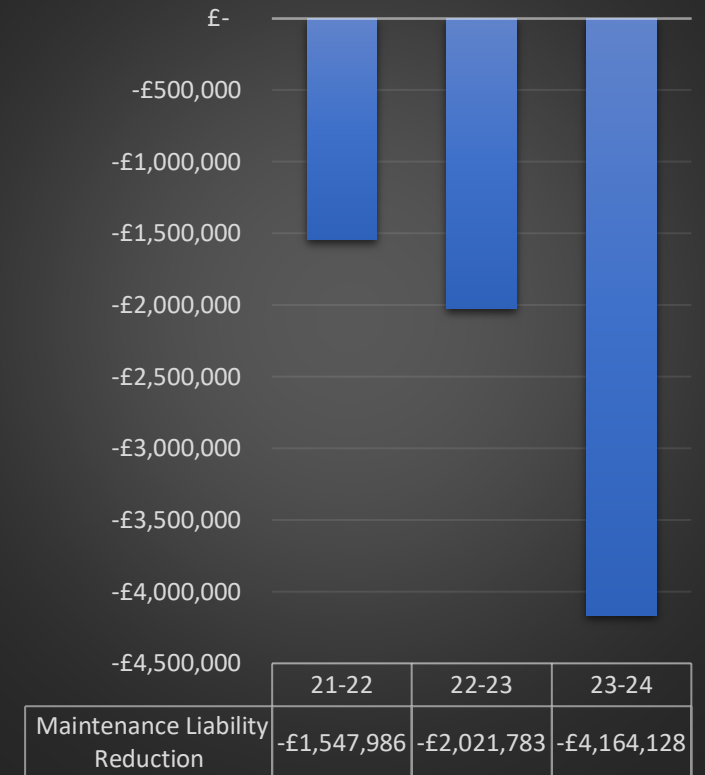
### Asset Disposals through Rationalisation as at 17/05/2024



### Revenue Savings from Asset Disposals



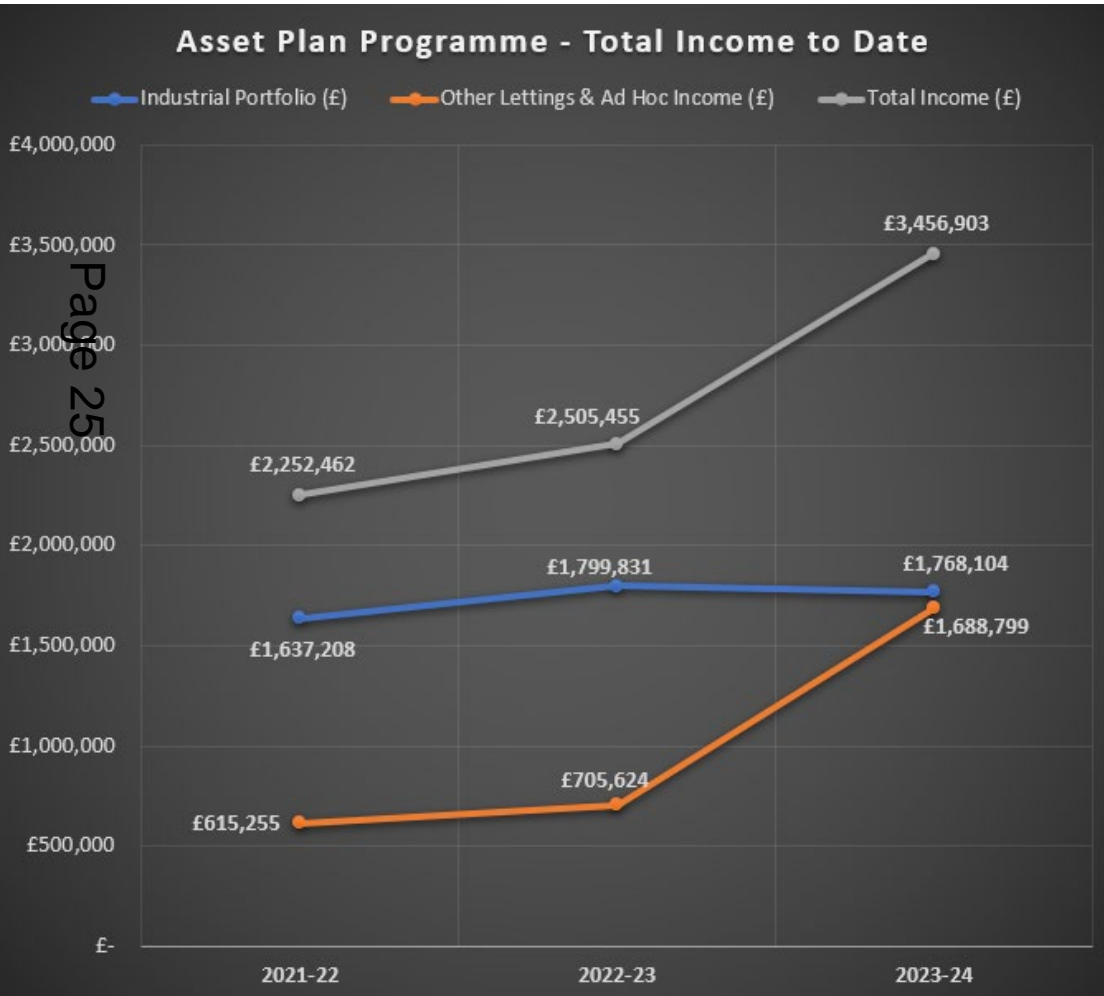
### Maintenance Liability Reduction



# Asset Plan Programme

## Leases Out and One Time Income

- Part of income increase in 2023/2024 is due to the transfer of property running cost budgets, as part of Asset Optimisation. Some of the transferred budgets had income streams attached
- Ad-hoc income includes wayleaves & easements, access agreements, rent arrears, service charges & arrears, one-off licence fees, surveyor and legal fees recovered from disposals and other estates management work

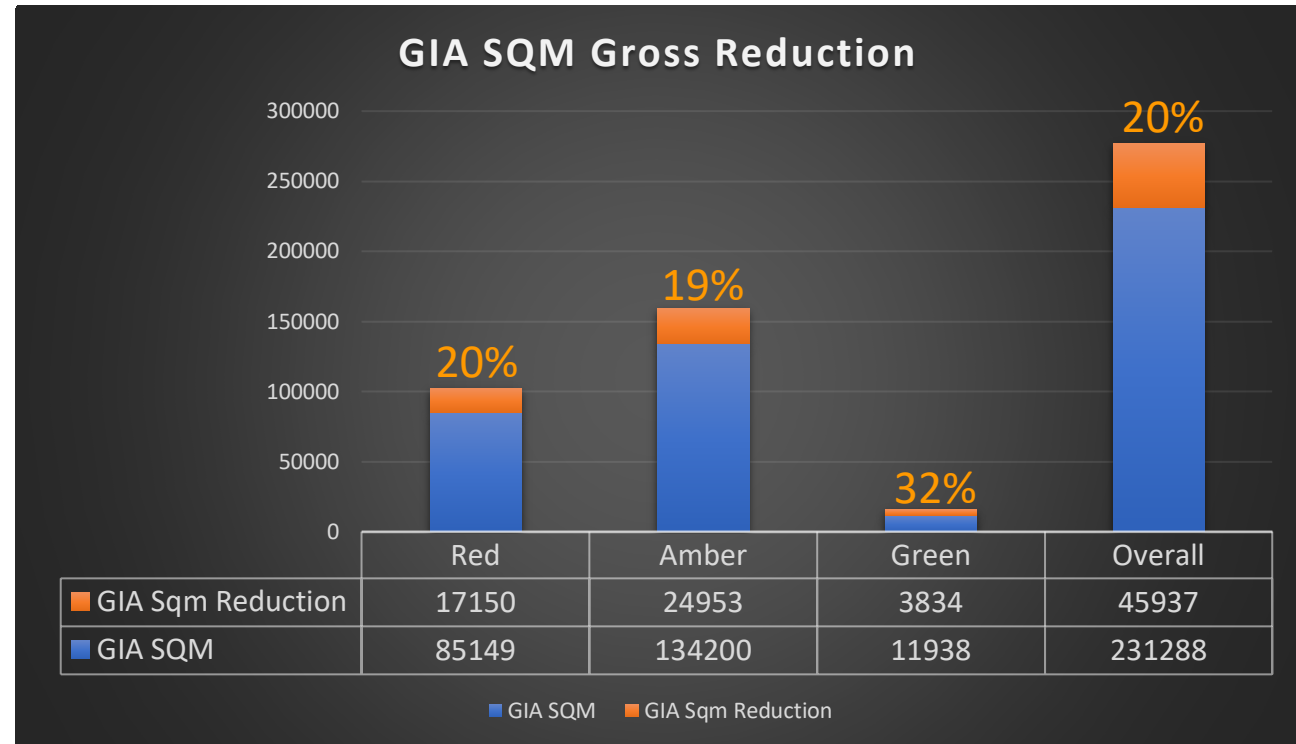
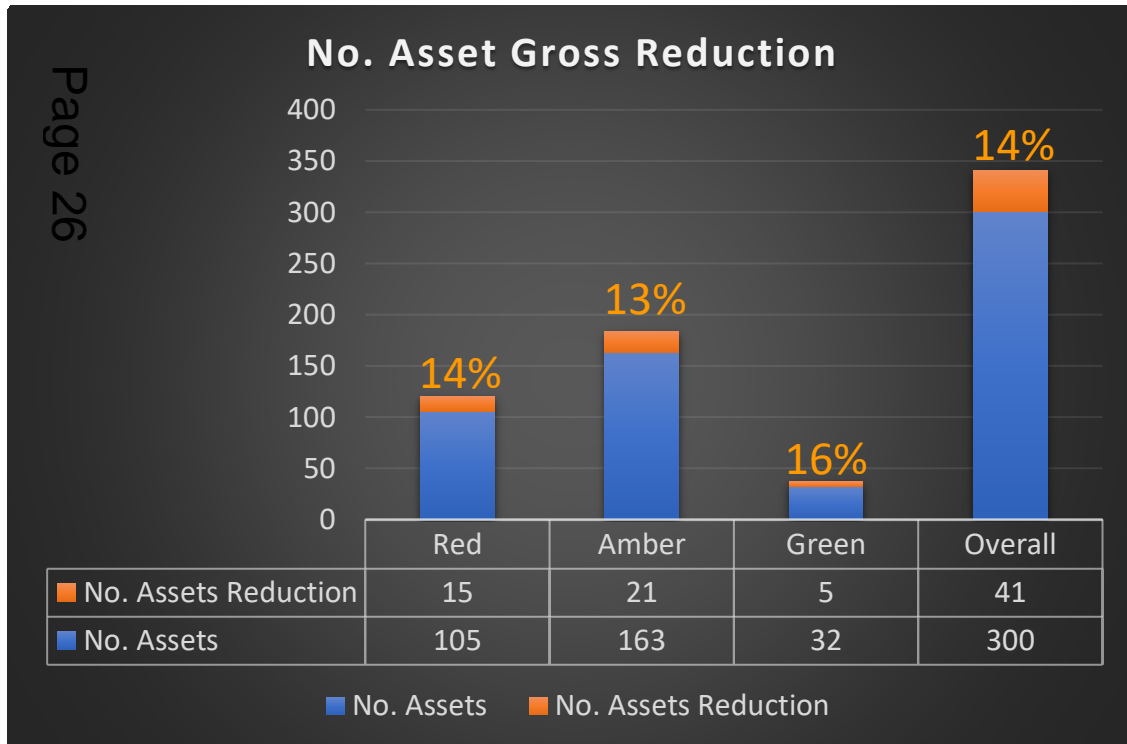


# Accelerated Programme

## 'The Art of the Possible'

Original method were Assets RAG rated for disposal based on their primary use and whether it is a statutory requirement or supports the delivery of a statutory requirement.

**Red** = Property provides a statutory requirement **Amber** = Potential for rationalisation **Green** = Prime for disposal



\*Excludes Industrial Estates, Civic Amenities, Countryside Sites and Land  
All figures include 2024/25 forecast

# Accelerated Programme

## Revised Methodology – Performance

To assess the overall performance of the assets, we followed the same method which is used in the production of Asset Plans.

Page 27



### Energy Consumption

For buildings over 250m<sup>2</sup> DEC rating:

- A & B: Good (**score 1**)
- C & D: Satisfactory (**score 0**)
- E & F: Poor (**score -1**)
- G: Very Poor (**score -2**)

For buildings under 250m<sup>2</sup> kWh usage formula.

### Maintenance Liability

Based on the condition category – this is calculated by taking the total maintenance liability from the condition survey as a percentage of a theoretical rebuild cost. There are thresholds in Asset Manager which automatically determine whether a percentage is:

- A: Good (**score 1**)
- B: Satisfactory (**score 0**)
- C: Poor (**score -1**)
- D: Very Poor (**score -2**)

### Running Costs

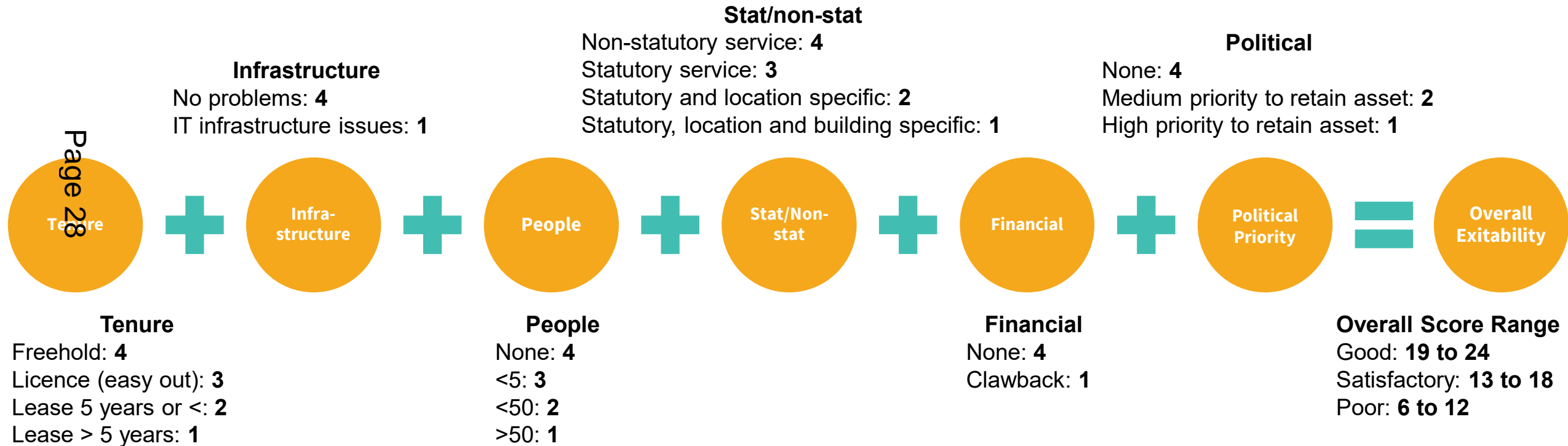
Running costs per square metre are compared to the BCIS industry standard average for that primary use. Asset plan formula then applied:

- A: Good (**score 1**)
- B: Satisfactory (**score 0**)
- C: Poor (**score -1**)
- D: Very Poor (**score -2**)

# Accelerated Programme

## Revised Methodology – Exitability

To assess how difficult each asset would be to exit, six key dependencies were considered.

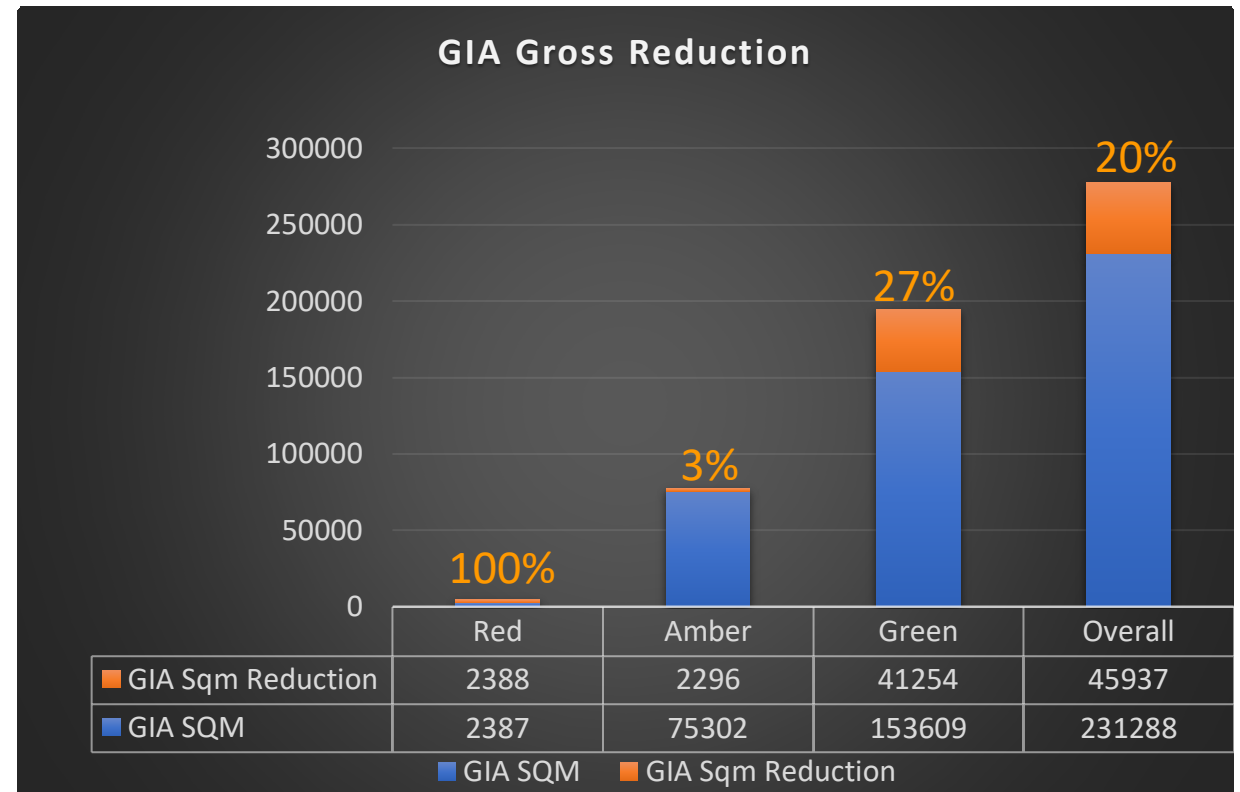
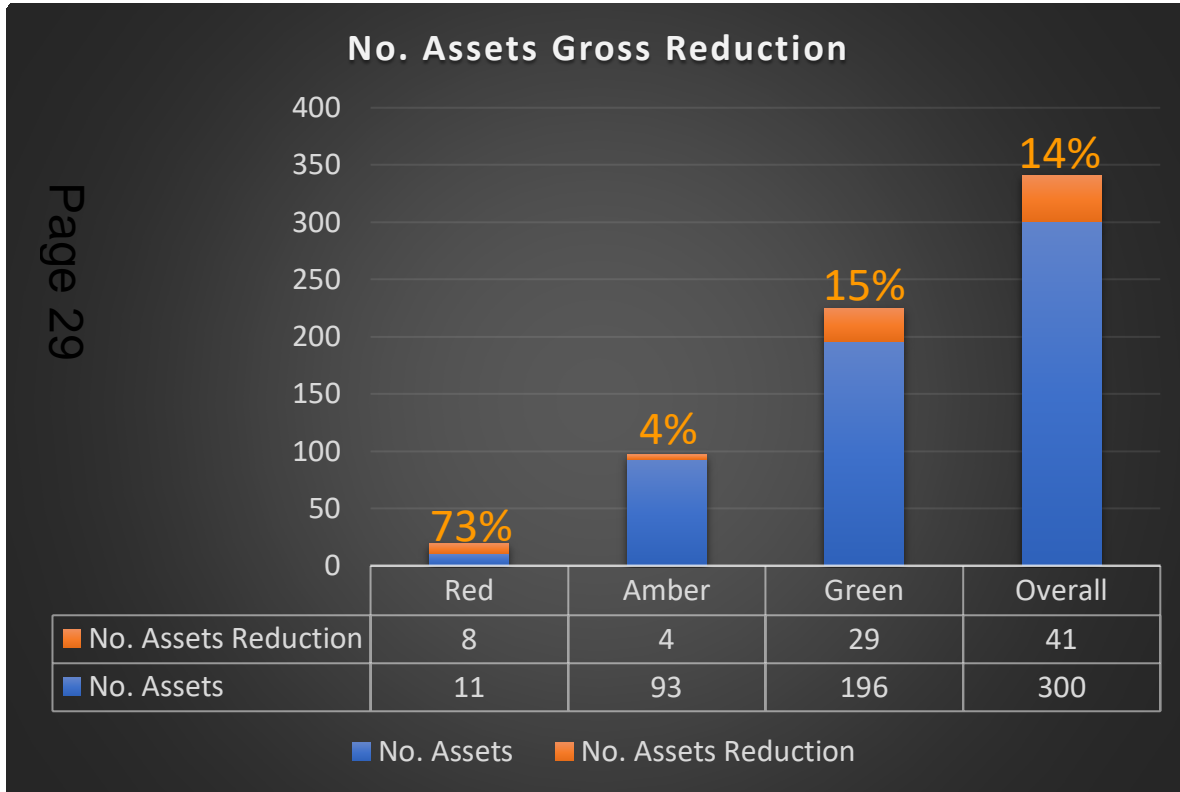


\*‘Exitability’ – The ability to exit a particular asset (the higher the overall score, the easier to exit).

# Accelerated Programme Revised Methodology

## Overall Exitability:

**Green** Good (Score 19 to 24) **Amber** Satisfactory (Score 13 to 18) **Red** Poor (Score 6 to 12)



\* Excludes Industrial Estates, Civic Amenities, Countryside Sites and Land

# All figures include 2024/25 forecast

# Accelerated Programme

- **Original Estate Total GIA\*** **231,297 SQM**
- **Total Gross GIA Reduction to Date<sup>#</sup>** **45,938 SQM**
- **Overall Gross Reduction to Date<sup>#</sup>** **20%**
- **Target Reduction 2026** **50%**

\*Excludes Industrial Estates, Civic Amenities, Countryside Sites and Land

<sup>#</sup>All figures include 2024/25 forecast

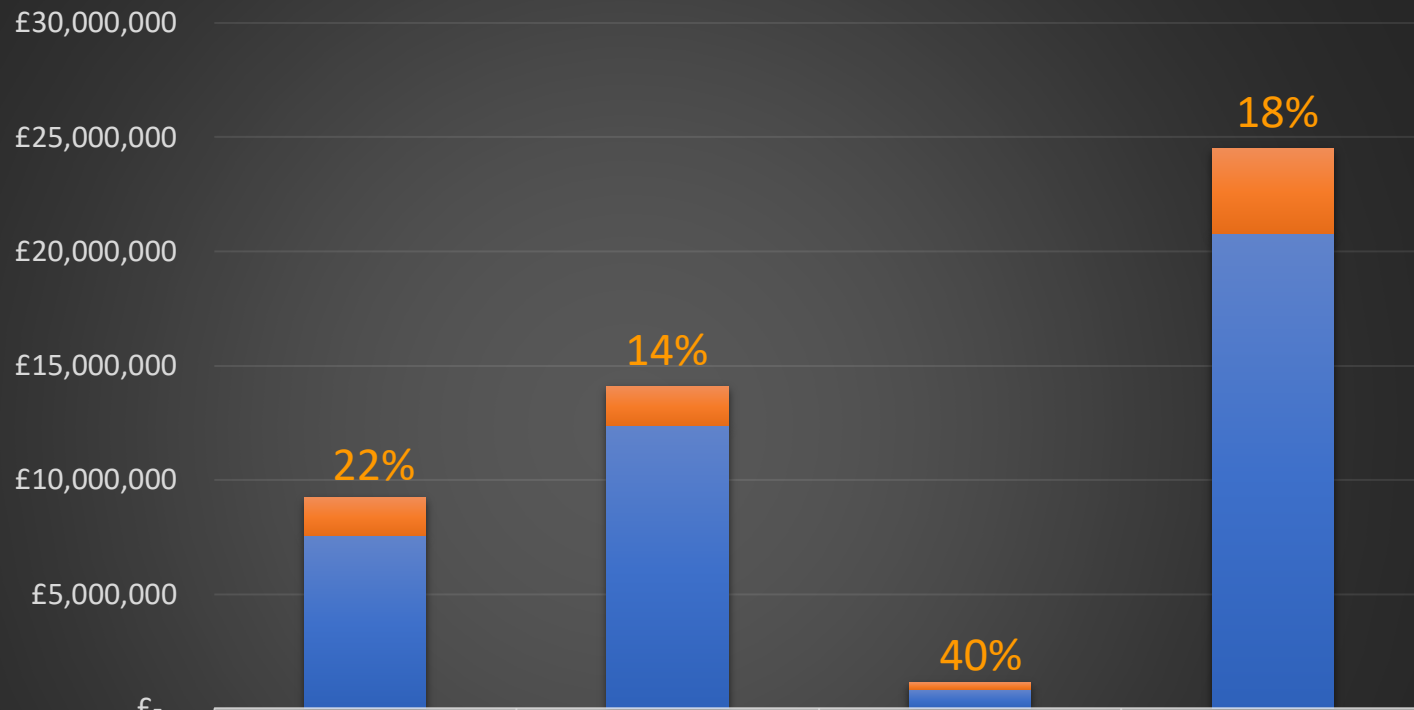


# Accelerated Programme Potential Savings

## 'Art of the Possible' RAG Rating

**\*Property Gross Running Costs Savings**

Page 31



\*Running costs forecast figures for 23/24 not actuals

	Red	Amber	Green	Overall
Property Cost Reduction	£1,662,859	£1,741,478	£325,521	£3,729,858
Property Running Costs	£7,562,671	£12,376,193	£823,643	£20,762,507

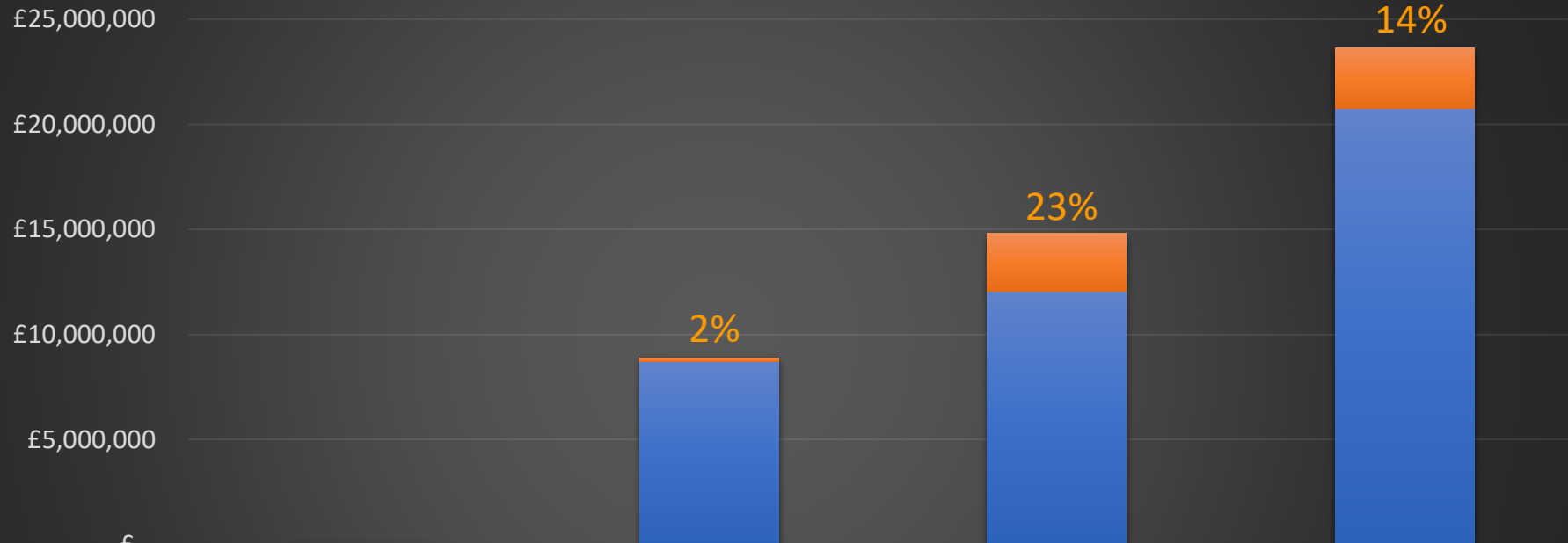
■ Property Running Costs    ■ Property Cost Reduction

# Accelerated Programme Potential Savings

## Accelerated Programme Method

Property Gross Running Cost Savings

Page 32



\*Running costs forecast figures for 23/24 not actuals

Property Cost Reduction	£-	£161,047	£2,728,538	£2,889,585
Property Running Costs	£-	£8,705,516	£12,056,990	£20,762,506

Property Running Costs Property Cost Reduction

# Key Projects: Chesterfield

Rationalisation of 10 assets into one:

Page 33

West Street Offices  
Peter Webster Centre  
Offices at School Road  
Brimington Centre  
Chesterfield Community Centre (Tontine Rd)  
Market Hall Offices  
Former Hasland Youth Centre  
Hunloke Centre  
Offices at High Street, Staveley  
Clay Cross Resource Centre



The Quad, Boythorpe  
Road

# Chesterfield Rationalisation

- ▶ 15 June 2023 Cabinet approval
  - ▶ Modern, flexible, accessible space that is cost effective
  - ▶ An efficient place to work for all employees
  - ▶ Facilitates improved service delivery and new working practices.
  - ▶ Delivers reduction in overall running costs, Carbon Footprint
  - ▶ Improves engagement, community, wellbeing, recruitment and collaboration well into the future.
- ▶ Lease signed October 2023 – starting January 2024
- ▶ Staff relocations completed by April 2024



## Future

**2024**

### Polygon

Relocation of service to Parkwood **Summer 2024**  
Closure and disposal

### New Hub

5+ Years

**2025**

### Leasehold asset in Alfreton

Relocation of service to existing alternative freehold premises  
Hard deadline **30 October 2025**

**2024**

### Godkin House

Vacated and lease surrendered **February 2024**  
Selling in rent of £145,000 plus other running costs

**2024**

### The Hub at South Normanton

Intensification of use

**2024**

### Alfreton Library & SEN Support Services, Alfreton

Intensification of use

**2024**

### Parkwood Centre

Intensification of use

**2022**

### Amber Valley Rationalisation

**2022**

### Long Close Site

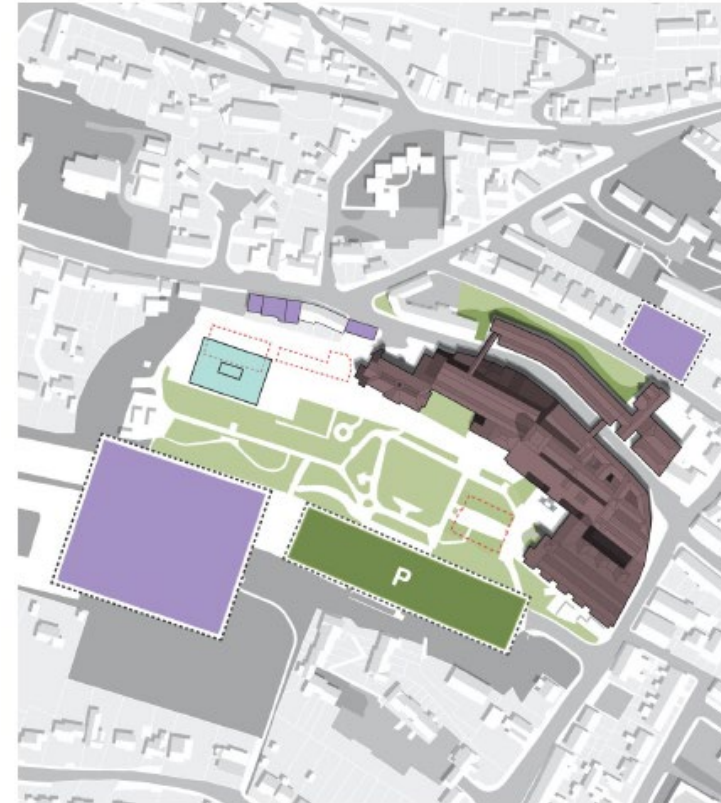
Closed August 2022  
Site now sold (£1.99m capital receipt)






# County Hall Project Objectives

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

Page 36



-  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

# Conclusion

## The optimum solution for the Council is to:

- Procure new low carbon offices on site to accommodate a maximum of **500 FTEs**
- 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
- Provide office / studio space for SMEs and start-up businesses
- Integrate site with town centre with sustainable transport link – e-Shuttle and Mobility Hub
- Strengthen and broaden the town's economic base



# Benefits



Page 38

- Major reduction in revenue costs
- Stabilised and predictable future revenue costs
- Avoidance of almost **£130m** in capital expenditure on repairs, decarbonisation etc
- Potential to generate new income streams – ground lease for hotel, lettings of ground floor units in North Block and former bath house in South Block

- Diversified and more resilient economy
- Tackles shortfalls in demand e.g. high quality hotel, venue for events, space for SMEs
- **£56m** boost to Matlock economy and almost **£150m** across Derbyshire
- **130** new permanent jobs from hotel operation





**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE - RESOURCES**

**27 JUNE 2024**

**Report of the Executive Director - Corporate Services and Transformation**

**Executive Scrutiny Protocol**

**1. Divisions Affected**

County-wide

**2. Key Decision**

2.1 This is not a Key Decision

**3. Purpose**

3.1 For the Committee to note the Executive/Scrutiny Protocol as a framework for the relationship between the Executive and the scrutiny process.

**4. Information and Analysis**

4.1 In 2020 a member led review of the Council's Scrutiny function was undertaken in conjunction with the Centre for Governance and Scrutiny. This review brought about a positive cultural change in the way that scrutiny operates at the Council. As a result of the changes, the approach to scrutiny is far more collaborative between the various committee chairs and senior officers which has enabled far better work programming.

- 4.2 Separate to this the Government has published [Statutory Guidance on Overview and Scrutiny in Local Authorities](#) which promoted a formal working agreement between the executive and the scrutiny function in the form of a protocol. The guidance suggests that an Executive Scrutiny Protocol can help to define the relationship and expectations between the Cabinet and Scrutiny Committees to ensure that the two can work together in a positive and productive way. The guidance makes it clear the protocol may provide a framework, rather than a prescriptive set of rules, it “can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.”
- 4.3 A protocol has been developed in conjunction with the five Scrutiny Committee chairs. The protocol has been discussed and endorsed by the Scrutiny Co-Ordination Group which consists of Scrutiny Chairs, the Managing Director, Executive Directors, Director of Legal and Democratic Services and Councillor Spencer as the relevant Cabinet member.
- 4.4 The protocol was presented to Cabinet for formal adoption in June and will be used going forward to regularise the relationship between the Executive and scrutiny. The protocol is also being reported to each of the five scrutiny committees. It is also being recommended, in line with the statutory guidance, that the Scrutiny Co-ordination Group reviews the operation of the protocol after a 12-month period to ensure that it is operating effectively.

## **5 Consultation**

- 5.1 No formal public consultation is required for the protocol, but relevant members and officers have been consulted in its drafting.

## **6 Alternative Options Considered**

- 6.1 The Cabinet has already approved the protocol so there are no alternative options.

## **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 – Executive/Scrutiny Protocol

## **10 Recommendation(s)**

That Cabinet:

- a) Note the Executive Scrutiny Protocol at Appendix 2 to the report; and
- b) Notes that the Scrutiny Co-ordination Group will be reviewing the operation of the Protocol in 12 months' time.

## **11 Reasons for Recommendation(s)**

- 11.1 The Protocol has been developed in order to establish a joint approach between the Executive and Scrutiny in relation to the function of the Scrutiny process and its role in the decision-making structure of the Council. Cabinet is asked to formally approve the Protocol to demonstrate executive support.
- 11.2 A review is recommended to ensure the Protocol remains fit for purpose and up to date.

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

- 12.1 No

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Tel: 01629 539035

## **Implications**

### **Financial**

- 1.1 There are no financial or resourcing implications associated with this report.

### **Legal**

- 2.1 None directly arising from this report.

### **Human Resources**

- 3.1 None directly arising from this report.

### **Information Technology**

- 4.1 None directly arising from this report.

### **Equalities Impact**

- 5.1 None directly arising from this report.

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

- 6.1 A healthy and successful relationship between the Executive and Scrutiny will contribute towards the delivery of High quality public services.

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

- 7.1 No relevant implications

## DERBYSHIRE COUNTY COUNCIL

### Executive-Scrutiny Protocol

#### Introduction

1. The relationship between the Executive (Cabinet and Portfolio Holders) and the Scrutiny function is governed in part by legislation and the Council's Constitution, in particular the Scrutiny Committee procedures. The purpose of this protocol is to set out the principles which will be followed by both the Executive and the Improvement and Scrutiny Committees.
  - i. To enable Improvement and Scrutiny members and the Executive members to fully understand their powers, roles and responsibilities in relation to the Scrutiny function.
  - ii. To establish a framework and the necessary procedures to enable Scrutiny to work effectively.
  - iii. To define and clarify the role of the Executive in the Scrutiny process.

The Improvement & Scrutiny Committees have very different functions and responsibilities. However, the aim of both the Executive and Scrutiny is to secure the best outcomes for the people who live and work in Derbyshire.

It is the responsibility of the Executive to take decisions to implement the budget and the key policies set out in the policy framework agreed by Full Council.

The Improvement and Scrutiny Committees have a number of responsibilities. These include:

- i. Adding value to the work of Derbyshire County Council
- ii. Holding the Executive to account on behalf of the residents of Derbyshire County Council through the regular review of performance in relation to service delivery
- iii. Holding the Executive to account through scrutinising its decisions
- iv. Undertaking reviews of Council activities and those of other public bodies that affect the people who live and work in Derbyshire, leading to recommendations on improvements which can be made
- v. Calling-in Executive decisions which have not yet been implemented if there is a need for aspects of the decision to be reviewed
- vi. Assisting the Executive in policy formulation and developing recommendations on the budget and policy framework when examining
- vii. Undertaking research and consultation on behalf of the Executive and in advance of Cabinet decisions. This is known as Pre-Decision Scrutiny
- viii. Being engaged with major policy and strategy work at a very early stage. This is known as Pre-Strategy Scrutiny

#### 2. Culture

A Member-led review of Scrutiny was undertaken during 2020 which recommended cultural change ensuring that Scrutiny has a stronger and clearer role, adds value to the work of the Executive and Derbyshire County Council and works closely with the Managing Director and Executive Directors.

### **3. Relationship between the Executive and Scrutiny**

The following principles set out how the working relationship between the Executive and Scrutiny should operate:

- i. The Executive and members of the Improvement and Scrutiny Committees recognise that they each have different functions and responsibilities that contribute to securing the best outcomes for the people who live and work in Derbyshire.
- ii. All participants in the working relationship between Executive and Scrutiny will do so in a spirit of mutual respect and constructive challenge.
- iii. Meetings of the Improvement and Scrutiny Committees should bear in mind the statutory guidance that scrutiny work should be conducted in a non-party political manner
- iv. The Executive recognises that the Improvement and Scrutiny Committees have a number of rights, for example requiring Cabinet Members to attend its meetings or calling-in Executive decisions which have not yet been implemented, should they consider a decision to be reviewed. The Improvement and Scrutiny Committees will exercise those rights responsibly.
- v. One of the principal responsibilities of the Improvement and Scrutiny Committees is the ability of non-executive members to hold the Executive to account. An important method to ensure accountability is through examining performance and decisions taken by the authority. To facilitate this challenge the Improvement and Scrutiny Committees may:
  - a. Challenge the Executive about decisions which have been taken by Cabinet;
  - b. Consider performance information;
  - c. Query or ask for information about items which are set out in the Forward Plan.
- vi. In addition to their rights as councillors, members of the Improvement and Scrutiny Committees and their working groups have additional rights of access to documents as included in the Access to Information rules in the Constitution. This allows the committees access to copies of any documents which are in the possession, or control, of the Executive or its committees. There are a few limits on this access, and these are identified in the rules.
- vii. There will be strong emphasis placed upon Improvement and Scrutiny adding value to the work of the Executive and the Council. In this vein, the Improvement and Scrutiny Committees will be engaged in policy and strategy development at a very early stage. The Executive may request that Improvement and Scrutiny Committees undertake Pre-Decision work and equally the Improvement and Scrutiny Committees may request that they undertake work to assist the Executive in its deliberations.

- viii. The Chairs of the Improvement and Scrutiny Committees, to maintain the independence of the committee, should declare an interest when presiding over the scrutiny of relatives who may be part of the Executive.
- ix. Members of the Executive cannot be members of the Improvement and Scrutiny Committees. Cabinet Support Members will not act as members of the Committee looking at portfolios to which their role relates to in order to maintain separation of roles between the Executive and Scrutiny function.

#### **4. Conduct of Meetings**

The following principles set out how meetings should be conducted in support of the general principles above.

- i. Meetings of the Improvement and Scrutiny Committees which are attended by Cabinet Members are subject to the relevant provisions in the Council's Constitution. They will usually be held in public unless exempt or confidential information will be discussed, and consideration needs to be given as to whether the public and press should be excluded.
- ii. Cabinet Members required to attend an Improvement and Scrutiny Committee will be given at least 10 working days' notice in writing by the Democratic Services Officer, together with an indication of the issues being raised and the expected focus of questioning.
- iii. Members of the Improvement and Scrutiny Committee are asked to notify the Democratic Services Officer of any factual information required in advance of the meeting.
- iv. When a Cabinet Member is required to attend a Committee, they may be accompanied by the relevant officer(s) to assist with explaining complex information.
- v. Attendance by Cabinet Members at task and finish working groups is to inform debate, clarify matters and contribute to a specific topic rather than to be held to account in respect of matters relating to the Cabinet Member's responsibilities.

#### **5. Developing Work Programmes for the Improvement and Scrutiny Committees**

The work programme is a flexible plan which outlines the programme for the coming municipal year and is usually developed at the first meeting after the Annual Council. The programme is drawn together by the Chair and members of the Committee and can include issues put forward by members, topics that arise during discussion with Cabinet Members, Executive Directors and senior officers, concerns generated from the Corporate Complaints Policy, the Council Plan, performance data and potential issues arising from corporate priorities or the Forward Plan.

The relevant Cabinet Member and senior officer will be informed of any reviews undertaken that fall within their remit and asked for observations on the final scoping document.

Cabinet Members can suggest items for inclusion in the scrutiny work programme; however, it is recognised that the Executive should not try to exercise control over the work of the Improvement and Scrutiny Committees. It is ultimately for the Improvement and Scrutiny Committee to determine whether to include such suggestions in the programme.

Once the work programme has been agreed the Improvement and Scrutiny Committee will endeavour to deliver it, however it is recognised that the programme needs to be flexible enough to be able to accommodate urgent, short term issues or emerging priorities that may arise during the year. On occasion there may be good reason why an ongoing review is not concluded, or planned review not commenced. This could be for a number of reasons including lack of capacity, insufficient evidence upon which to draft firm conclusions or decision by the Committee that it is no longer a priority. In such circumstances the relevant Cabinet Member and Executive Director will be informed prior to the Committee deciding to remove the review from the work programme.

It is important that the work of the Improvement and Scrutiny Committees receives broad publicity in order to ensure that residents and community groups are able to engage with the process. The Democratic Services Officer will work with the Council's Communications Team to publicise the work of the Committee.

## **6. Meetings with Scrutiny Chairs, the Cabinet Member, the Managing Director (MD) and Executive Directors (EDs)**

The purpose of such meetings is to:

- i. Strengthen rapport
- ii. Create a shared understanding
- iii. Discuss strategic matters at an early stage so that Scrutiny may maximise its input and add value to the Council and to enable Scrutiny to develop informed and focussed annual Work Programmes
- iv. Ensure the Executive and Officers are kept informed about the Work Programme

## **7. Meetings with the Scrutiny Chair and the relevant Cabinet Member(s)**

The purpose of such meetings is to:

- i. Strengthen understanding and rapport
- ii. Discuss a range of matters including the potential opportunities for pre-decision Scrutiny work.

## **8. The Health Scrutiny Committee**



Legislation sets out the requirements specifically in relation to the Health Scrutiny Committee. This Committee is different from the Council's other Improvement and Scrutiny Committees.

The Health Scrutiny Committee is responsible for scrutinising any major health service reconfigurations in accordance with the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

The Health Scrutiny Committee is required to participate in Joint Health Scrutiny Committee arrangements with other local authorities. Currently, the Council is a member of the South Yorkshire, Derbyshire and Nottinghamshire Joint Health Scrutiny Committee (represented by the Chairman of the Council's Health Scrutiny Committee) and is an affiliate member of the Greater Manchester Joint Health Scrutiny Committee.

## **9. Scrutiny Review Recommendations**

- i. Following the conclusion of a scrutiny review the final report and recommendations will be presented to the relevant Improvement and Scrutiny Committee and when agreed submitted to Cabinet for consideration. The chair, or appropriate member if the chair is not available, will present the report and recommendations to the next scheduled meeting of Cabinet.
- ii. Cabinet will provide a written response to the recommendations from the responsible Cabinet Member and this will be presented to the relevant Improvement and Scrutiny Committee at the next appropriate opportunity.
- iii. The response will identify those recommendations that have been accepted and will be implemented, along with reasons for those that will not be taken forward.
- iv. The Improvement and Scrutiny Committees have a duty to monitor progress of implemented recommendations. After six months the Cabinet Member responsible will be invited to attend the relevant Improvement and Scrutiny Committee to explain to members the progress of the implementation of accepted recommendations.

## **10. Compliance with this Protocol**

The Monitoring Officer is responsible for overseeing compliance with the protocol and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny. Matters relating to the protocol's success may be reported to Council. The role also includes promoting the role of the authority's scrutiny function, providing support and guidance to Members and officers relating to the functions of the Improvement and Scrutiny Committees and providing a link between Cabinet, the Improvement and Scrutiny Committees and the Corporate Management Team.

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