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PUBLIC

To: Members of Council

Tuesday, 9 July 2019

Dear Councillor,

Please attend a meeting of the **Council** to be held at **2.00 pm** on **Wednesday, 17 July 2019** in the Council Chamber, County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

Janie Berry

JANIE BERRY
Director of Legal and Democratic Services

A G E N D A

PART I - NON-EXEMPT ITEMS

1. To receive apologies for absence

2. To receive declarations of interest (if any)

3. Chairman of the County Council's announcements

4. To confirm the minutes of the meeting of the Council held on 15 May 2019 (Pages 1 - 34)

5. To consider the report of the Leader of the Council

6. To receive questions from Elected Members

7. To consider public questions (if any)

8. To receive petitions (if any)

9. To consider reports on the following:

9 (a) Departmental Service Plans 2017-21 (2019-20 update) - Executive Director for Commissioning, Communities and Policy (Pages 35 - 190)

9 (b) Derbyshire Pension Board - Executive Director for Commissioning, Communities and Policy (Pages 191 - 192)

9 (c) Constitution update from the Governance, Ethics and Standards Committee - Director of Legal and Democratic Services (Pages 193 - 232)

10. To receive and debate Motions

Motion received from Councillor P Smith:

As a result of ongoing Government cuts in Derbyshire there are schools in Derbyshire which have had a cash loss in the budget of more than £200,000 over two years. Some schools have lost up to a quarter of their staff. Some schools have had their SEND budget halved.

The National Funding Formula allocating financial resources to schools includes a requirement that schools themselves have to fund the first £6,000 of the support for the most disadvantaged Special Educational Needs pupils (SEND), those with Education Health and Care plans (EHCP). The formula **guesses** the number of SEND children at a school based upon the size of the school and the deprivation in that area. **It does not take into account the number of SEND children at a school.**

This results in schools who develop a good reputation for supporting disadvantaged students facing an unsuitable financial burden when more SEND pupils attend than the National Funding Formula predicts.

It also results in children with additional needs finding it difficult to get a school place. In particular this is a problem when children change schools for example entering reception or beginning secondary school.

Derbyshire County Council resolves to ensure every Derbyshire SEND pupil gets the education they are entitled to get by:

- Urgently looking at setting up a discretionary fund so that those schools which are penalised by the National Funding Formula because they have more SEND Children than predicted can be given

more financial support; and

- To continue to pressure the government for more funding to be invested in education, especially SEND; and

- To bring a report outlining the proposals for funding the discretionary fund and progress made with the government to the next Full Council meeting.

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PUBLIC

Agenda Item

MINUTES of the meeting of the **DERBYSHIRE COUNTY COUNCIL** held on 15 May 2019 at County Hall, Matlock

PRESENT

Councillor G Wharmby (In the Chair)

Councillors T Ainsworth, D Allen, R Ashton, K S Athwal, J Atkin, N Atkin, Mrs E Atkins, S A Bambrick, N Barker, B Bingham, Mrs S L Blank, J Boult, S Bull, Mrs S Burfoot, K Buttery, Mrs D W E Charles, Mrs L M Chilton, J A Coyle, A Dale, Mrs C Dale, Mrs H Elliott, R Flatley, M Ford, Mrs A Foster, Mrs A Fox, J A Frudd, K Gillott, A Griffiths, Mrs L Grooby, Mrs C A Hart, G Hickton, R Iliffe, Mrs J M Innes, T A Kemp, T King, B Lewis, P Makin, S Marshall-Clarke, D McGregor, R Mihaly, C R Moesby, P Murray, G Musson, R A Parkinson, Mrs J E Patten, J Perkins, Mrs I Ratcliffe, C Short, P J Smith, S A Spencer, S Swann, D H Taylor, M Wall, Ms A Western, Mrs J Wharmby, and B Wright.

22/19 **APOLOGIES FOR ABSENCE** Apologies for absence were submitted on behalf of Councillors S Brittain, J E Dixon, W Major, A Stevenson, B Ridgway, J A Twigg, and Ms B Woods.

23/19 **DECLARATIONS OF INTEREST** There were no declarations of interest.

24/19 **MINUTES OF THE ORDINARY COUNCIL MEETING** On the motion of Councillor G Wharmby, duly seconded,

RESOLVED that the minutes of the meeting of the Council held on 6 February 2019 be confirmed as a correct record.

25/19 **TO APPROVE THE MEMBER ROLE PROFILE FOR THE CHAIRMAN OF THE COUNTY COUNCIL, CIVIC CHAIRMAN OF DERBYSHIRE COUNTY COUNCIL AND VICE CIVIC CHAIRMAN OF DERBYSHIRE COUNTY COUNCIL** At its meeting on 12 April 2019, the Standards Committee considered the revised Member Role Profile for the Chairman of the County Council and the newly created Member Role Profiles for the Civic Chairman of Derbyshire County Council and the Vice Civic Chairman of Derbyshire County Council.

These Member Role Profiles were appended to the report.

Subject to the approval by full Council, these Member Role Profiles would be fully incorporated into the Council's revised Constitution which was the subject of a separate report for Full Council.

Full Council was advised that in the event of the Chairman of the County Council being unable to preside over a meeting of Full Council, the Civic Chairman of Derbyshire County Council would act formally as the Vice Chairman.

The Independent Remuneration Panel had considered these Member Role profiles as part of its assessment of Members Allowances for the forthcoming Municipal Year. These details were the subject of a separate report for Full Council.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to (1) approve the revisions to the Member Role Profile for the Chairman of the County Council;

(2) approve the new Member Role Profiles for the posts of Civic Chairman of Derbyshire County Council and Vice Civic Chairman of Derbyshire County Council; and

(3) note that these Member Role Profiles would become effective from 15 May 2019, and the Member Role Profiles would be incorporated into the Council's revised Constitution.

26/19 **APPOINTMENT OF CHAIRMAN** On the motion of Councillor B Lewis, duly seconded,

RESOLVED that Councillor T Ainsworth be appointed Chairman of the County Council for 2019-20.

Councillor T Ainsworth (In the Chair)

27/19 **PUBLIC QUESTIONS**

(1) Question from Rachel Purvis to Councillor A Dale, Cabinet Member for Young People

We've now suffered nearly 10 years of Tory austerity. Nationally, this has resulted in:

- School budgets being cut by 8% in real terms (Institute for Fiscal Studies).

- Budgets for early intervention and children's centres being decimated (decreases of 26% and 42% respectively Action for Children)
- Hundreds of children have been left waiting more than a year for mental health support and half of the more than 11,000 children waited more than 18 weeks after their initial assessment with CAMHS (Young Minds).

We are a school in Boythorpe, Chesterfield. Our area is one of the most deprived in England (highest 15% of indices of deprivation).

Even though we supposedly 'gained' when the fairer funding formula came out, our gains have been capped. This year, I had to cut more than 131 teaching assistant hours each week (the equivalent of 5 posts) and make our Children and Family Support Worker redundant just so that I could set a balanced budget.

Despite losing so many staff, we are still expected to provide Early Help for our struggling families, Speech & Language support for our poorest communicators, intensive academic interventions for our SEN children and emotional support for our damaged children.

How are you able to support us in our hour of greatest need?

Councillor Dale responded as follows:

I recognise the significant challenges that many schools are facing in relation to funding and I agree that despite some of the steps forward from Government in recent years much more needs to be done.

As you are aware the Government has introduced the National Funding Formula which is a significant step towards a fairer system of funding and has seen Derbyshire schools on the whole gain. The Government has put an additional £1.3bn into the funding system in each of the past two years and while this is encouraging you know, and I know, that it is simply not enough.

The recent additional £125m put into the High Needs' block, the £400m and capital monies for schools announced in the budget and the extra resources towards the teachers' pay awards and towards teachers' pension contributions are again all welcome but not enough.

What I would say is that these more recent announcements are evidence that the Government is recognising, or at least beginning to recognise, the challenges that schools are facing and they have indicated they will be looking more widely at the issue of school funding within the Comprehensive Spending Review.

You ask how the Council can support *you* at this challenging time? Well since coming into post two years ago I have always made clear my support for the campaign for increased school funding and a fairer system to distribute it. I regularly go out and visit schools across the county and talk to teachers and governors about some of the challenges that they face so I am fully abreast and can feed this back to national politicians. Both I personally and as an administration we have written countless letters to Ministers to make the case for more funding and a fairer funding system. I have also held a meeting with the then Secretary of State when I put forward a strong case on behalf of Derbyshire schools.

The Council is also an active member of the F40 Group and I am proud of the fact that we were one of the founder members of this Group. F40 represents the 42 worst funded local authorities in terms of allocations to schools. It is a cross-Party group which is working constructively with MPs of all shades and colours to make the case to Government both for additional funding within the pot and for Government to go even further in terms of making the system fairer by phasing out some of the historic inequalities which still sadly exist in the funding system. To be clear the Group is campaigning for the caps on gains to be lifted; for the Government to follow an activity led and index linked funding formula which better reflects the very local circumstances each school faces, and for a longer term settlement lasting at least three or four years to help schools better plan for the future. In monetary terms we are campaigning for an additional £2.3bn to be put into the national schools' funding pot and £3.2bn the following year. We are also asking the Government to put an additional £1.4bn into the High Needs' block. I am on the Executive Committee of the F40 Group and as it happens I was in London yesterday for a meeting of that Group and supported them to make a case to MPs with a briefing in the House of Commons.

While doing what I can to support the national campaign for more and fairer funding at a local level we have sought to move as close as we can to the National Funding Formula to ensure schools have as much certainty as we can provide for the future. Putting a hopefully temporary cap on gains is a somewhat necessary evil both to reduce the turbulence for those schools who do not fare as well and to ensure that we keep within the funding envelope we are provided by Government. I am pleased to say that this coming year we have been able to lift the cap on gains from 3% to 4% which I hope you will agree is a positive step forward.

I have also looked at the allocations for your school and while the core per pupil funding is increasing I recognise that you are facing some

very significant challenges primarily in relation to falling numbers on roll. I am very happy to come out and meet with you to discuss these issues and any others you may wish to at some point in the future if you feel that would be useful.

The following supplementary question was asked:

I do feel that would be really helpful if you are able to come out to school and meet with us. I am sure I am not alone in feeling that Brexit has completely dominated the agenda and it is really what happens while all this farce is going on and we are all just left yet we are at the coalface managing some very challenging children in really challenging circumstances and the impact that is having on my staff. I am constantly told about staff well-being and how I am supposed to be taking care of my staff, who is taking care of me? I am sorry but I am looking to you to do that because Derbyshire County Council are my employers so I am looking to them. I am not looking to the governors because they get all the responsibility but they have no rights and no teeth when it comes down to it. I do hold Derbyshire County Council responsible for my well-being. I would really appreciate your support on that.

Councillor Dale responded to the supplementary question as follows:

Just to say I am very happy to come out and meet you and obviously I take on board all those comments. The issue around Brexit - I wondered how long it would take before we mentioned the 'B' word at this meeting - but just to be clear the additional money the F40 Group is lobbying for isn't predicated on the Comprehensive Spending Review, we are asking for an urgent £2.3bn not several months down the line after a Comprehensive Spending Review. We will keep that campaign going.

(2) Question from Nigel Saul to Councillor A Dale, Cabinet Member for Young People

How much has Derbyshire spent on SEND during the last 5 years? Please state an amount for each year. This should include both the costs allocated to schools as well as for Central Services relating to SEND.

For each of these years, how many children in Derbyshire have had an Educational Health Care Plan to support their learning?

Councillor Dale responded as follows:

Over the last five years Derbyshire has spent a total of £62.3m in 2014-15; £68.7m in 2015-16; £67.2m in 2016-17; £68.2m in 2017-18

and £69m in 2018-19. Now that figure includes the costs allocated to schools from the High Needs' budget, the High Needs block of the Dedicated Schools Grant, and the cost of central services from the Council's own budget. There is also a notional SEN budget allocated to schools through the Schools Block of the Dedicated Schools Grant and the low prior attainment multiplier. At Primary this equates to £43.2m or 18% of the Primary Schools Block and at Secondary it is £27.7m, which is 14% of the Secondary Schools Block. Because of the changes in the National Funding Formula and the introduction of that I am not in a position at present to present the previous figures for those notional SEN budgets but I hope that provides a snapshot and is useful.

In terms of the number of children with an Education, Health and Care Plan or SEN statement as they were previously known, in 2014-15 we had 3,705; in 2015-16 we had 3,684; in 2016-17 we had 3,606; in 2017-18 we had 3,686 and in 2018-19 we had 3,761.

The following supplementary question was asked.

Firstly I would like to thank you for visiting us at Brampton twice and offering us some support. However, because schools have to fund close to £6,000 for every SEN child on roll, inclusive schools like Brampton are being financially punished. That fact has not changed. I am extremely concerned SEN children will be discriminated against because it will be harder for those children to get a place in a local school. What does Derbyshire County Council intend to do so that schools like Brampton can remain inclusive?

Councillor Dale responded to the supplementary question as follows:

I am aware obviously there was the team around the schools meeting that we referred to at the last. I hope you found that useful and there were some actions off the back of that to go back to the Schools Forum with. As I say I recognise the challenge there is, the notional funding for the £6,000 that schools are required to contribute with the low prior attainment multiplier, but in respect of all the other challenges and funding issues you have it is not always easy to find those amounts. I do recognise the situation with Brampton in terms of being a victim of its own success in that sense and having such an inclusive approach, which needs to be praised and valued by the county, and how that has actually impacted on your funding. I do recognise all those things.

I have already referred to some of the work we are doing on a national picture around the F40 Group and the need for more money in the system, more money in particularly the High Needs' block. I am

encouraged by the fact that Treasury Ministers have already said that SEND will be a priority in the Comprehensive Spending Review but as I say that needs to be sooner. Again I am happy to come out and meet again if that is required and look at what we can do further to try and support wherever we can.

(3) Question from Sharon Davis to Councillor A Dale, Cabinet Member for Young People

With regard to SEND tribunals, how many were there in 2018 and what was the total cost?

So far in 2019, what is the number of SEND appeals and the costs so far and is this a good use of public money?

Councillor Dale responded as follows:

In 2018 there were 138 tribunals registered and the cost of the legal support over the financial year was £54,587. So far in 2019 there have been 45 tribunals registered and so far the cost of the legal support has been £2,150. We recognise the strain on families of making an appeal to the tribunal and our aim is always to try to avoid the need wherever we can. Officers work very hard with families to try to reach an agreement about their child's educational provision. However, unfortunately there are times when we are not able to reach an agreement and this requires a tribunal to help make that final decision. The local authority has a duty to ensure we make efficient use of public funds in order to benefit all children who need support.

When a case goes to tribunal it is often relating to a disagreement about the educational placement the Council has secured for a child or young person and in that situation the Authority has to carefully consider whether to agree to a family's request for their child to attend another establishment that is often significantly more costly, or to stand by the original decision of a placement that is felt to be just as suitable and to offer the same appropriate level of support. Independent provision can also be at a considerable distance from the county and we also have to weigh up whether it is in the best interests of the child to be so far away from their family and support networks. We also have to carefully consider the long-term interests and aspirations of our children and ensure that where appropriate the provision is setting a child up as well as possible for independent living in adult life. There is a range of evidence that a more inclusive approach where children with special educational needs and disabilities are taught in mainstream schools in those cases where it is appropriate can have significant benefits for both the child and society as a whole. As an Authority we

have to carefully consider and weigh up all those factors and try to reach an objective position about the placement for the child.

In 54% of the cases that were lodged with a tribunal last year the local authority were able to reach an agreement with the parents before the actual hearing which demonstrates our commitment to continuing to work with parents and trying to resolve issues throughout the process and certainly before it gets to a tribunal.

It is fair to say that our position in Derbyshire reflects the national picture and it was certainly one that was echoed yesterday when I met several other Cabinet members from around the country and the challenge that they as Authorities are facing in one of our most sensitive and complex areas of work. We are committed, however, to continuing to work with families to secure the best possible provision for all our children.

The following supplementary question was asked.

The Department of Education states that since 2015 there have been 390 tribunals in Derbyshire and 94% of those were won by parents. It also estimates that in Derbyshire these tribunals have cost the taxpayer £1.25m. A tribunal can cost a family around £4,000. I know this because I have been to one so obviously many families are put off by that cost even if their child's EHCP does not meet their needs. Many SEND pupils, if they get the right support at school, are able to get a job and fully contribute to society when they are adults. However, without this support their self-esteem plummets and they can become frustrated and angry or anxious and withdrawn. The Prison Reform Trust states that 25% of people in prison have special educational needs. As a local authority you have a duty to ensure that you make the best use of taxpayers' money in order to benefit all the children who need your support yet you choose to spend money, over £1m bailing out Academy chains which are in debt. You also choose to spend £220,000 on award ceremonies. This is more than twelve times the national average and, finally, you also choose to spend £100,000 on festivals and over £1m renovating County offices. You have a choice, you can invest in the education of our children so they can get a job or you can fail to educate them resulting in them depending on the State for the rest of their life and possibly ending up in prison.

My question to you is not supporting SEND children at school only saves money in the short-term. It will result in far greater amounts of money being spent on them as adults as they will be prevented from gaining the skills they need for employment. Do you think this is a good use of taxpayers' money?

Councillor Dale responded to the supplementary question as follows:

The figure of 309 from the Department of Education I notice that went back to 2015 but I only gave you figures for 2018. The cost to the taxpayer I don't doubt is more than the legal cost that we as the local authority pay and there is cost to the families absolutely. We do have to keep an eye on the efficient use of public funds. As I say an independent alternative provision sometimes at great distance from the county can cost almost double more than local provision so we do have to keep an eye on ensuring absolutely that the placement for that child is the right one for that child but if there is a local alternative we feel can offer that then we do have to make the case that that is the right thing for that child.

In terms of the money that we spend on various things I have already quoted in the previous response that we spend several millions of pounds on this and we are pushing for more money to be able to spend more money on this area.

In terms of the figures for tribunals, the DfE figure that we have lost 90% of tribunals, if you take the breakdown from the 138 tribunals we had last year 50 at the time had not yet been before a hearing; 22 had been withdrawn before because we had agreed with parents prior to that date; 25 had been withdrawn by us because we had agreed with parents at that date. There were 30 that were upheld in favour of the parents and there was one upheld in favour of the local authority. As I say there are several cases there where we are reaching agreement with parents before it goes to the tribunal so I don't recognise that 94%.

The following supplementary question was asked.

But if you stayed lawful within the Children and Families Act you would not have all the tribunals.

Councillor Dale responded to the supplementary question as follows:

As I say we are working very closely with parents. We always try to avoid the need for a tribunal and we do always have an eye on public expenditure and if ever there was a feeling within this administration that that was not the case then we would change things, but at the moment I feel we are trying to proceed with the best possible policy that both balances the best interests of the children and has an eye to public expenditure and value for money whilst also lobbying the Government for more money because I actually recognise that this is an area where we need more.

(4) Question from Sharon Smith to Councillor A Dale, Cabinet Member for Young People

Nationally, SEN children often end up being home educated as they struggle to find an appropriate school place.

In Derbyshire, how many children are awaiting a school place (perhaps due to a school exclusion or other reasons), how many children are currently being home educated and what percentage of these children, who do not have a school place, have special educational needs (SEN)?

Councillor Dale responded as follows:

In the first instance to differentiate between those children who are electively home educated and those children who are awaiting a school place. In order to be home educated parents and carers need to inform the school that their child attends that this is their wish and the local authority then liaises with the parents and carers in terms of what is required. When they exercise their right to do that they take full responsibility for their child's education and therefore children who are electively home educated are not technically awaiting a school place.

Where a child has an Education, Health and Care Plan the Authority will work with the parents and carers to ensure that the arrangements are able to meet the needs as identified within the Plan, so in terms of the numbers there are currently 852 pupils who are electively home educated and 59 of those pupils have an Education, Health and Care Plan which is 6.9%. We have a duty to monitor that suitable education is provided and where parents wish for their child to return to school the Authority works to support those families and ensure that this is done in as timely a way as possible.

Then we have a second category. Children who arrive new to Derbyshire and who apply mid-year for admissions for a school place can sometimes spend a little bit of time waiting for that place to be agreed. Currently there are 17 children in the primary phase who are waiting to be allocated and 8 children in the secondary phase. Usually those situations are resolved within a few weeks so that gives you a snapshot of the current figures, then when a child is permanently excluded the local authority provides a full-time blended learning programme until a place at another school is assessed to be appropriate. The Authority then works with the setting and the young person to support successful integration. There are currently 86 pupils receiving provision following exclusion and 19, so 22% have an Education, Health and Care Plan or are undergoing a statutory

assessment.

The following supplementary question was asked:

Yes, because we are talking about children. For example, there is a boy called Daniel. He lives in Derbyshire. He is 5 years old. He gets 90 minutes education a week from a tutor. He does not have a place in a school.

Callum, an 8 year old, he has hearing difficulties. He has had no education for 16 months.

Lucy, a 13 year old girl. She is clever. She has cerebral palsy. She has been out of school for 14 months. Her family has spent £8,000 on assessment to try and support her getting a school place.

These children aren't straightforward, they are complicated. Special educational needs' children are the most vulnerable in our society. They are children who need protecting. They are entitled to an education.

Nadhim Zahawi has repeatedly said in Parliament it is up to the Local Education Authorities to fund special educational needs' children but Derbyshire at the moment is *not* fully funding these children.

Schools like Brampton that have an enhanced resource and welcome children with autism, with cerebral palsy, have had really really savage cuts. At Brampton we have lost 500 hours a week in staffing over two years. We lost £130,000 in the budget last year. Schools which have traditionally welcomed special educational needs' children no longer have the money to do so. That is the only reason I am here today. I care about fairness.

Alex Dale said the Government has a Fair Funding Formula. I say that that formula is not fair. It is going to result in schools that have extra special educational needs' children and welcome them, those schools are going to be forced to become extinct.

At the moment when a child wants to join a school the school knows that roughly £6,000 needs to come from that schools' general budget not just once, every year that that child attends the school.

A report by the Strategic Director for Children's Services, Jane Parfrement, states that if a child moves from one LEA to another the £6,000 is guaranteed to go with that child yet it does not get guaranteed to go to the school where a child attends.

In September 2016 the statutory guidance called 'Children Missing Education' says every child is entitled to an education. What are you going to do to ensure that every child gets the education and support that they deserve? I am passionate because I care.

Councillor Dale responded to the supplementary question as follows:

Absolutely. I respect that and welcome it. You quoted me as saying there is a Fairer Funding Formula. The National Funding Formula is in theory fairer but I have said in answer to the previous question it is not fair enough and there are some historic inequalities within that that need to be addressed. As I say I am absolutely committed to doing everything we can as an Authority to support that campaign.

In terms of the notional SEN budget and the amount that goes to schools to try and cover the £6,000 that has significantly increased. It is called the Low Prior Attainment Funding under the National Funding Formula. For example, the Low Prior Attainment Funding in primary schools' budgets in Derbyshire was only just over £1m in 2017-18 and that has gone up to £15.2m in 2019-20 so there is a significant increase there. I don't doubt that it is offset by various other costs that schools have to face. The cap on gains, as I say a necessary evil but that is limiting some schools being able to realise the full benefits of a Fairer Funding Formula. There are limitations with the existing Fairer Funding Formula that we are campaigning to try and address.

As I have said I am happy to come out again to Brampton School. I recognise that you are passionate about the subject. I am too, I genuinely am, and I would be happy to discuss that further at a future meeting.

(5) Question from Maurice Neville to Councillor T King, Cabinet Member for Economic Development and Regeneration

'From: Local Resilience Forum 2017 Interviews - UK Committee on Climate Change: Adaptation Sub-Committee. Preparing for climate change.

A common theme among the responses was the need for positive action to manage the risk to the UK from the impacts of climate change. Several interviewees suggested that climate change adaptation planning is needed and should be prioritised. The need for communities and the wider public to be aware of the long term risks of climate change was highlighted.

What conclusions has the Council, and/or its partners in the Derbyshire Local Resilience Forum, reached about the balance of cost and risk between climate change preventative measures and climate change adaptation measures and why is there no mention of climate change on the Derbyshire LRF Risk Register?'

Councillor King responded as follows:

I think we ought to start by saying it is important to understand that the Local Resilience Forum is a multi-agency partnership made up of representatives from local public services, including the emergency services in local authorities, the NHS, the Environment Agency and others. The forum's role is to plan and prepare for localised incidents and catastrophic emergencies. It works to identify potential risks, as you say, and then produce emergency plans to either prevent or mitigate the impact of any incident on the local community. It is chaired by the Assistant Chief Constable and is independent of the County Council but we, of course, are a key partner in the forum so we are aware of what goes on.

Under the Civil Contingencies Act 2004 the forum has a duty to assess the risk of any emergency occurring within its geographical area and to publish the results of risk assessments in the Community Risk Register. An emergency is defined in the CCA as an event or situation which threatens serious damage to human welfare or to the environment in a place in the United Kingdom. The event or situation must be of sufficient scale and nature that is likely to seriously obstruct a Category 1, eg police responder, in the performance of its functions or require a Category 1 responder to exercise its functions and undertake special mobilisation. The first step in the risk assessment process is to produce a list of hazards which may lead to an emergency as defined above.

Though the Derbyshire LRF risk register does not expressly identify climate changes as a risk it does identify its consequence and to this end the LRF has appropriate plans in place to deal with flooding, severe weather etc, together with capability plans to cover the wider impacts.

In answering the question posed by yourself I have to advise that rather than being considered a single hazard, climate change is the source of a number of hazards which appear on this list. In fact the majority that are listed under the 'natural hazards' category on the Community Risk Register could potentially occur as a result of the impacts of climate change. Flooding; severe weather; drought and their consequences on the highway network; community and business resilience etc.

The same approach to assessing the potential risk of climate change is used for the National Risk Assessment, the process for which LRFs are obliged to follow.

Turning now to Derbyshire County Council. I would like to advise that DCC has specifically identified adapting to climate change on its strategic risk register, along with nominated lead officers and appropriate mitigation adaptation measures. This includes contributing to a Comprehensive Risk Assessment of the effect of projected future climatic changes.

The following supplementary question was asked:

I am well aware of the stated purpose of the LRFs. What I was referring to was the fact that in many parts of the country the distinction between the notion of an 'emergency' under Local Resilience Forums and the climate emergency used to be something like pandemic flu could happen next week and is regarded in Derbyshire and many other places as the worst possible risk at the moment and the most imminent, but something like climate change can be pushed out a couple of decades and something that has not got to be addressed in any great detail within the LRF framework. As we now know from the international studies this distinction is not real. We have a climate emergency already.

For example, Surrey County Council has created a Committee which has surveyed the relationship between strategic climate change and the Local Resilience Forum in the county. They have published a comprehensive document for the public about that issue of climate change and emergency resilience.

I would like to ask the Council and Leader of the Council will Derbyshire be prepared to follow the example of Surrey County Council and make it absolutely clear in public, and in detail, that a climate emergency means just that and the Local Resilience Forum is part of addressing that across the whole of the Council's function, including all its partners? Could we have that assurance that this Council will look at the example of Surrey and follow that example and particularly importantly engage with the public? In all the studies of resilience engaging with the public, being honest with the public and open with the public is considered to be vital. That is what needs to happen in Derbyshire.

Councillor King responded to the supplementary question as follows:

Obviously I cannot comment on what other Councils do. This Council is taking great steps to address climate change. We have produced a new policy today that we will follow. Quite clearly I take your point. However, the risk register we do hold within the Council does cover all the emergencies that I think you will want to cover and of course climate change will be further considered as we move on. Quite clearly our Scrutiny Panel will also look at the risk register and ensure we do cover everything that we need to do at this stage.

(6) Question from Anne Thoday to Councillor T King, Cabinet Member for Economic Development and Regeneration

Large areas of North Derbyshire have been licensed for shale gas exploration and one company has been given permission for exploratory drilling in Marsh Lane despite strong objections from the council and residents.

Hydraulic fracturing for shale gas or “fracking” is incompatible with any efforts to achieve the internationally agreed targets set for climate change temperatures to stay below 1.5 degrees Celsius. Fracking essentially produces methane as both an end product and through the escape of fugitive emissions, in addition methane gas is roughly 30 times more potent as a heat trapping gas in the atmosphere than Carbon dioxide. Many studies have estimated that leaks from oil and gas production particularly fracking are the major driver of rising global methane emissions.

Can the council explain whether and how their policies and plans will be revised to reflect the need to prevent the development of any further fossil fuel industry including fracking in Derbyshire in order to achieve the required target of net zero carbon emissions?

Councillor King responded as follows:

I know there have been huge concerns about the proposals for fracking in Derbyshire and we are well versed with the processes that have taken place.

Just as a bit of a preamble, all aspects of the development process in the UK is heavily regulated, as I am sure you know, primarily through the National Planning Policy Framework and associated guidance such as the National Planning Practice Guidance. This suite of documents provides the basis of all planning policy and confirms the need to secure sustainable developments. The National Planning Policy Framework, the NPPF, makes numerous references to the need for Local Planning Authorities to plan positively or support proposals for various forms of development. Inevitably this means the developing of

local plans and policies such as Derbyshire County Council have to reflect on a balance of issues, usually between supporting growth and development whilst encouraging sustainability and minimising the detrimental impacts on the proposed development.

In this case the development of such as hydraulic fracking and related hydrocarbon policies where inevitably there is a need to balance fuel energy security and sustainability of supply at a national level with other environmental ecological impacts is taken into account.

I will put this down and get down to where Derbyshire County Council is and has been. I have to say I believe this Authority has been incredibly consistent in its approach to dealing with fracking applications and I am extremely proud of the way the Local Planning Authority here in Derbyshire County Council has dealt with previous planning applications. It is our view that these decisions should be taken locally by locally elected members and local politicians and to that end we have made strenuous efforts to make representations with regard to fracking proposals into the future.

I have also written to the Secretary of State expressing my concerns about any changes that may take away local democratic process because I believe it is a local decision which should be made by local councillors.

This Authority has a duty under quasi-judicial legislation to determine applications in a proper, sensitive and open and transparent way. We cannot afford to fetter that process in any way, shape or form by taking a position with regard to *a* particular type of application. To enable this Authority to deal with those applications in an open and transparent way we must look at each application in its own right and on its own merits as we did with the previous application on Marsh Lane, which unfortunately was taken out of our hands. I will continue as the Lead Member on Planning to make representations in the way I have just articulated.

Just out of interest we are in the process of producing a new Local Plan, Mineral Plan for Derby and Derbyshire and there will be ample opportunity for you and your colleagues to make representation during that consultation period and contribute to how that plan is formed into the future. I hope that answers your question.

The following supplementary question was asked:

I am aware that the Local Mineral Plan is undergoing development and I appreciate there are local people involved in discussing particularly fracking or fossil fuel production within that. I

would also like to say I welcome the publication yesterday of the Climate and Carbon Reduction manifesto and in particular the pledges within it to support renewable energy generation, but I would say I am concerned to see within that it does not mention fossil fuel production and generation specifically. Given that that is one of the major drivers of climate change I would think surely that manifesto should be much more specific about the need to end production of any fossil fuel in Derbyshire?

Councillor King responded to the supplementary question as follows:

Ms Thoday, your comments are noted. I am sure this particular document will be a living document. I am sure over the coming months and years it will develop and change to reflect the needs of the residents of Derbyshire.

Please be assured that the Planning Authority of Derbyshire County Council will act in a proper way in dealing with applications. The only way in which this Authority can have a proper and appropriate voice is to behave in a proper and appropriate way and this Authority will continue to do so.

(7) Question from Dave Wells to Councillor S Spencer, Cabinet Member for Highways, Transport and Infrastructure

The minerals industry in Derbyshire, including cement making, makes a significant contribution to CO2 emissions across the county due to its energy intensity. Derbyshire County Council are bound by the legal duty set out in section 19 of the 2004 Planning and Compulsory Purchase Act, as amended by the 2008 Planning Act, which means local plans should demonstrate how policies contribute to meeting Climate Change Act targets. How will Derbyshire County Council's new Mineral Local Plan policies help deliver these targets?

Councillor Spencer responded as follows:

As I said earlier to a previous question on a similar subject you will be fully aware that the planning process is heavily regulated through the National Planning Policy Framework. As a result a Local Plan for an area must be consistent with section 19 1(a) of the Planning and Compulsory Purchase Act 2004 which requires a Local Planning Authority to address climate change in preparing, developing plans and documents. Specifically it is required to develop plans that must be taken as a whole, including policies designed to ensure that the development and use of land contributes to the mitigation and

adaptation to climate change, so we have a legal responsibility to take that into account.

Through the construction of the new Local Plan, which I have already mentioned, I hope that representations from all Groups, such as your own, will be received during the consultation process. I do not wish to pre-empt what that decision will be and what those findings are, but we will welcome comments and issues raised by every Group within Derbyshire as a whole (and further afield I might add) and we will take due consideration of those representations that are made in a final publication of that document.

As I have already made people aware, the Derbyshire Climate and Carbon Reduction manifesto which was published recently will also reflect what the outcomes of that particular consultation document are.

The following supplementary question was asked:

I know that Derbyshire Climate and Carbon Reduction manifesto actually does not mention the minerals industry. An understanding of baseline carbon dioxide emissions is key for a successful mitigation policy. Has the Council compiled data on CO2 emissions from the mineral sector across the county?

Councillor King responded to the supplementary question as follows:

I believe we do have statistics on obviously CO2 emissions from both quarrying and cement work. I don't have them with me now but I would be happy to communicate those to you if they are public knowledge. That is all I can say, I think.

The following supplementary question was asked:

Do you think the minerals industry will be included then in the new manifesto?

Councillor King responded to the supplementary question as follows:

I am absolutely positive it will be.

(8) Question from Lisa Hopkinson to Councillor T King, Cabinet Member for Economic Development and Regeneration

About a third of Derbyshire's carbon emissions under Local Authority control are from transport and there has been almost no

reduction in those emissions in the last 10 years. While we support a faster transition to electric vehicles, that won't be sufficient by itself. To meet carbon targets there will also need to be significant reductions in all road traffic. What is the county doing to reduce the need to travel by car and have they done a detailed and quantitative carbon audit of its transport strategy to show the carbon impacts of its planned transport schemes and whether those are compatible with a net zero carbon budget?

Councillor King responded as follows:

Firstly, can I say the Council takes very seriously its responsibilities in terms of tackling climate change and reducing harmful emissions. I have mentioned on many previous occasions that as Cabinet portfolio holder for the Economy and Regeneration and in my working life I am personally committed to the low carbon agenda and ensuring good growth in Derbyshire.

However, before we go on let me say for the purpose of clarity you have made a statement regarding 30% of emissions under local authority control come from vehicles. I am assuming that this reference is Council vehicles and what we term the 'grey fleet' which is the total of what we are responsible for, and on that basis I must correct you and say I am advised that the emissions from the Council's core fleet and grey vehicles is 19% of the Council's emissions.

The following supplementary question was asked:

Sorry, my question is not referring to the fleet within Derbyshire it is referring to the traffic in Derbyshire County Council which Derbyshire has influence over.

Councillor King responded to the supplementary question as follows:

Can I say in terms of the Council's core fleet and grey fleet our emissions account for 19% of the total carbon emissions of the Council and that under Council guidance and control has reduced by 40% over the last eight years, 5% a year. We think we have set a good example for that. We also plan to reduce in future by 5% per year, year on year the Council's grey fleet as well. I do however agree that electric vehicles will not satisfy current demand, not as things are. The role of the transport sector across the country is a significant contributor to carbon emissions and we all know that. Therefore decarbonisation of the transport sector will be key in helping reduce these emissions.

Our commitment to the agenda is demonstrated through the various plans and strategies we have in place and are developing. We have an Energy Strategy currently in draft with a target to reduce emissions from the Council estate and operations by 55% by 2022 from a 2010 baseline our low emission vehicle infrastructure LEVI strategy and action plan which has been subject to wide consultation with partners and has secured support from the transport industry.

A draft air quality strategy. A draft good growth strategy will set out how the Council and partners will secure a sustainable economic growth ensuring jobs, houses and transport and digital infrastructure are integrated to reduce energy consumption, reduce the need for travel and create more sustainable and prosperous communities. That is what we are talking about.

Our Local Transport Plan is making an assessment of Derbyshire's transport emissions of carbon dioxide. It also identifies those measures the Council can bring forward which deliver high impact on lowering emissions at a local level to support the decarbonisation of the transport sector.

Through the Council's Sustainable Travel Team we provide advice, guidance, support to schools and workplaces and the wider community on how to reduce the need to travel by car. Our work on developing a key cycle network, KCN, to encourage safe and accessible low carbon modes of transport is essential in supporting this agenda and the KCN is due to be published later this year.

Also the Council's Digital Derbyshire programme is helping to ensure all homes and businesses across the county have access to supervised broadband which ultimately means more choice for workers and employers in helping people work remotely and reducing the need to travel. The Council's own HR policies support this modern method of employment.

Of course the Council does not act alone on this agenda. Our plans and policies sit within a wider context and are supported by the D2N2 draft energy strategy and the D2N2 draft infrastructure investment plan which set out long-term ambitions for low emissions and carbon neutral infrastructure projects.

I totally recognise that we do need to do more and I do agree with you not just as a local authority but as individuals as well. The strategies and plans and projects I have outlined provide the structure that will help the Council, together with its stakeholders, implement a range of measures to help meet our obligation to this incredibly important agenda.

The following supplementary question was asked:

While I welcome all the measures that the Council is taking to try and support sustainable travel - and I would urge you to do more - I note in your manifesto you mention support for low emission vehicles, which is good, but nothing on reducing car travel. Although DCC is doing things like building cycle routes or supporting sustainable travel, as the statutory Highways Authority you are helping to approve plans for developments all over Derbyshire which not only have very poor provision for walking, cycling and public transport but in actual fact interfere with existing walking and cycle routes. I know this is the primary responsibility of the District Councils, but you as the statutory Highways Authority have a role and your Development Control officers in approving those developments, so what will you do to ensure that your Development Control teams take a much more proactive role in promoting low carbon travel in new developments across the county so we don't get landed with hundreds of car dependent developments as we have at the moment?

Councillor King responded to the supplementary question as follows:

Let me just talk a minute about obviously new developments etc. We talked about the cycling network. We are well aware that cycling is very important and walking is very important to Derbyshire. Those considerations will weigh heavily on anything we do in terms of highway development.

Let me talk about the Low Emission Vehicle Strategy that we are pursuing. Can I say you ain't seen nothing yet. The number of electric vehicles we have in Derbyshire is very very small and it is my personal crusade to increase that. On top of that it is my belief that cars are not the problem in terms of carbon emissions. Very much so commercial vehicles, very much so even more the juggernauts that thunder through our lanes etc. Are you aware, for instance, that one of those emits as much carbon as twelve passenger cars? If you stand on the motorway or any road and watch them thundering past it is a constant stream. I know very well that the Government is working very hard to provide solutions for heavy goods vehicles. Quite clearly they are not going to happen in the next year or two but certainly, can I use the pun, they are coming up the road at us. That will be factored within our carbon manifesto to ensure that what you talk about in reducing car journeys, as I have set out, will go in our manifesto and be used towards climate control.

(9) Question from Kate Heasman to Councillor S Spencer, Cabinet Member for Highways, Transport and Infrastructure

A significant number of councils along the proposed HS2 route have written to the Government urging Ministers to halt all work on HS2 amid warnings of the destruction being caused to communities. I have attached a letter from Buckinghamshire County Council for your information.

They have requested that HS2 be banned from carrying out further work, including ground investigations, demolitions and construction of access roads until the end of the year when ministers are due to decide on issuing a formal 'Notice to Proceed' to HS2 Ltd. (which was previously due to be issued in June).

It is important that for the residents of Blackwell parish and indeed the county, that the Council seek written assurances that no preliminary works, removal of trees, hedgerows and demolitions of properties by HS2 or their contractors takes place until such time as formal 'Notice to Proceed' has been given to HS2 Ltd. by the Government.

To this end, would the Leader write to the Secretary of State for Transport, the Secretary of State for the Environment and HS2 Ltd asking to gain written confirmation of such assurances for its residents and in support of fellow councils?

Councillor Spencer responded as follows:

I know the residents of Blackwell are very concerned about the proposals of HS2 and the way in which things are moving forward. I would say comparing Derbyshire with Buckinghamshire with regard to this particular case is very different. I have to indicate that to you from the point of view that Buckinghamshire has the rail track on Phase 1 running through it, I don't think it stops, and Derbyshire's cases and scenarios are very very different to those circumstances, but I do wholeheartedly agree with you that the preparatory work by HS2 should be carried out in a coordinated way after we have a consultation process and have followed the appropriate processes to get to that point.

What I can tell you today - you know that I am Chair of the East Midlands Mitigation Board - I can give you an assurance that the issue you have raised about preparatory work being carried out by HS2 will be put on the agenda for the next meeting of the Mitigation Board which I think is due to take place in about two weeks' time. That will give an opportunity for all the Councils who are represented on that

Board to express their view and concern, whatever they may be, on the issues you have raised this afternoon.

I am also very keen to point out my frustration as Chair of that particular Board. I have had two meetings with the Chair of the HS2 Board in the last three months. On every occasion I have expressed my concern about the way in which HS2 have responded to our representations with regard to mitigation. As you will know the initial paper proposed (I think it was 11,000 pages that we as an Authority and every other Authority were expected to respond to within twelve weeks) and we did so. We provided HS2 Ltd with 500 pages.

Now HS2's Strategic Board in the East Midlands represents approximately 3.5 million people and I do expect to be treated slightly different to an individual who is making representations with regard to a particular issue that they have. I have expressed my concern to the Chairman twice now that I am very unhappy that I have not had a formal response as yet. I have also written to him strangely enough today. I will continue to pursue the issue.

Just so you are aware, Derbyshire County Council have commissioned the services of an individual who will deal with presenting the case when this goes to Parliament on behalf of the Council, so the petitioning process is already put in place.

I hope we don't have to reach that point on all the issues we have raised in the 500 page representation because it will be timely, it will be costly, it will be unnecessary. I hope we can come to some resolution prior to that process taking place, but I take on board your representations and be assured that discussion will take place at the Mitigation Board in approximately two weeks' time.

The following supplementary question was asked:

I am aware of the amount of time that was spent on the Council's response to the environmental consultation, so from your response is it a 'yes' or is it a 'no' that you will write to the Secretary of State for Transport, the Secretary of State for the Environment and HS2 Ltd with our request?

Councillor Spencer responded to the supplementary question as follows:

What I am prepared to do, Mrs Heasman, I will have a discussion with my colleagues on the Mitigation Board in approximately two weeks' time and if it is the wish of the Board that we write to the Secretary of State, I want a coordinated approach. I do not want a fragmented

approach. I have pointed out to your husband and other representatives from Blackwell on numerous occasions please make your representations through your local Borough who sit on the Mitigation Board. Let us work together in a unified way and make unified representations to Government. I have already written to the Chair of HS2 and I am quite happy to write to him again. I have asked him on numerous occasions to give me a single point of contact so that I can speak to them when needed, but please be assured your considerations will be discussed and hopefully after that meeting we will be in a position to decide when we take it forward and how we take it forward.

(10) Question from Tony Mellors to Councillor S Spencer, Cabinet Member for Highways, Transport and Infrastructure

An amended High Speed Rail route has been prepared by Civil Engineers Expedition Engineering Ltd and is being discussed with Department for Transport and the National Infrastructure Commission. In this plan Phase 2b of HS2 from Birmingham to Leeds would be scrapped, and the existing lines from Birmingham, through Derby, Chesterfield, and Sheffield to Leeds would be upgraded to High Speed. Since this would satisfy the criteria of the current Phase 2b route in terms of serving Derbyshire with High Speed Trains and increased capacity, and avoid the laying waste of thousands of acres of countryside, and the demolition of hundreds of Derbyshire homes, would DCC support this amended route? Or are there other criteria of greater importance to DCC?

Councillor Spencer responded as follows:

You will have to have a seat with a badge on to save you coming backwards and forwards.

There have been numerous ideas put forward with regard to HS2 and about the Phase 2b arm of the project, many of them driven by the Northern Powerhouse I suspect because there is a lot of talk about the benefits that can be gained by changing the approach that has been put in place to-date.

I am not aware that the Government or HS2 Ltd have come forward with any changes in their proposals and until that point I will not be taking any of them as seriously as some areas of the county choose to do.

What I can say to you is it is my job, as I keep referring to this particular programme, to obtain the best economic outcome we can out of the scenario but giving very serious consideration to the mitigation issues related to it.

As I said to your colleague from Blackwell only a few moments ago we continue to pursue HS2 and the Department for Transport on taking our representations seriously. I have given you personal and ongoing assurances and that will continue to be the case because we are going to end up in a bidding game if we are not very careful.

When HS2 was brought about initially I think it was supported by nine out of ten members of Parliament. As I said at your public meeting in Blackwell (I don't think it was supported by your Member of Parliament but he doesn't support anything so that doesn't matter) what I would say to you is nine out of ten MPs supported the proposals for HS2 and all the way through the process there has been a continual message and if HS2 is to be the economic success it was pledged to be it had to be completed in its entirety and a part of it would not do the job. That was the message we have been continually receiving.

My position is quite clear: until Government and HS2 make a public statement of change in direction, change in proposals, I will continue to work on the programme - along with my colleagues in other Authorities across the East Midlands - on the programme that has been presented to me to deal with. I am unhappy about the way in which we have been dealt with. I will continue to make the case. I will pursue an honest and straightforward answer on all the issues that have been raised by local groups across the whole of the East Midlands because one thing I think the public do deserve is an honest answer about their concerns and an honest answer on how they are going to address mitigation issues that affect the livelihoods, the environment and all the other issues related to the provision of an infrastructure scheme of this nature. You have my assurance on that, Mr Mellors.

The following supplementary question was asked:

I am not sure about nine out of ten Members of Parliament because I think about nine out of ten members of the Cabinet are against it now. I would just ask you if you would raise the report in question at discussions at your relevant meetings, the mitigation meetings, and support it for the benefit of Derbyshire residents and support the probable reduction in cost for the benefit of the whole country.

Councillor Spencer responded to the supplementary question as follows:

Mr Mellors, I can assure you we will discuss every element of the proposals that come forward in the coming months but particularly I am very much focused on the mitigation issues.

28/19 **NOTICES OF MOTION** Council considered a Notice of Motion as set out below:-

Motion submitted by Councillor A Western

Climate change is an existential threat. Extreme weather events have caused damage and destruction in this country and have led to deaths and displacement of thousands of people worldwide. Natural habitats, wildlife and biodiversity are in peril. Scientists are warning that we have a little over a decade to implement urgent action to reduce CO2 emissions before we reach a global tipping point.

Action is required at international, national, local and individual level to achieve the carbon reduction levels needed.

This council recognises the work done by this and the previous administration and acknowledges the revised Corporate Environment Policy, Strategy and Action Plan recently agreed by Cabinet. Unfortunately, the current plans are not enough.

This Council pledges to:

- Declare a Climate Emergency
- Make Derbyshire County Council carbon neutral by 2030
- Call on the UK Government to provide the powers and resources to make the 2030 target possible
- Work with partners across the county and region to deliver this new goal through all relevant strategies

Report back to Council within six months with the actions the Council will take to address this emergency.

The motion was duly seconded.

An amendment to the motion was moved by Councillor B Lewis, duly seconded, that the motion be amended to read:-

Climate change may well become an existential threat. Extreme weather events have caused damage and destruction in this country and have led to deaths and displacement of thousands of people worldwide. Natural habitats, wildlife and biodiversity are in peril. Scientists are warning that we have a little over a decade to implement urgent action to reduce CO2 emissions before we reach a global tipping point.

Action is required at international, national, local and individual level to achieve the carbon reduction levels needed.

This Council recognises the work done by this and the previous administration and acknowledges the revised Corporate Environment Policy, Strategy and Action Plan recently agreed by Cabinet.

This Council pledges to:

- Urgently review its current Carbon Reduction Strategy
- Set out a plan and timetable to make Derbyshire County Council carbon neutral
- Call on the UK Government to provide the powers and resources to support this
- Work with partners across the county and region to deliver this new goal through all relevant strategies
- Report back to Council within six months with the actions and road map that the Council will take to address this."

The amendment to the motion was duly seconded, voted upon and declared to be WON.

At the request of at least five Members, a recorded vote was taken and recorded as follows:

For the motion (29) Councillors T Ainsworth, R Ashton, K S Athwal, J Atkin, N Atkin, B Bingham, J Boult, S Bull, L Chilton, A Dale, R Flatley, M Ford, A Foster, A Fox, L Grooby, C Hart, G Hickton, T Kemp, T King, B Lewis, G Musson, R Parkinson, J Patten, J Perkins, C Short, S Spencer, S Swann, D Taylor, and J Wharmby.

Against the motion (5) Councillors S Blank, S Burfoot, J Frudd, D McGregor, and B Wright.

Abstained (13) Councillors D Allen, N Barker, D Charles, J Coyle, C Dale, H Elliott, S Marshall-Clarke, R Mihaly, C Moesby, I Ratcliffe, P Smith, M Wall, A Western.

29/19 **CHAIRMAN'S ANNOUNCEMENTS** The following announcements were made:

The Chairman:

(a) invited the representatives from The Mining Memorial community volunteer group to receive the Markham Vale award;

(b) asked all to partake in a minute's silence of remembrance for the attacks in Christchurch and Sri Lanka shootings;

(c) delivered his speech after his appointment as Chairman of the Council.

30/19 **APPOINTMENT OF CIVIC CHAIRMAN** On the motion of Councillor C Hart, duly seconded,

RESOLVED that Councillor R Parkinson be appointed Civic Chairman of the County Council for 2019-20.

31/19 **APPOINTMENT OF VICE-CIVIC CHAIRMAN** On the motion of Councillor J Atkin, duly seconded,

RESOLVED that Councillor Mrs J A Twigg be appointed Vice-Civic Chairman of the County Council for 2019-20.

32/19 **APPROVAL OF THE REVISED CONSTITUTION OF THE REPORT** In February 2018, the County Council launched its intention to be an Enterprising Council. To achieve this, a number of workstreams had been established and, with the support of the Standards Committee, the Systems and Processes Workstream had focussed on delivering a revised and refreshed Constitution.

On 6 February 2019, Full Council approved the revisions to the Constitution and acknowledged at that time that additional revisions were required to be considered by the Standards Committee. Further meetings of the Standards Committee had taken place with the result that at its meeting on 12 April 2019, the Standards Committee unanimously approved the final draft of the Constitution which was now appended to the report.

The Standards Committee had recommended that subject to the approval of Full Council, the revised Constitution should be fully implemented across Derbyshire County Council from 27 May 2019.

In recommending this revised Constitution to Full Council, the Standards Committee would like to highlight the following:

a) Member Role profiles for the roles of Chairman of the County Council, Civic Chairman of Derbyshire County Council and Vice Civic Chairman of Derbyshire County Council had been considered and recommended to Full Council. These were the subject of a separate report on the agenda;

b) The Council's Regulatory Licensing and Appeals Committee would cease to exist;

c) A newly created Appointments and Conditions of Service Committee had been established and a detailed terms of reference for this new committee was incorporated into the revised Constitution;

d) The Standards Committee would be re-named Governance, Ethics and Standards Committee;

e) The Governance, Ethics and Standards Committee would undertake a six monthly review of the revised Constitution, once implemented, and an annual fitness for purpose test;

f) That at the time of its meeting, namely 12 April 2019, it was noted that the Leader of the Council was undertaking a review of the Cabinet Member Portfolios and acknowledged that any amendments arising from this review would be reported directly to Full Council at its Annual General Meeting.

As previously reported to Full Council, the revised Constitution was now divided into two sections namely Articles and Appendices; the Articles set out the overarching functions and decision-making framework of the Council, whilst the Appendices to the Articles contained the details as to how the functions listed in the Articles would be carried out.

It should be noted that the Financial Procedure Rules and the Standing Orders relating to contracts had previously been approved by Full Council and came into force on 1 April 2019.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to approve (1) the revisions to the Council's Constitution as recommended by the Standards Committee on 12 April 2019; and

(2) that the revised Constitution would have an effective implementation date across the Derbyshire County Council of 27 May 2019.

33/19 APPROVAL OF THE SCHEDULE OF APPOINTMENTS

Cabinet appointments and portfolio responsibilities were determined by the Leader of the Council and were presented to the Council for information. Details were attached at Appendix 1 to the report.

The allocation of seats on Committees to political groups was determined in accordance with the principles of political balance and

nominations to seats on Committees was determined by the political groups.

Attached at Appendix 2 to the report was the schedule of appointments for 2019-20 to committees. Proposed appointments to outside bodies were detailed at Appendix 3 to the report.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to (1) note the Leader's appointments to Cabinet and the portfolio responsibilities;

(2) note the appointments to Committees and Sub-Committees; and

(3) approve the appointments to serve on outside bodies.

34/19 APPROVAL OF THE SCHEDULE OF MEETINGS The schedule of meetings was presented for approval.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to approve the schedule of meetings.

35/19 TO RECEIVE THE REPORT OF THE INDEPENDENT REMUNERATION PANEL AND TO APPROVE THE MEMBERS' ALLOWANCE SCHEME FOR 2019-2010 Mr Ian Orford, Chairman of the Independent Remuneration Panel attended the meeting for the presentation of this report.

The Council was required to publish a Members Allowances Scheme and consider recommendations from the Independent Remuneration Panel.

The Independent Remuneration Panel had been meeting throughout 2018-2019 and had undertaken a thorough appraisal of the allowances and expenses paid to Elected Members. As part of its work, the Independent Remuneration Panel had considered evidence before reaching its conclusions, this included evidence from:

- A review of the existing Members Allowance Scheme;
- A review of the proposed revisions to the Council's Constitution and any potential implications upon the council's governance framework which may impact on Elected Members including impact on workload;
- Consideration of the Member Role Profiles, including the proposed profiles for the Chairman of the County Council, Civic Chairman of

Derbyshire County Council and Vice Civic Chairman of Derbyshire County Council;

- Oral submissions from the Leader of the Council; Director of Legal and Democratic Services and Director of Finance and ICT.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to receive the report of the Independent Remuneration Panel and approve its recommendations and to approve the proposed Members Allowance Scheme for 2019-20.

36/19 **TO CONSIDER THE REPORT OF THE LEADER OF THE COUNCIL** Councillor Lewis referred to the forthcoming 130th anniversary of the County Council.

County Hall now had new technology including screens and a new speaker system in the Council Chamber, but at the same time still valued those old traditions that they have as an authority and having the role of a Civic Chairman very much reflected that.

The National Fair Funding campaign/consultation had been on-going. Councillor Lewis and a number of officers had been to Westminster and talked to MPs there, on all sides of the House and did a tele conference call with others.

Councillor Lewis wanted to highlight that there were a number of key anniversaries in 2020 and 2021, not least the 70th anniversary of the National Park. It was also 20 years since the World Heritage site, the only one in the East Midlands, to name a few.

Holding a Derbyshire Festival was not just about the tourism economy, but it was also about inward investment as well, showcasing Derbyshire to the world to increase the potential for investors to come to Derbyshire, create businesses here and create jobs.

RESOLVED to note the report.

37/19 **COUNCILLOR QUESTIONS** There were no questions.

38/19 **PETITIONS** There were none received.

39/19 **COUNCIL PLAN 2019-21** The Council Plan set out the future direction of the Council, the outcomes that the authority was seeking to achieve and priorities to focus effort and resource. The revised Council Plan 2019-21, attached at Appendix A to the report, had recently been refreshed. The Council's ambition and outcomes had

been updated and a smaller number of focused priorities, supported by key deliverables, had been identified.

The Plan set out the Council's ambition to be "an enterprising and value for money Council enabling people and communities to thrive." Refreshed outcomes, outlining what the Council was working towards with partners and local people were highlighted.

Five new priorities, which were set out below had been identified. These were:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High performing council services

For each priority, key deliverables for achievement over the next two and five years had been identified. The Plan was supported by a more detailed delivery plan, attached at Appendix B, which set out clear timescales and lead responsibility.

The refreshed Plan and delivery plan were recommended for approval by Full Council. The Council would assess progress through regular monitoring of key deliverables and performance against the key measures set out in the Plan.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to approve the Authority's Council Plan refresh 2019-21.

40/19 AMENDMENT TO THE COUNCIL'S SENIOR MANAGEMENT MODEL In July 2017, the Council adopted a new senior management model, deleting the post of Chief Executive, and replacing the officer leadership of the Council with a new operating model. This new model required the four Strategic Directors in the structure to lead their designated functional areas of responsibility but also to take a collective lead in the overall leadership of the council.

The new operating model had now been in place for 18 months and had continued to evolve and develop. A number of initiatives were currently being developed to ensure that the Council's new operating model was understood locally (by the residents, partners and the workforce), regionally and nationally, in addition to officers promoting the operating model during the course of their normal work. As part of

this increased focus on raising the profile of the operating model, it also considered that Strategic Directors should be renamed to Executive Directors. The intention was that the name Executive Director reflected the executive element of the role which reinforced the wider corporate leadership role of that beyond their own functional area of responsibility. This renaming of the posts would not affect the terms and conditions of employment of the affected officers, nor change their existing roles or responsibilities. If approved, confirmation of the job title change would be formally communicated to the current Strategic Directors.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to rename the current Strategic Directors to Executive Directors, as described in the report.

41/19 **DERBYSHIRE PENSION BOARD** In April 2015, Council approved the establishment of the Derbyshire Pension Board, as required by the Local Government Pension Scheme (Amendment) Regulations 2015.

Council further agreed, in September 2017, to staggered terms of office for Board members, and to extending Board members' tenure to four years, in order to support continuity.

Further to Council's approval in June 2018 of the appointment of two new Employer Representatives, A Butler and N Calvert, to replace two outgoing members, and the reappointment of N Read as a Member Representative, the membership of the Board was as follows:

Role	Name	Start Date	Amended term	Expiry
Member Rep	N Read	June 2018	4 years	June 2022
Member Rep	K Gurney	June 2015	4 years	June 2019
Employer Rep	A Butler	Sept 2018	4 years	Sept 2022
Employer Rep	N Calvert	Sept 2018	4 years	Sept 2022

However, A Butler had left his employment at Derby City Council on 31 March 2019 and, consequently, resigned from his position as an Employer Representative on the Board on the same day.

The established process had, therefore, been undertaken to recruit to the vacancy and a panel comprising the Chair of the Board and officers of the Council had selected and recommended the following candidate for appointment to the Derbyshire Pension Board:

Role	Name	Start Date	Fixed term	Expiry
Employer Rep	O Fishburn	May 2019	4 years	May 2023

Oliver Fishburn had been nominated by Bolsover District Council (in alliance with North East Derbyshire District Council) where he was employed as the Payroll Manager responsible for both District Councils' payrolls as well as the payrolls of Rykneld Homes, North Wingfield Parish Council and Wingerworth Parish Council.

Council was also requested to note that a further recruitment procedure was underway to ensure that when K Gurney's tenure ends in June 2019, a replacement was promptly identified. Approval for this appointment would be sought from Council at the meeting of 17 July 2019.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to approve the appointment of O Fishburn to the Employer Representative vacancy on the Board for a fixed term of 4 years.

42/19 **WAIVER OF THE CALL-IN PROVISIONS** On the motion of Councillor B Lewis, duly seconded,

RESOLVED to note the report on the agreements to waive the call-in provisions.

DERBYSHIRE COUNTY COUNCIL

COUNCIL

17 July 2019

Report of the Executive Director Commissioning, Communities and Policy

DEPARTMENTAL SERVICE PLANS 2017-2021 (2019-20 Update)

1. Purpose of the Report

To seek approval for departmental Service Plans 2017-2021 (2019-20 Update).

2. Information and Analysis

Service Plans set out how each department will contribute to the outcomes and priorities set out in the Council Plan refresh 2019-21. The Council Plan outcomes, which outline what the Council is working towards with partners and local people are as follows:

- **Resilient and thriving communities** which share responsibility for improving their areas and supporting each other
- **Happy, safe and healthy people,** with solid networks of support, who feel in control of their personal circumstances and aspirations
- **A strong, diverse and adaptable economy** which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people
- **Great places to live, work and visit** with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- **High quality public services** that work together and alongside communities to deliver services that meet people's needs

The five priorities outlined in the Council Plan, which provide a focus for effort and resource, are:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities

- A focus on prevention and early intervention
- High performing council services

The Service Plans describe how departments will work towards achieving the outcomes and priorities set out above. Performance measures are included in the Service Plans, however in some cases baseline and target information are still to be confirmed due to the need for data that is not fully available until later in the year.

Divisional plans have also been developed by each department, and these enable more detailed planning for the delivery of departmental service plans and business as usual activities within divisions. The divisional plans are held within departments.

3. Financial Considerations

The capital and revenue programmes included in Service Plans accord with the revenue and capital budgets approved by Council in February 2019.

4. Other Considerations

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

5. Background Papers

None

6. Officer's recommendations

That Council approves departmental Service Plans 2017-21 (2019-20 Update).

EMMA ALEXANDER
EXECUTIVE DIRECTOR, COMMISSIONING, COMMUNITIES AND POLICY

Adult Social Care and Health

Service Plan
2017-2021

2019/20 update

Simon Stevens
Acting Executive Director – Adult Social Care and Health
V3.2

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Council Ambition

We will strive to be:

An enterprising and value for money council, enabling people and communities to thrive

Council Outcomes

We want Derbyshire to have:

- **Resilient and thriving communities** which take responsibility for improving their areas and supporting each other
- **Happy, safe and healthy people** with solid networks of support, who feel in control of their personal circumstances and aspirations
- **A strong, diverse and adaptable economy** which makes the most of Derbyshire's rich assets and provides meaningful employment opportunities for local people
- **Great places to live, work and visit,** with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- **High quality public services** that work together and alongside communities to deliver services that meet people's needs.

Council Priorities for 2019/20

Our Council priorities are:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High performing council services

Departmental Overview

Departmental Structure

The **Adult Social Care and Health** department is structured across three areas:

- **Commissioning and Performance** is responsible for commissioning care services across all client groups, contracting and compliance, housing related support services, performance and efficiency, stakeholder engagement and complaints.
- **Direct Care and Prevention and Personalisation** deliver in-house care and support services, including reablement, homecare, residential care and day opportunities, prevention and community social work responsibilities and safeguarding.
- **Public Health** works strategically using the latest available evidence to identify and evaluate the health needs of the Derbyshire population, monitor the health impact of projects, policies or initiatives; invests in preventative approaches, influences decisions to maximise population health benefits and commissions services to improve population health and wellbeing.

Departmental priorities

Adult Social Care and Health have the following areas of focus that deliver against Council Plan objectives:

- Review our care and support offer for adults to improve efficiency, value for money and customer outcomes;
- Developing an Older People's Housing, Accommodation and Support Strategy;
- Better support people to live at home longer and maintain our performance in reducing delayed transfers of care;
- Commission a new approach to provide innovative technological solutions to support people with social care needs;
- Improve health outcomes through increasing the number of people taking part in smoking cessation and weight management programmes to improve outcomes

Additionally, during 2019-20 the department will seek to begin implementation of the findings of a specialist review of Older Adults and Whole-life Disability Pathways. The review highlighted a number of opportunities for improving both outcomes for service users and service efficiency within the current framework in which the department operates.

Specific attention will be given to reducing the variation and lack of consistency in decision making which prevents ideal outcomes for clients being achieved.

Further to the above, the following workforce development priorities have been identified:

- Ongoing marketing and events activity to raise the profile of careers within Direct Care and the wider care sector;
- Commencement of recruitment campaign to increase the number of Occupational Therapists working across the department in Derbyshire;
- Developing staff through the apprenticeship scheme who would like to become a social worker;
- Increasing the number of people with a disability into meaningful paid employment through the delivery of the Derbyshire Disability Employment Strategy and continue to engage with clients and carers regarding this issue;
- Developing a range of apprenticeship and work experience opportunities within social care to support the Employment and Skills Strategy;
- Refocusing Direct Care activity to provide short-term capacity and flexibility;
- Maintaining workforce capacity within Prevention and Personalisation utilising the Better Care Fund (iBCF);
- Encouraging staff participation in training that demonstrates the impact of welfare reform within Derbyshire;
- Continued support for the recruitment, retention and development of staff in the private and independent sector;
- Strengthening leadership development across Adult Social Care and Health;
- Implement, once approved, the Workplace Wellbeing Strategy to ensure all Adult Social Care and Health staff are well supported.

Achievements

During 2018-19 the department achieved the following that support the delivery of both the Council Plan and Department Service Plan priorities

- Developed a strategic vision, including detailed modelling of a range of different accommodation types required in Derbyshire to support people aged 65 and over from 2018 to 2035. The vision and subsequent strategy has been developed based on engagement with older people, district and borough councils and other key stakeholders;

- Undertook consultation on current service offer to inform transformation of the community alarms and telecare service and scoped and developed proposals to expand the use of technology in social care which is currently being refined by an external consultant as part of the Enterprising Council Early starts programme;
- Progress is being made with the redevelopment of learning disability day opportunities, a comprehensive consultation exercise was completed at the end of March 2019 and the results will be presented to Cabinet for consideration in June 2019;
- Delayed Transfers of Care (at a system level and those attributable to social care) were at their lowest level for five years with equivalent of 35.7 bed days lost per day in 2018-19 compared to 42.7 in 2017-18 (Social Care delays down from to 2.0 to 1.2 bed days lost per day);
- We have received 402 compliments and 227 complaints, of which 41 were upheld, during 2018-19;
- We have continued to increase awareness to local people of our Safeguarding responsibilities through the creation of a dedicated website and via social media i.e. Facebook and Twitter, together with themed presentations at local venues with our partners
- We have increased our support to the Safeguarding Adults Board and provided administrative support to partners in our response to managing local vulnerable people within our Vulnerable Adults Risk Management multi-agency arrangements
- Rapid growth in the use of the “Carers in Derbyshire” web portal which provides relevant, reliable and up to date information specifically designed to support county carers. The young adult carers section of the portal has also been redesigned to ensure the information is more accessible to children and young people. We have also seen a 200% increase in the number of those following the Carers in Derbyshire Facebook page;
- We have seen a 5% increase in the number of new carers, not known to services, who have been identified and referred for carer assessment and support and have seen an 8% increase in the number of carers accessing peer support;
- Developed a partnership agreement with Derbyshire Community Health Services NHS Foundation Trust to help deliver more joined-up Health Visiting and School Nursing Services, working more closely with Childrens Centres, to help give all Derbyshire children the best start in life;
- Expanded the Food for Life programme across Derbyshire, working with 15 new schools this year to provide healthy school meals and food education that has an impact across the whole school and wider community;

- Led a variety of work to prevent suicide in Derbyshire including; making contact with around 30,000 people at events held on and around world suicide prevention day, working in partnership with Network Rail to bring in measures to help prevent suicide linked to the local rail network, and developing and rolling-out suicide awareness training for Primary Care staff. We lead and co-ordinate the Derbyshire Self-Harm and Suicide Prevention Partnership Forum, which is recognised as an example of good practice by the National Suicide Prevention Alliance;
- Approximately 1,600 local people each week accessed support to reduce their risk of falling through our falls prevention service. Our approach to falls prevention has also been recognised by the Centre for Ageing Better as an example of good practice as part of a national research project.

Our services

Adult Social Care and Health
Executive Director (Acting)

SIMON STEVENS

Director of Public Health **DEAN WALLACE**	**Service Director (Acting)** **Chesterfield / North East Derbyshire/ Bolsover / South Derbyshire / Derbyshire Dales** **TANYA HENSON**	**Service Director** **Amber Valley / Erewash / High Peak** **ROGER MILLER**	**Service Director** **Commissioning and Performance** **JULIE VOLLOR**
Public Health: • Health Improvement • Health Protection • Healthcare Public Health • Knowledge & Intelligence • Public Health Commissioning • Prevention	**Prevention and Personalisation:** • Valuing people • Continuing Healthcare • Transforming Care Programme **Direct Care:** • Home Care and Residential care • Quality and Compliance • Service Transformation • Learning Disability Services	**Prevention and Personalisation:** • Mental Health • Hospitals • Safeguarding • Deprivation of Liberty Safeguarding • Out of Hours • Adult Care Assessment and Triage Team (ACATT) **Direct Care:** • Home Care and Residential Care	• Commissioning, Contracts and compliance including liaising with CQC • Performance and management Information • Finance (e.g. accountancy and financial assessments) • Business services & ICT • FOI and complaints co-ordination • GDPR and data sharing arrangements • Strategic planning including integration with the NHS • The Better Care Fund.

Departmental Policy Context

Adult Social Care and Health support the delivery of a wide range of national policies, statutory functions and legislative requirements that promote population health and wellbeing, but also work with some of the most vulnerable adults within Derbyshire.

Adult Social Care provides social work, personal care, safeguarding and support services to adults who are vulnerable or at risk due to age, disability, illness or poverty. It also provides information, advice and guidance to family carers. The department works within the legal framework of the Care Act 2014 and provides personalised services to promote the independence, dignity and control of local people. Social care staff work in close partnership with other colleagues in health, district and borough councils and the voluntary sector.

Public Health acts as the system leader for health and wellbeing, discharging the local authority's duties in regard to health improvement and reducing health inequalities as outlined in the Health and Social Care Act 2012. Public Health works to improve population health outcomes across the county working in partnership with the NHS, district and borough councils and the voluntary sector. Public Health currently receives funding from central government via a ringfenced grant and this will remain in place to 2020, however the value of grant funding is reducing.

Public Health leads on the authority's statutory responsibility to develop a Joint Strategic Needs Assessment (JSNA). This assessment considers the current and future health and care needs of local population. The assessment informs and guides planning and commissioning and the current JSNA for Derbyshire can be accessed via the Derbyshire Observatory.

Adult Social Care and Health commission a range of services which are outcome focused, including accommodation and support for older people and people with learning disabilities, information and advice for carers, mental health, sensory impairment, dementia support and learning disability services. Public Health also has responsibility for the commissioning a range of statutory services in relation to NHS Health Checks, sexual health and the National Child Measurement Programme. Within this programme of work the department is seeking to develop strategic commissioning approaches which are aligned with health partner activity wherever possible and also to utilise new or innovative models of delivery.

Adult Social Care and Health is also committed to ensuring parity of esteem between physical and mental health services, with a clear focus on ensuring positive outcomes for people with a mental health issue.

During 2019 it is anticipated that the Government will publish two Green Papers covering Prevention and Social Care (all age adults). Locally, Adult Social Care and Health will need to plan for any implications outlined in these documents.

Joined Up Care Derbyshire NHS England have asked that local authority areas work in partnership with local NHS organisations to develop a Sustainability and Transformation Plan, in Derbyshire this plan is known as Joined Up Care Derbyshire. Adult Social care and Health, through continued partnership working with the NHS, will align activity with the agreed system wide priorities regarding frailty and mental health.

Risk Overview

Adult Social Care and Health have identified the following risks, and mitigations, to the successful implementation of the Council and Departmental Priorities detailed in this plan:

Risk	Mitigations
• Recruitment and retention of appropriately skilled staff to maintain service provision	• Joint Workforce development & workforce commissioning with Local NHS. Development of workforce strategy 2019-2020 • Workforce Planning in Direct Care • Consider a Joint Commissioning approach to market sustainability e.g. NH provision
• Limited availability of skilled capacity in the independent sector to deliver standards of service and response set out in Care Act ambitions • Risk to sustainability of existing nursing home network - due to difficulties of recruitment and retention of nursing staff	• Quality of Care Framework introduced across the sector; • Training provided to independent sector providers; • National awareness/recruitment campaign for care sector roles

Risk	Mitigations
• Financial challenge of NHS Commissioners leading to commissioning decisions that result in additional unforeseen cost pressures to Adult Social Care and Public Health e.g. Transforming Care, Continuing Health Care (CHC)	• Collaborative work with partners and internally to maximise effectiveness of current investments. • Impacts analysis of loss of specific schemes and explore potential to deliver same with alternative service or resources

Section One – Council Priorities

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
1. Achieved budget savings of £46.8m (£20m departmental)	Helen Jones / Simon Stevens	April 2019	31 March 2021	1) Achieved departmental budget savings in 2019-20 and 2020-21	Value for money
2. Strengthened partnership working, for instance working with partners to agree the creation of a Strategic Alliance for the region to drive sustainable growth	Helen Jones / Simon Stevens	May 2017	Ongoing	2a) Raise the profile of Health and Social Care Integration 2b) Strengthen strategic partnership working	Value for money
3. Improved employee well-being through a new strategy that also increases productivity and reduces absence	Helen Jones / Simon Stevens	March 2019	April 2021	3a) Reduced the average number of days lost to sickness absence 3b) Reduced the average number of sickness absence due to mental health issues 3c) Reduced spend on agency staff	Value for money

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
4. Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity	Julie Vollor	April 2019	March 2023	4a) Number of apprenticeships offered by Adult Social Care and Public Health 4b) Number of apprenticeships recruited to by Adult Social Care and Public Health 4c) Number of apprenticeships in Adult Social Care and Health successfully completed	A prosperous Derbyshire
5. Reviewed grants and developed a new offer to voluntary and community groups to enable the sector to grow and thrive	Julie Vollor	October 2018	March 2020	5) Review completed and new approach in place from April 2020	Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
6. Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals	Simon Stevens	September 2019	March 2021	6a) Increased the proportion of adults with a learning disability in paid employment 6b) Increased the proportion of adults with a learning disability who live in their own home or with their family 6c) Increased the number of people with a Learning Disability accessing Shared Lives Schemes	Empowered and self-sufficient communities
7. Developed, agreed and begun to implement the Older People's Housing, Accommodation and Support Strategy	Julie Vollor	Ongoing	March 2021	7) Developed, agreed and begun implementation of the Older People's Housing, Accommodation and Support Strategy	A focus on prevention and early intervention

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
8. Reviewed the Council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes	Helen Jones / Simon Stevens	May 2019	To be confirmed	8) Increased the percentage of clients agreeing that care and support services improve quality of life	A focus on prevention and early intervention
9. Better supported people to live at home longer	Tanya Henson / Roger Miller	Ongoing	Ongoing	9a) Reduced the rate of admissions to residential and nursing care (younger adults) 9b) Reduced the rate of admissions to residential and nursing care (older adults) 9c) Increased the percentage of people remaining at home 91 days after reablement	A focus on prevention and early intervention
10. Commissioned a new approach to provide innovative technological solutions to support people with social care needs	Julie Vollor	June 2019	March 2021	10) Commissioned a new approach to provide innovative technological solutions to support people with social care needs	A focus on prevention and early intervention

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
11. Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes	Dean Wallace	April 2019	Ongoing	11a) Percentage of participants in Council delivered weight management programmes who lose weight 11b) Percentage of participants in Council delivered stop smoking programmes who stop smoking 11c) Number of 4 week quits (smoking) 11d) Overall 4 week quite rate (%) (smoking)	A focus on prevention and early intervention

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
12. Redesigned the Council's universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS	Dean Wallace	Started	October 2019	12a) Established partnership approach by April 2019 12b) Put in place formal partnership agreement by October 2019 12c) Health Visitor core contact data (five mandated checks) 12d) Percentage of children achieving a good level of development 12e) Percentage of centres audited as compliant with UNICEF Baby Friendly Standards 12f) Number of groups targeted to families in need of support to promote child development, facilitated by Foundation Years Practitioners	A focus on prevention and early intervention

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
13. Implemented “Pause Project”, an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring	Dean Wallace	Started	Ongoing	13a) Pause programme operational from November 2019 and working with 22 women by the end of October 2020 13b) Percentage of women who do not become pregnant during the 18 months of the Pause programme 13c) Percentage of women who do not experience further care proceedings for 18 months following the Pause programme	A focus on prevention and early intervention
14. Maintained the Council’s high performance in reducing delayed transfers of care from hospital	Roger Miller	Ongoing	Ongoing	14) Reduced delayed transfers of care from hospital	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
15. Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	Tanya Henson	Ongoing	Ongoing	15) Increased the percentage of Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	High-performing council services
16. Introduced a new Customer Care Charter to set out how it will meet people's needs	Julie Vollor	March 2019	July 2019	16a) Increased the number of compliments about Council services 16b) Monitored customer complaints	High-performing council services

Key performance measures

Please note:

- Adult Social Care Outcomes Framework (ASCOF) indicators are reported in June of each year – therefore 2018-19 figures are not available at the time of producing this plan.
- Public Health Outcomes Framework (PHOF) indicators are reported annually and can either be one or two years behind the current reporting year.
- Where an action relates to the development of plan, or strategy, the success measure will reflect the progress in its development by means of a Red, Amber, Green (RAG) rating. Once a plan, or strategy, has begun implementation the relevant success measures will be amended to reflect appropriate outcomes.
- Where a target has not been set, because the indicator relates to levels of activity or it is not appropriate to set targets, then "Monitor" has been used instead.

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
1) Achieved departmental budget savings in 2019-20 and 2020-21	£12.249m	£4.973m	£5.732m	£14.305m
2a) Raise the profile of Health and Social Care Integration	N/A	Monitor	Monitor	Monitor
2b) Strengthen strategic partnership working	N/A	Monitor	Monitor	Monitor
3a) The average number of days lost to sickness absence	153.63	126.14	Monitor	Monitor
3b) The average number of sickness absences due to mental health issues	N/A	N/A	Monitor	Monitor
3c) Total amount spent on agency staff	£1.532m	£3.070m	Monitor	Monitor
4a) Number of apprenticeships offered by Adult Social Care and Public Health	80	74	Monitor	Monitor
4b) Number of apprenticeships recruited to by Adult Social Care and Public Health	36	63	Monitor	Monitor

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
4c) Number of apprenticeships in Adult Social Care and Health successfully completed	27	TBC	Monitor	Monitor
5) Review completed and new approach in place from April 2020	N/A	Green	Monitor	Monitor
6a) The proportion (%) of adults with learning disabilities known to the council with eligible needs in paid employment (ASCOF 1E)	3.1%	N/A	Monitor	Monitor
6b) The proportion (%) of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	79.1%	N/A	Monitor	Monitor
6c) The number of Learning Disability Clients accessing Shared Lives Schemes	79	98	Monitor	Monitor
7) Progress in developing, agreeing and implementing the Older People's Housing, Accommodation and Support Strategy (RAG Rating)	N/A	Green	Monitor	Monitor
8) Social care-related quality of life (ASCOF 1A)	19	N/A	Monitor	Monitor
9a) Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care, per 100,000 population (ASCOF 2A (1))	22.5	25.9	Monitor	Monitor
9b) Long-term support needs of older adults (aged 65+) met by admission to residential and nursing care, per 100,000 population (ASCOF 2A (2))	707.3	705.3	TBC	TBC
9c) Proportion of 65+ people who were still at home 91 days after discharge from hospital into reablement (%) (ASCOF 2B (1))	76.9%	N/A	TBC	TBC
10) Progress against Assistive Technology Programme Board Plan (RAG Rating)	N/A	Green	Green	Green

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
11a) Number of weight management completers (attended min of 8/12 sessions and achieved overall weight loss)	N/A	625	937	1218
11b) Number and proportion of completers achieving 5% weight loss	N/A	183 (29%)	281 (30%)	402 (33%)
11c) Number of 4 week quits (smoking)	879	854	1050	1200
11d) Overall 4 week quit rate (%) (smoking)	58%	61%	60%	60%
12a) Established partnership approach by April 2019	N/A	Complete	Monitor	Monitor
12b) Progress in developing formal partnership agreement by October 2019 (RAG Rating)	N/A	Green	N/A	N/A
12c) The proportion (%) of families in Derbyshire are offered 5 universal reviews and uptake is maximised:				
12ci) 98% of identified pregnant women receiving an antenatal contact.	95%	95%	98%	98%
12cii) 98% of infants receiving a new baby review between 10- 14days.	96%	97%	98%	98%
12ciii) 100% receive a new baby review within 3 months of birth.	100%	100%	100%	100%
12civ) 98% of infants receiving a 6-8-week review within the timescales.	97%	98%	98%	98%
12cv) 98% of 12 months reviews are completed within the timescales.	97%	98%	98%	98%
12cvi) 93% of 2.5-year reviews are completed within the timescale.	96%	97%	93%	93%
12d) The proportion (%) of families in Derbyshire that are offered mandated reviews, universal plus or universal partnership plus if target support is required.	100%	100%	100%	100%

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
12e) Total number of centres audited as complaint across the County with UNICEF Baby Friendly Standards.	100%	100%	100%	100%
12f) Number of groups targeted to families in need of support to promote child development, facilitated by Foundation Years Practitioners	N/A	N/A	TBC	TBC
13a) Pause programme operational from November 2019 and working with 22 women by the end of October 2020	N/A	N/A	22	TBC
13b) Percentage of women who do not become pregnant during the 18 months of the Pause programme	N/A	N/A	Monitor	Monitor
13c) Percentage of women who do not experience further care proceedings for 18 months following the Pause programme	N/A	N/A	Monitor	Monitor
14a) The total number of days lost to delayed transfers of care	15,610	11,882	12,727	TBC
14b) The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	6.7	5.6	5.6	TBC
15) Percentage of Council run adult care homes that are rated 'Outstanding' and/or 'Good' by the Care Quality Commission	N/A	63.63%	Monitor	Monitor
16a) Total Number of compliments received by Adult Social Care and Health	331	402	Monitor	Monitor
16b) Total number of complaints received by Adult Social Care and Health	195	227	Monitor	Monitor

Section Two – Departmental Priorities

Actions	Lead	Start	Complete	Success Measures	Departmental Priority
17. Ensure carers in Derbyshire have access to the support, advice and information to best meet their needs	Julie Vollor	Ongoing	Ongoing	17a) Overall satisfaction of people with adult social care services: Carers 17b) The proportion (%) of carers who report they have been included or consulted in discussions about the person they care for 17c) The proportion (%) of social care (user and) carers who find it easy to find information and advice about services	Healthy Population
18. Work with partners to develop and implement a Joint Dementia Strategic Overview	Julie Vollor	Ongoing	Ongoing	18) Progress in developing and implementing a Joint Dementia Strategic Overview	Healthy Population
19. Work with partners to review Hard of Hearing Support Services	Julie Vollor	Ongoing	Ongoing	19) Progress in reviewing hard of hearing support service	Healthy Population

Actions	Lead	Start	Complete	Success Measures	Departmental Priority
20. Encourage more active lifestyles, developing more opportunities for walking, cycling and public transport	Dean Wallace	Ongoing	Ongoing	20) The proportion (%) of physically inactive adults	Healthy Population
21. Provide tailored support to live healthier lifestyles we through Live Life Better Derbyshire and specialist services that promote, positive sexual health and enable people to recover from drug and alcohol addiction	Dean Wallace	Ongoing	Ongoing	21a) Sexual health – Chlamydia detection rate/100,000 people aged 15-24 21b) Sexual health – HIV late diagnosis (%) 21c) Substance misuse - Percentage of successful completions as a proportion of all in treatment 21d) Substance Misuse - Percentage of representations within six months	Healthy Population
22. We will continue to have a clear focus on protecting vulnerable people as part of a strong multi-agency approach to safeguarding	Roger Miller	Ongoing	Ongoing	22) The proportion of people who report that they are satisfied that they achieved the Outcomes they wanted at the end of the Safeguarding	Keeping Adults Safe

Actions	Lead	Start	Complete	Success Measures	Departmental Priority
23. Work in partnership with local communities to co-design and secure better services for local people	Julie Vollor	Ongoing	Ongoing	23) We will have worked in partnership with local communities when designing services for local people	Keeping Adults Safe
24. Work with partners to deliver the Substance Misuse Strategic Plan	Dean Wallace	Ongoing	Ongoing	24) Progress in delivering the substance misuses strategic plan	Keeping Adults Safe
25. Support businesses so they have an active, healthy and productive workforce	Dean Wallace	Ongoing	Ongoing	25) Number of businesses participating in the Healthy Workplace programme	Healthy Environments
26. Work with partners and local people to reduce the health impact of air pollution in the County.	Dean Wallace	Ongoing	Ongoing	26) Develop and Implement a Derbyshire County Air Quality Strategy	Healthy Environments

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
17a) Overall satisfaction of carers with social services (%) (ASCOF 3B)	37.3% (2016-17)	N/A	Monitor	Monitor
17b) The proportion (%) of carers who report they have been included or consulted in discussions about the person they care for (ASCOF 3C)	67.3% (2016-17)	N/A	Monitor	Monitor
17c) The proportion (%) of social care (user and) carers who find it easy to find information and advice about services (ASCOF 3D1)	75.5%	N/A	Monitor	Monitor
18) Progress in developing and implementing a Joint Dementia Strategic Overview (RAG rating)	N/A	Green	Green	Green
19) Progress in reviewing hard of hearing support service (RAG rating)	N/A	Green	Green	N/A
20) The proportion (%) of physically inactive adults (PHOF)	20.9% (2016-17)	N/A	Monitor	Monitor
21a) Sexual health – Chlamydia detection rate/100,000 people aged 15-24	1,527/100,000	N/A	Monitor	Monitor
21b) Sexual health – HIV late diagnosis (%)	50%	N/A	Monitor	Monitor

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
21c) Substance misuse - Percentage of successful completions as a proportion of all in treatment: bi) Opiate bii) Non-opiate biii) Alcohol biv) Alcohol & non-opiate	N/A	 4.53% 31.19% 39.95% 32.39%	Monitor	Monitor
21d) Substance Misuse - Percentage of representations within six months: ci) Opiate cii) Non-opiate ciii) Alcohol civ) Alcohol & non-opiate	N/A	 15.38% 4.00% 6.95% 13.79%	Monitor	Monitor
22) The proportion of people who report that they are satisfied that they achieved the Outcomes they wanted at the end of the Safeguarding	N/A	34%	Monitor	Monitor
23) We will have worked in partnership with local communities when designing services for local people (RAG rating of consultation activity)	N/A	N/A	Green	Green
24) Progress in delivering the substance misuses strategic plan (RAG Rating)	N/A	Green	Green	Green
25) Number of businesses participating in the Healthy Workplace programme	19	N/A	Monitor	Monitor
26) Develop and Implement a Derbyshire County Air Quality Strategy (RAG Rating)	N/A	Green	Green	Green

Approved Controllable Budget

	Employee Related	Premises Related	Transport Related	Supplies & Services	Agency	Transfer Payments	Unallocated Budgets	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
	£	£	£	£	£	£	£	£	£	£	£	£
Purchased Services	0	0	1,891,220	0	194,079,911	0	0	40,714,034	236,685,165	(51,590,395)	0	185,094,770
Assistive Technology & Equipment	55,751	0	500	12,067,395	255,879	0	0	675,843	13,055,368	(5,386,132)	0	7,669,236
Social Care Activity	22,148,079	203	572,190	273,524	54,458	31,965	0	15,800	23,096,219	(42,366)	0	23,053,853
Information & Early Intervention	2,889,291	9,571	97,188	1,274,945	5,546,503	64,164	0	600	9,882,262	(652,483)	0	9,229,779
Commissioning & Service Delivery	3,417,658	2,000	41,250	192,350	324,000	0	0	1,612,060	5,589,318	0	0	5,589,318
Housing Related Support	0	0	0	0	4,385,936	0	915,699	0	5,301,635	0	0	5,301,635
Derbyshire Discretionary Fund	0	0	0	0	0	1,445,234	0	0	1,445,234	0	0	1,445,234
Direct Care	54,291,299	1,554,081	1,477,869	3,796,655	35,277	2,809	0	(41,555,425)	19,602,565	(1,592,445)	0	18,010,120
Better Care Fund	0	0	0	0	6,450,727	0	14,123,228	39,940	20,613,895	(32,428,120)	(6,450,727)	(18,264,952)
Unallocated Budgets	0	0	0	0	0	0	1,033,676	0	1,033,676	0	0	1,033,676
Business Support												
Finance	3,604,880	0	25,700	2,800	0	0	0	29,400	3,662,780	(179,647)	0	3,483,133
Human Resources	2,628,074	46,818	58,000	46,846	106,550	0	0	73,512	2,959,800	(195,262)	0	2,764,538
Performance & Efficiency	666,653	1,000	8,200	674,806	0	0	0	165,000	1,515,659	0	0	1,515,659
Administration	3,041,967	15,000	17,255	425,470	6,400	0	0	0	3,506,092	(144,000)	0	3,362,092
Public Health	5,137,093	100,500	127,000	33,906,432	593,519	0	(426,530)	528,721	39,966,735	(223,519)	(39,477,000)	266,216
TOTAL BUDGET	97,880,745	1,729,173	4,316,372	52,661,223	211,839,160	1,544,172	15,646,073	2,299,485	387,916,403	(92,434,369)	(45,927,727)	249,554,307

Appendix B

Forward Plan of Procurement Projects – up to 31 March 2021: Adult Care

Contract Title	Estimated Value	Estimated Procurement Start Date	Estimated Contract Start Date
Home Care Provision at Waltham House Extracare	£732,000	01/08/2019	01/04/2020
Hard of Hearing Support Service	£239,000	01/09/2019	01/04/2020
Day Opportunities services*	£6,000,000	01/08/2019	01/04/2020
Specialist Residential Dynamic Purchasing System*	£32,000,000	01/01/2020	01/04/2020
Healthy Homes Contractors*	£600,000.00	01/08/2019	01/04/2020
Assistive Technology	TBA	TBA	01/04/2021
Homecare services*	£116,000,000	TBA	TBA
Welfare Rights IT solution	TBA	TBA	TBA
Community-driven social care solution for rural parts of the County	TBA	TBA	TBA
Telephone Support (mental health)	TBA	TBA	TBA
Enhanced HRS for complex mental health (as part of CCG pathway for complex care)	TBA	TBA	TBA
Autism - enhanced service offer	TBA	TBA	TBA
Autism - mobile app pilot	TBA	TBA	TBA
TOTAL:	**£155,571,000**		

**These procurements relate to the external provision of additional services to compliment those provided by Derbyshire County Council.*

Appendix B

Forward Plan of Procurement Projects – up to 31 March 2021: Public Health

Contract Title	Estimated Value	Estimated Procurement Start Date	Estimated Contract Start Date
Substance misuse outreach service 16-25yr	£565,000	01/06/2020	01/06/2021
Intensive Home Visiting Service	£2,500,000	01/06/2019	01/10/2020
Provision of Advisory Service in GP	£2,600,000	01/10/2019	01/04/2021
Provision of Advisory Service in Community Wellness settings	£707,000	01/10/2019	01/04/2021
Self-management programme for people living with a long-term condition	£100,000	01/12/2020	01/12/2021
Mental Health and wellbeing approach for workplaces managers and employees	£50,000	October 2020	01/01/2021
Derbyshire Health and Wellbeing Survey	£75,000	Ongoing	01/08/2019
Alcohol/smoking behavioural intervention app	£150,000	ASAP	01/01/2020
Stakeholder engagement for LLBD	£50,000	Ongoing	Summer 2019
0-19 Public Health Nursing Service	£12,000,000 per annum	Ongoing	01/10/2019
Procurement of School Crossing Patrol Workwear	£36,000	Summer 2020	01/04/2021
Substance misuse prevention service - educational settings	£360,000	Summer/Autumn 2019	Autumn/Winter 2019
Supporting smoke free initiatives in Derbyshire	£90,000	Summer 2019	Autumn 2019
System-wide Obesity (Physical Activity and Nutrition) Project	£150,000	Summer 2019	01/10/2019
Mental Health Awareness training	£70,000	New Year 2020	01/05/2020
Suicide awareness and prevention training	£70,000	Spring 2020	01/09/2020
Suicidal conversation intervention training	£56,000	October 2020	01/04/2020
Total	**£7,629,000**		

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Children's Services

Service Plan
2017-2021

2019/20 update

Jane Parfrement
Children's Services
V6.0

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Council Ambition

We will strive to be:

An enterprising and value for money council, enabling people and communities to thrive.

Council Outcomes

We want Derbyshire to have:

- **Resilient and thriving communities** which take responsibility for improving their areas and supporting each other
- **Happy, safe and healthy people** with solid networks of support, who feel in control of their personal circumstances and aspirations
- **A strong, diverse and adaptable economy** which makes the most of Derbyshire's rich assets and provides meaningful employment opportunities for local people
- **Great places to live, work and visit,** with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- **High quality public services** that work together and alongside communities to deliver services that meet people's needs.

Council Priorities for 2019/20

Our Council priorities are:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High performing council services

Departmental Overview

In delivering the council's priorities, our vision is that staff across Children's Services will be:

'Working creatively together to inspire and empower children, young people and their families and communities to be the best they can be: safe, healthy, happy, learning and working'.

Our ambition is to achieve sustained positive outcomes for children and young people and to improve their physical, social and emotional well-being and safety, close the gap in educational achievement and support all children and young people in realising their potential.

Children's Services continue to face a range of pressures and risks including the increasing numbers of children who need our help and protection, the rising cost of placements for children in care and the impact of inflation. It is essential that we have sufficient social work capacity to meet our child protection and safeguarding responsibilities. We have secured additional investment to recruit more social workers and re-model our front line teams. These new teams are now in place, and we have more social workers in post than last year. In 2019/20, we will fully embed our new team structures, increasing impact and improving practice quality. We will continue to develop strategies to address the challenges in relation to recruitment and retention, especially in hard-to-recruit areas.

Through our commissioning strategies, it will remain a priority to ensure that sufficient, high quality, cost-effective local placements are available to meet the needs of our children in care, including their educational needs, to help them to achieve the best possible outcomes. We are also establishing a new, holistic service for care leavers which we will continue to drive, implement and embed.

Children's Services will continue to champion high quality education for all children, young people and adults - working closely with local communities to plan for future capacity, the regional schools commissioner to champion improved standards and with Derbyshire schools and settings as the education provider. We will focus in particular on reducing the achievement gap for vulnerable children, including children in care and children with special educational needs and disabilities (SEND).

Ensuring that children and young people with SEND receive the support they need to fulfil their potential and maximise independence will be a key priority. We are spending more on education and support for children with SEND, but are not doing as well as we should in helping them to achieve independence and secure paid employment. We will be developing plans to implement learning from the reviews on high needs funding and support for children with SEND during their journey towards adulthood which took place in 2018/19.

Ensuring that the council balances its budget is critical, and in Children's Services we will be working hard to support this by making best use of our resources and exploring creative and innovative ways of delivering services and introducing new initiatives to support children and families.

We will explore the use of technology and other opportunities to increase flexible, agile and efficient working. We will review our traded services to ensure that they are providing good quality services, operating efficiently and are financially sustainable. Recognising the budget pressures faced by many schools, we will also continue to support schools to maintain their spending needs within available resources.

A particular focus during 2019/20 will be the development of strategies to manage and hold risk for children at the lowest levels of intervention, in order to keep intrusion into families' lives to the minimum necessary. We will work with partners including schools, health and police to ensure that thresholds are applied consistently and that families are helped or signposted to services that can meet their needs at the lowest safe level. Our Locality Children's Partnerships are working collaboratively to build networks of support within local communities, which will also support this ambition. We will continue to develop and strengthen these Partnerships, ensuring that children and their families are engaged in shaping local plans.

During 2019, we will be working to implement the new MASA (Multi-Agency Safeguarding arrangements) in partnership with Derbyshire Police, NHS Clinical Commissioning Groups and Derby City Council, ensuring that safeguarding practice across all agencies continues to be collaborative, purposeful and impactful.

Our workforce is critical in achieving the best outcomes for children and young people in Derbyshire. Morale is generally high, and we will continue to ensure that effective channels of communication are in place at all levels providing clear and consistent messages to frontline staff. We continue to place a high value on staff development, and will increase opportunities for staff to undertake development including apprenticeships.

A number of reviews are currently in progress, such as the Early Help review and Business Services review. We will be working to fully implement these during 2019-20, working collaboratively with schools and other local partners to re-shape the future delivery of Early Help support.

Our plans for 2019-20 build on a number of key achievements during 2018-19. We have:

- Invested substantial additional funding in Children's Services to respond to the significant pressures;
- Consistently lobbied Government on a wide range of Education and Children's Services issues, including funding;
- Implemented our re-modelled social care teams, and increased the number of social work practitioners;
- Reviewed our support to care leavers, including the financial support offer. We have put in place a new, interim team to increase support and aspiration for 16-17 year olds and taken steps to create a new, holistic care leavers' service;
- Successfully implemented a new case management system for social care, across children's and adult services;

- Delivered improvements in the quality and consistency of child protection planning, following our review of child protection in 2017 and the Ofsted focused visit in February 2018;
- Continued to improve the quality of our children's homes, with all 10 inspected homes now judged to be good or better, 5 of which are judged outstanding;
- Worked with our partners to successfully implement Adoption East Midlands on 1 April 2019;
- Improved pupils' attainment and rankings compared with statistical neighbours for most measures at Key Stages 1 and 2;
- Maintained levels of attainment at Key Stage 4 which are higher than national;
- Strengthened our oversight of children missing education;
- Developed an inclusion dashboard for schools, which is being adopted regionally as good practice.

Our Services

Children's Services Executive Director

JANE PARFREMENT

Service Director Early Help and Safeguarding ALISON NOBLE	Service Director Schools and Learning KATHRYN BOULTON	Service Director Performance, Quality and Partnerships LINDA DALE	Service Director Commissioning and Transformation ISOBEL FLEMING
• Children's Social Care • Early Help Services including Multi-agency Teams, Children's Centres, Youth Service, Careers, Troubled Families • Youth Offending Service • Children in Care support and provision including fostering, residential and adoption • Services for disabled children	• Early Years and Childcare • Education Improvement • Music Hub Partnership • Special Educational Needs (SEND) • Alternative Provision • Virtual School for Children in Care • School Place Planning • School Capital Programme • Admissions and Transport • Adult Community Education • School Catering • Sport and outdoor education • Access & Inclusion	• Child Protection Service and Independent Reviewing Officers for children in care • Participation and children's rights including Derbyshire Youth Council, • Management information and performance reporting • Quality assurance and complaints • ICT, casework systems and children services websites • Derbyshire Safeguarding Children Board (DSCB) secretariat	• Commissioning, transformation and change management strategies and programmes • Lead or support future service development • Organisational redesign and remodelling of services • Development of service specifications or "pathways" for young people and families to access services and support • Traded services including services for schools

Section One – Council Priorities

Priority: Value for money

Actions	Lead	Start	Complete	Success Measures	Listed Deliverable in Council Plan
Achieve budget savings of £46.8m (Children's Services £10.5m)	Jane Parfrement	April 2019	March 2022	• Achieve departmental budget savings	Yes
Improve employee well-being through a new strategy that also increases productivity and reduces absence	Jane Parfrement	March 2019	April 2020	• Reduce the average number of days lost to sickness absence	Yes
Improve recruitment and retention of Children's Social Workers to reduce reliance on agency staff	Alison Noble	Underway	March 2020	• Reduce expenditure on agency staff	No
Improve value for money in relation to children in care placements	Isobel Fleming	Underway	March 2021	• Reduce average placement costs • Increase utilisation of in-house provision	No
Ensure that traded services offered by the Department achieve good quality, operate efficiently and are financially sustainable	Isobel Fleming	Underway	March 2021	• Customer satisfaction • Services financially sustainable and trade on the basis of recovering appropriate costs	No

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Delivery of budget reductions[1]	TBC	TBC	TBC	TBC
Average number of days lost to sickness absence	8.2 days per employee (Sept 2018)	7.9 days per employee (March 2019)	7.5 days per employee	7.0 days per employee
Spending on agency social workers[1]	TBC	TBC	TBC	TBC
Average cost of children in care placements[1]	TBC	TBC	TBC	TBC
Utilisation rate – DCC foster carers	45%	61%	65%	70%
Utilisation rate – DCC residential children's homes	81%	78%	90%	96%
Financial sustainability of traded services – Measure to be confirmed[2]	TBC	TBC	TBC	TBC

[1] Measure to be confirmed by June 2019
[2] Measure to be developed and baseline established during 2019

Priority: A prosperous Derbyshire

Actions	Lead	Start	Complete	Success Measures	Listed Deliverable in Council Plan
Achieve high rates of participation in education, employment and training to ensure that young people are well-equipped with employment skills	Alison Noble	Underway	March 2020	• Low % of young people who are not in education, training or employment	No

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Proportion of 16 and 17 year olds not in education, employment or training (NEET) (3 month average)	2.7%	2.9%	1% or less	1% or less
Proportion of 16 to 17 year olds NEET and Not Known (3 month average)	5.3%	3.6%	2% or less	2% or less

Priority: Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Listed Deliverable in Council Plan
Continue to work with partners and communities to develop prevention, early intervention and build resilient communities	Linda Dale	Underway	Ongoing	• Locality Children's Partnerships (LCPs) are inclusive of local partners, children and families • LCPs can demonstrate impact within their communities • Local communities have the information they need to respond effectively to emerging issues and risks for children ("contextual safeguarding")	No
Strengthen the role of Derbyshire Adult Community Education Service (DACES) in supporting access to education, employment and training for those communities and individual who are the most disadvantaged	Kathryn Boulton	Underway	Ongoing – reported annually	• Maintain high % success rates. • Achieve high levels of satisfaction from learners	No

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Percentage of DACES learners completing programmes successfully[3]	TBC	TBC	TBC	TBC

[3] Measure to be confirmed by June 2019

Priority: A focus on prevention and early intervention

Actions	Lead	Start	Complete	Success Measures	Listed Deliverable in Council Plan
Review the council's care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes	Jane Parfrement	May 2019	To be confirmed	• More young people with support plans (and their parents / carers) feel they are being encouraged and enabled to prepare for the future and to develop skills that will lead to independence	Yes
Re-design the council's Early Help Offer for children, young people and families	Alison Noble	Underway	November 2019	• Review concluded and all staff in post in new structure from 1 November 2019 • Partner organisations are helped and supported to develop their early help provision	Yes
Redesign our universal and targeted offer through our Health Visiting services and Children's Centres in partnership with the NHS	Alison Noble (with Public Health)	Underway	March 2021	• Partnership approach established in April 2019. • Formal partnership agreement in place by October 2019. • Children achieve a good level of development • Centres are compliant with UNICEF Baby Friendly Standards • Families in need of support to promote child development have access to groups, facilitated by Foundation Years Practitioners	Yes

Implement “Pause Project”, an innovative programme to address the needs of women who have had multiple children removed from their care and prevent this cycle recurring	Isobel Fleming (with Public Health)	Underway	October 2020	• Pause programme operational from November 2019 and working with 22 women by the end of October 2020 • Fewer women participating in Pause become pregnant during the programme • Of those who participate, fewer women experience further care proceedings for 18 months following the programme.	Yes
Develop strategies to respond to increasing demand for social care services for children in need of help and protection	Alison Noble	April 2019	March 2022	• Timely, effective and robust application of thresholds across partners • Partner organisations are helped and supported to develop their early help provision • Children in care are supported to return home where it is safe and appropriate to do so	No

Work collaboratively with partners to improve children's emotional wellbeing	Jane Parfrement	Underway	Ongoing – reported annually	• LCPs can demonstrate improvement locally in children's resilience and emotional wellbeing • More children identified with mental health needs receive support • Reduction in school exclusions (see section 2, be an effective champion for high standards in education)	No

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Number of organisations supported to develop their early help provision[4]	n/a	n/a	Baseline	TBC
Early help activity carried out by partner agencies[4]	n/a	n/a	Baseline	TBC
Percentage of SEND young people with support plans who feel they are being encouraged and enabled to develop skills that will lead to independence[4]	n/a	n/a	Baseline	TBC
Percentage of young people with support plans who feel that they are being encouraged and enabled to prepare for the future[4]	n/a	n/a	Baseline	TBC
Percentage of children achieving a good level of development	70.8%	To be above national average		

[4] Measure to be developed and benchmark established during 2019/20

Percentage of children's centres audited as compliant with UNICEF Baby Friendly Standards (reported bi-annually)	100%	100%	100%	100%
Number of groups targeted to families in need facilitated by Foundation Years Practitioners (reported bi-annually)	n/a	n/a	84	90
Percentage of women participating in the Pause programme who do not become pregnant during the 18 months[5]	TBC	TBC	TBC	TBC
Percentage of women participating in Pause who do not experience further care proceedings for 18 months following the programme[5]	TBC	TBC	TBC	TBC
Number of children in care re-unified to their families	61	32 (last 6 months)	70	80
Rate of child protection plans per 10k population	63	61	-	-
Rate of children in care per 10k population	47	53	-	-
Percentage of children with identified mental health needs receiving support[5]	TBC	TBC	TBC	TBC

[5] Measure to be confirmed by June 2019

Priority: High-performing council services

Actions	Lead	Start	Complete	Success Measures	Listed Deliverable in Council Plan
Continue to drive improvements in the delivery of children's social care	Alison Noble	Underway	March 2021	• Continued and consistent improvements in the quality of practice, as demonstrated by a range of indicators • External peer review and validation which supports internal evaluation of quality	Yes
Continue to ensure that all Council run children's homes are good or outstanding	Alison Noble	Underway	Ongoing – reported annually	• Percentage of children's homes rated good or outstanding	Yes
Increase the percentage of children in schools which are good or outstanding, so that Derbyshire is in line with the national average	Kathryn Boulton	Underway	Ongoing – reported annually	• Percentage of children in schools rated good or outstanding by Ofsted • Percentage of schools rated good or outstanding by Ofsted	Yes
Improve the timeliness and quality of our Education, Health Care plans for children and young people with special educational needs.	Kathryn Boulton	Underway	March 2021	• Plans demonstrate holistic, person centred approaches that enable children and young people to achieve agreed outcomes • More plans are completed within timescale	No

Develop a plan to implement recommendations of the independent review of high needs funding	Kathryn Boulton	Underway	September 2019	• Services and support are effective in meeting needs, sustainable and achieve value for money	No

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Average social worker caseload - overall	20	19	15-21	15-21
Maximum social worker caseload – overall	41	35	30	25
Average social worker caseload – children and families' teams[6]	TBC	TBC	TBC	TBC
Average social worker caseload – specialist teams[6]	TBC	TBC	TBC	TBC
Percentage of children in care who have had 3 or more social workers in the last 12 months	14%	13%	10%	8%
Social work workforce stability measures[7]	n/a	n/a	Baseline	TBC
Proportion of social care audits graded good or better	n/a	44%	55%	60%

[6] Measure to be confirmed by September 2019
[7] Measure to be developed and baseline established during 2019/20

Percentage of children reporting that the service has improved their lives[8]	n/a	n/a	Baseline	TBC
Percentage of DCC-run children's homes judged good or better	80%	100%	100%	100%
Percentage of EHC plans completed within timescale (excluding exceptions)	52.9% (2016/17)	Bottom quartile (2017/18 provisional)	Lower middle quartile	Upper middle quartile

[8] Measure to be developed and baseline established during 2019/20

Percentage of pupils in good or better primary schools	79.6%	77.7%	90%	91%
Percentage of pupils in good or better secondary schools	62.7%	59.9%	76%	81%
Percentage of support centres judged good or better	100%	100%	100%	100%
Percentage of special schools judged good or better	100%	100%	100%	100%
Percentage of early years providers judged good or better	95.4%	96.7%	98% or above	

Section Two – Departmental Priorities

Keep Children Safe

Actions	Lead	Start	Complete	Success Measures
Continue to be alert to, and respond to, emerging areas of risk and vulnerability such as online safety; suicide and self-harm; child exploitation; radicalisation; female genital mutilation (FGM); children who go missing and misuse substances	Jane Parfrement	Underway	March 2020	• Fewer children going missing from home and care • More children involved in their own safety planning • Children are well-informed about risks and how to stay safe • Intelligence about risk is shared by partners and used effectively to inform local strategies and plans, and also safety planning for individual children • Suicide and self-harm strategy is embedded within local communities
Deliver the new Multi-Agency Safeguarding Arrangements (MASA) in partnership with Derby City	Jane Parfrement	Underway	September 2019	• Safeguarding practice across all agencies remains collaborative, purposeful and impactful

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Percentage of children attending their initial child protection conference (within month)	n/a	14.4%	17%	25%
Percentage of children participating in their initial child protection conference (within month)	n/a	43.2% (Mar 2019 – within month)	50%	60%
Number of children going missing from home or care (overall total, rolling 12 months)	216	380	300	250
Number of missing episodes (overall total, rolling 12 months)	439	810	620	450

Be a good corporate parent to children in care and care leavers

Actions	Lead	Start	Complete	Success Measures
Continue to implement and embed our new care leaver service and offer	Dave Bond	Underway	March 2020	• New service fully operational July 2019 • Improved pathway planning and aspiration is evidenced through audits • More care leavers in suitable accommodation, engaged in education, employment or training and tell us they feel safe and positive about the future. • Care leavers can access the health services they need • Continue to work towards an exemption from council tax for all our care leavers
Embed our new corporate parenting governance arrangements	Smruti Mehta	Underway	July 2019	• Review arrangements in place by July 2019
Increase the choice and quality of adoption, fostering and residential care placements available to children in care	Jane Parfrement	Underway	Ongoing	• Improved utilisation of council foster carers and children's homes • Improved access to external provision through new commissioning approaches and market development
Continue to promote timely, good quality permanence planning for children in care	Alison Noble	Underway	March 2020	• Timely and achievable permanence plans are in place for all children and young people for whom going home is not an option • Permanence plans reflect the wishes and feelings of the child

Support our children in care to do their best at school	Helen Moxon	Underway	Ongoing – reported annually	• Lower rates of absence and exclusion for children in care • All our children in care reach attainment levels above or in line with their expectations

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Percentage of children in care who had 3 or more placements within the year	8%	4-8%	4-8%	4-8%
Average number of days between a child entering care and moving in with an adoptive family (A1) 3 year average	568	484	426 (DfE target)	426 (DfE target)
Average number of days between a child entering care and moving in with an adoptive family (A1) rolling 12 months	495	351	300	260
Average number of days between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (A2) 3 year average	301	250	200	150
Average number of days between the local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (A2) Rolling 12 months	246	148	121 (DfE target)	121 (DfE target)
Percentage of CiC with at least one fixed term exclusion	7%	8% or less	8% or less	8% or less
Percentage of CiC classed as persistent absentees	15%	11%	9%	7%

Percentage point gap between children in care achieving the expected standard at Key Stage 2 in combined reading, writing and maths and all pupils	39	37	34	31
Percentage point gap between children in care achieving a standard pass in English and Maths at GCSE and all pupils	46	45	43	41
Percentage of care leavers in suitable accommodation (age 19-21)	93%	95% or above	95% or above	95% or above
Percentage of care leavers in education, employment or training (age 19-21)	54%	60%	70%	80%

Be an effective champion for high standards in education

Actions	Lead	Start	Complete	Success Measures
Ensure that attainment in all key benchmarks and at all key stages is above national averages	Kathryn Boulton	Underway	Ongoing – reported annually	• Derbyshire pupil's attainment levels are above national average across all key stages
Continue to improve educational outcomes for disadvantaged pupils	Kathryn Boulton	Underway	Ongoing – reported annually	• Reduction in attainment gap for children in receipt of free school meals
Reduce the number of pupils receiving exclusions from school, both fixed term and permanent, and continue to achieve good levels of attendance	Kathryn Boulton	Underway	Ongoing – reported annually	• Reduction in fixed term and permanent exclusions • Good use of managed moves protocols can be evidenced • All pupils attending Derbyshire schools have high levels of attendance
Continue to provide safe and secure environments for both staff and children and young people through effective school place planning and management of capital developments	Kathryn Boulton	Underway	Ongoing – reported annually	• Maintain a high proportion of children and young people who are offered their first choice of school • Ensure that school place planning achieves value for money

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Percentage of pupils reaching the expected level in Year 1 Phonics	79.6%	To be above the national average		
Percentage of pupils achieving the expected standard at Key Stage 1 Reading	75.4%	To be above the national average		

Percentage of pupils achieving the expected standard at Key Stage 1 Writing	68.2%	To be above the national average
Percentage of pupils achieving the expected standard at Key Stage 1 Maths	75.5%	To be above the national average
Percentage achieving the expected standard at Key Stage 2 combined Reading, Writing and Maths	60%	To be above the national average
Percentage achieving a standard pass (grades 4-9) in English and Maths at GCSE	64.9%	To be above the national average
Reduce the attainment gap for disadvantaged pupils[9]	TBC	TBC
Attendance at primary school	96.3%	Maintain top quartile national performance

[9] Measure to be confirmed by June 2019

Attendance at secondary school	95%	To maintain above national performance		
Secondary school persistent absence rate	12.3%	To maintain above national performance		
Rate of permanent exclusions from school	0.13	0.08	0.07	0.05
Rate of fixed term exclusions from school	4.8	3.6	3.4	3.2
Percentage of children and young people who are offered their first preference of primary school	94.6%	94.6%	To remain above national average	
Percentage of children and young people who are offered their first preference of secondary school	95.8%	94.8%	To remain above national average	

Appendix A

Approved Controllable Budget

Division	Employees	Premises	Transport	Supplies & Services	Agency & Contracted Services	Transfer payments	Unallocated budget	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
	£000s	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*	*£000s*
Strategic Services	9,777	58	84	199	-	-	-815	-13,771	-4,468	-1,566	-1,090	-7,124
Early Help & Safeguarding	50,390	608	2,288	3,969	28,028	1,668	1,857	-559	88,250	-767	-1,592	85,891
Schools & Learning	24,371	407	15,059	11,149	103	-	-1,636	-19,678	29,776	-9,221	-2,564	17,991
Performance & Quality	5,615	2	106	1,061	8	-	-742	49	6,100	-224	-	5,876
Countywide Commissioning	762	-	11	97	5,090	-	-5	-1,044	4,911	-1,786	-	3,126
Unallocated budget reductions	136	-	-	-	-	-	901	-290	747	-	-	747
Total	91,051	1,076	17,548	16,475	33,229	1,668	-439	-35,292	125,316	-13,563	-5,246	106,506

Appendix B

Procurement Projects – up to 31 March 2021

Contract Title	Estimated Value	Estimated Start Date
EDP39 Supply and Delivery of Groceries and Provisions	10,000,000.00	29/02/2020
EDP38 Supply and Delivery of Frozen Food	16,000,000.00	01/08/2020
Transportation of School Meals	1,600,000.00	01/11/2021
Supply and Delivery of Fresh Meat	600,000.00	01/11/2020
Supply and Delivery of Meal Concepts	400,000.00	01/11/2020
Supply and Delivery of Morning Goods and Confectionery	36,000.00	01/11/2020
Catering Heavy Equipment	1,000,000.00	01/10/2020
Light Equipment	400,000.00	01/10/2020
Virtual School E-PEP System	75,000.00	01/07/2019
Services for Schools and SchoolsNet Portal	300,000.00	01/04/2021
Secure Information Exchange with Schools	50,000.00	01/09/2020

School MI Data Transfer for Central Pupil Database	30,000.00	01/09/2020
Children's Accommodation and Support Services (CASS)	14,140,000.00	01/10/2021
Support Service for Young Carers	800,000.00	01/04/2020
Emotional Health and Wellbeing	8,000,000.00	01/01/2020
Framework for Disabled Children and Young People	4,000,000.00	01/11/2020
Independent Travel Training	250,000.00	01/10/2019
Framework for Independent Residential and Fostering Care Service (D2N2)	81,000,000.00	01/02/2020
Stepping Down Children with disabilities/complex needs from Residential Care to Foster Care	8,000,000.00	01/02/2020
CSE/CRE	175,000.00	16/8/2019
PAUSE Derbyshire	860,000.00	01/09/2019
Creative Mentors	346,000.00	01/09/2019
Regional Mediation	75,000.00	01/05/2022
Special Schools re of Health Needs	20,000.00	01/09/2019
Services for Schools website	75,000.00	01/01/2022

Commissioning, Communities and Policy

Service Plan 2017-2021
2019/20 Update

Emma Alexander
Executive Director – Commissioning, Communities and Policy

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Council Ambition

We will strive to be:

An enterprising and value for money council, enabling people and communities to thrive.

Council Outcomes

We want Derbyshire to have:

- **Resilient and thriving communities** which take responsibility for improving their areas and supporting each other
- **Happy, safe and healthy people** with solid networks of support, who feel in control of their personal circumstances and aspirations
- **A strong, diverse and adaptable economy** which makes the most of Derbyshire's rich assets and provides meaningful employment opportunities for local people
- **Great places to live, work and visit,** with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- **High quality public services** that work together and alongside communities to deliver services that meet people's needs.

Council Priorities for 2019/20

Our Council priorities are:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High-performing council services.

Departmental Overview

The Commissioning, Communities and Policy Department provides a broad range of services for the Council, local people, communities and partner agencies. With the equivalent of over 2,030 FTEs and an annual budget exceeding £56 million, the Department is organised into the following five Divisions:

- Community Services
- Finance and ICT
- Legal and Democratic Services
- Organisation Development and Policy
- Property Services.

This Service Plan sets out how the Department will support the Council to achieve its ambition of being an enterprising and value for money Council enabling people and communities to thrive and support the delivery of outcomes for Derbyshire - resilient and thriving communities; happy, safe and healthy people; a strong, diverse and adaptable economy; great places to live, work and visit and high quality public services.

Over the next twelve months the Department will direct effort and resource towards supporting the five agreed Council Plan priorities:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High-performing Council services.

The Department will continue to play a critical role in supporting the Council's commitment to become an Enterprising Council. Thinking and doing things differently, not shirking bold decisions and making the most of opportunities is at the

heart of the approach. The Department is, therefore, required to drive forward a rapid pace of change and a hugely challenging and ambitious whole council programme of transformation.

Achievements
The Department has made good progress in supporting the Council to achieve its ambitions over **the last twelve months**. Specifically the Department has:

- Developed the new Enterprising Council Strategy to support the ongoing development of the enterprising council approach
- Led the Council's Corporate Peer Challenge and developed a strategy and action plan for delivering identified improvements
- Developed a new Council Plan and Delivery Plan for the authority, which focuses on five key priorities
- Introduced a leadership development framework and development programme for the Council's senior managers and identified priorities for future action
- Developed a new ICT strategy and governance arrangements and agreed a new procurement strategy to support the implementation of the Council's ambitions
- Maintained unqualified auditor opinions on the Council's accounts, Value for Money and financial standing
- Developed and introduced a new Value for Money Board to ensure contract decisions deliver value for money
- Implemented a Business Rates Pilot to generate additional funding for the county
- Maximised asset disposals with capital receipts of £5.89 million
- Put in place an asset management framework to improve the management of our land and buildings with implementation scheduled to be completed by March 2022
- Continued to work through the One Public Estate initiative to support the rationalisation and better use of place based assets, including the proposed new shared service centre in Buxton and rationalisation of council depots to enhance service delivery and reduce costs
- Developed a corporate approach to workforce planning that considers future size, shape and skills and support required to fulfil the Council's ambitions
- Completed a review of communications across the Council and agreed future communications priorities based around building trust, improving lives and reducing cost

- Further developed the Thriving Communities programme, securing ongoing funding to support the mainstreaming of the approach
- Supported 100 local community projects worth over £540,000 through the Community Priorities Scheme and approved grants of £100,000 through the new Action Grants scheme, supporting a further 125 community projects.
- Developed a new library strategy, engaging with communities to direct future activity engagement with communities, receiving over 7,000 questionnaire responses
- Opened a new library in Glossop
- Provided a range of activities in local libraries for children and their families, reaching over 8,900 under 5s through Rhyme Time sessions and more than 8,000 children through the Summer Reading Challenge
- Completed proactive inspections of 283 businesses to ensure compliance with regulations, seized counterfeit/illicit goods with a retail value of over £280,000 and installed further scam call blockers for vulnerable victims
- Supported over 1,000 victims of domestic abuse through integrated outreach services, with nearly 10,000 having been calls made to the countywide domestic abuse helpline

Priorities

Over the **next twelve months**, the Department will focus on the following **priorities:**

- Achieving its share of allocated budget savings, totalling £1.982 million
- Maximising the effectiveness of the Council's operating model and strengthening the One Council approach
- Embedding the Enterprising Council approach, leading and implementing key programmes of work on behalf of the Council
- Developing new overarching partnership arrangements to strengthen collaborative working across Derbyshire and developing a partnership approach to non-structural reform
- Mainstreaming the Thriving Communities approach across the Council, ensuring it drives the Council's transformation journey
- Completing reviews and transforming key services – Property Services, Library Services, Procurement, HR, Legal and Communications - across the department to ensure a mix of in house and commissioned delivery
- Delivering the ICT Strategy 2018-2023
- Centralising the HR function to be more efficient and effective

- Further developing and rolling out the Council's Leadership Development Programme and approach
- Improving employee wellbeing through the development and implementation of the new Wellbeing Strategy and reducing sickness absence across the Department
- Embedding the Council's new constitution and scheme of delegation
- Delivering the Library Strategy, transferring designated libraries to community management
- Implementing the new Communications Strategy.

Workforce priorities

The Department will need to ensure that its resources, whether financial, staffing and physical, are aligned to meet priorities in the short and medium term. To ensure the Department's workforce is able to respond to the challenges and opportunities that lie ahead, a number of key departmental workforce priorities have been identified, including:

- Embedding the new leadership framework and competencies
- Improving change management and skills resilience
- Undertaking further actions to manage performance and promote culture change
- Improving collaborative and partnership skills and building commercial mind set skills across the department
- Improving customer focus skills and ensuring the workforce understands and responds to the needs of local communities
- Putting in place measures which respond to the Department's ageing workforce and identified gender workforce imbalances
- Improving employee communication and engagement
- Undertaking effective succession planning and ensuring the retention of vital knowledge across the Department
- Ensuring the Department has plans in place to retain key roles and experienced workers, address identified skills shortages and attract people into hard-to-fill roles
- Increasing flexible working opportunities and identifying opportunities for greater mobile working
- Improving wellbeing at work and mental health support for employees
- Improving manager skills to focus on attendance at work to address sickness absence rates.

Budget
The Department's budget for 2019/20 is £56,044,954, full details of which are set out in Appendix A. The Department will be managing the delivery of total proposed budget savings for 2019-20 of **£1,982,000** as follows:

- **Libraries - £350,000**
  As part of a multi-year programme, a package of measures to achieve savings will be introduced, including the implementation of the transfer of some libraries to community control, together with a review of staffing levels and opening hours. The Libraries Materials Fund will be reduced, resulting in a reduction in the range and depth of materials available. There will also be a review of the service provided by the Mobile Library Service to determine if this could be provided in alternative ways.

- **Administration and employee savings - £767,000**
  The number of staff in finance and ICT, legal and democratic services, communications, policy, trading standards and community safety will be reduced by restructuring services. There are also a number of initiatives and procurement exercises being carried out to reduce costs.

- **Insurance reductions - £165,000**
  Money will be saved by reducing the contribution to the insurance fund, which means the Council accepting a higher level of risk against this fund.

- **ICT budget - £200,000**
  The annual contribution from the revenue budget to the ICT replacement reserve will stop. The funding of the replacement of ICT hardware will need to be met from other revenue and capital budgets.

- **Property services - £500,000**
  There will be a reduction in running costs as the number of properties the Council owns decreases. Fees will be generated from capital schemes.

Key Departmental Risks

The Department will be undertaking actions to manage effectively and mitigate risks affecting services that would impact on delivery of the Council's ambitions. Key risks are as follows:

- **Prolonged recovery and funding gap –** The Council continues to face reductions in funding and income which is exacerbated by rising demand for its services. This context could lead to an increase in financial instability. Key mitigations include the five year financial plan, departmental budget reduction programme, and budget monitoring processes and procedures.

- **Organisational change -** The Department is undergoing significant organisational change which will create workforce issues relating to having the right skills, productivity and capacity. These issues may adversely affect service delivery if not effectively managed. Key mitigations includes effective workforce development planning; developing management capacity and capability through a leadership development programme; maintaining and improving levels of employee engagement and reviewing and aligning services.

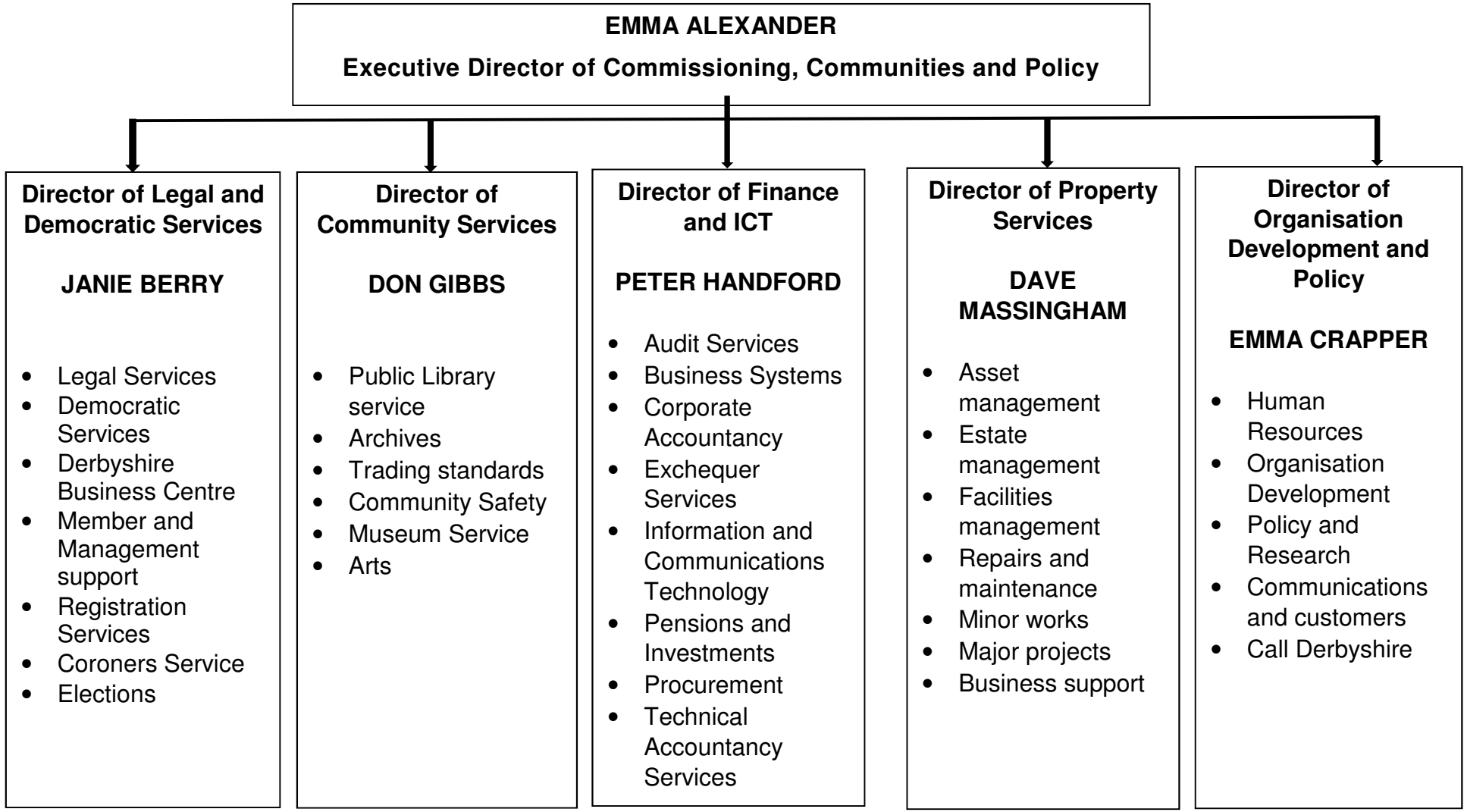
- **Library strategy -** Achievement of major change to the library service within the required timescale faces risks due to potential resistance to change, potentially low levels of engagement by and with community organisations and long lead in times to achieve changes in staffing structures. This could lead to delays in meeting required savings targets. Key mitigations include extensive consultation and engagement with communities, and work to build capacity.

- **Services to schools -** The expansion of the academies programme, alongside other devolved school funding schemes, will continue to affect the funding available to provide services to non-academy schools, in particular the pressure on funding creates risk to the performance of statutory and legal duties regarding the upkeep of school buildings. More widely there continues to be a significant effect on demand for Council services with related workforce and financing impacts due to reducing economies of scale. Key mitigations include an annual review of services provided to schools and the development of a Council Trading Policy.

- **Information governance, GPDR, cyber and social media -** The Council manages a significant amount of personal data and information in relation to service users and employees in the delivery of services. This is susceptible to loss,

misuse and privacy risks, potentially causing the Council financial penalties and reputational damage. Key mitigations include maintaining ISO 27001 accreditation, an ongoing programme of training and communication, and independent health checks and testing.

Departmental Structure



Section One – Council Priorities Delivery Plan

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
1. Achieve budget savings of £1.982m for 2020/21	Emma Alexander	April 2019	March 2021	• All budget savings for the year 2020/21 have been identified and delivered	✓	Value for money
2. Achieve budget savings of £4.946m for 2021/22	Emma Alexander	April 2020	March 2022	• All budget savings for the year 2021/22 have been identified and delivered	✓	Value for money
3. Lobby government to secure a better funding settlement	Peter Handford	April 2019	March 2021	• The Council's case has been conveyed to ministers as part of representations by members and officers	✓	Value for money
4. Strengthen partnership working – review and refine partnership working across whole Council and whole place	Emma Alexander	April 2019	March 2021	• New over-arching Derbyshire partnership arrangements in place.	✓	Value for money
5. Develop the Council and partner agencies approach to non-structural reform	Emma Alexander	April 2019	August 2019	• New approach developed and in place		Value for money/High-performing council services
6. Review and transform key services to ensure a mix of in					✓	Value for money

house and commissioned provision						
— Property Services	Dave Massingham	February 2019	April 2020	• New operating model in place and operational by April 2020	✓	Value for money
— Library Services	Don Gibbs	January 2019	2024	• Transferred five libraries to community management by 2021 • Transferred 20 libraries and two mobile libraries to community management by 2024	✓	Value for money/ Empowered and self-sufficient communities
— Procurement	Teresa Gerrard	2018	2021	• Implementation of the Procurement Strategy 2018-21 supported by a Procurement Improvement Plan which sets out the actions to be delivered	✓	Value for money
— Communications	Emma Crapper	July 2018	October 2019	• New Communications Strategy and delivery model in place	✓	Value for money
7. Deliver the ICT Strategy 2018-23	Peter Handford	2018	2023	• ICT Strategy delivered • Reduced spend on systems and contracts	✓	Value for money
8. Improve management of our land and building assets and reduce the number of assets	Dave Massingham	March 2019	March 2022	• Maintenance backlog and outstanding repairs reduced	✓	Value for money

which are surplus to requirements				• Capital receipts for disposal of land and buildings • Reduction in the percentage of land and buildings identified as surplus		
— Embed the One Public Estate (OPE) Programme into the Asset Management Framework	Dave Massingham	April 2019	March 2020	• Engagement with OPE programme • Clear governance arrangements • Derbyshire projects integrated with broad stakeholder groups		Value for money
9. Embed a new constitution and scheme of delegation to speed up decision making	Janie Berry	April 2019	May 2020	• New constitution and scheme of delegation operational by May 2019 • Positive feedback from External Auditor in Annual Audit Letter	✓	Value for money

— Implement modern.gov system	Janie Berry	April 2019	May 2020	• Online committee management system launched in May 2019 • Reduction in volume of printing of (paper) agendas • Improved public engagement and access to democracy		Value for money
10. Improve employee well-being through a new strategy that also increases productivity and reduces absence	All departments/ Emma Crapper	March 2019	April 2020	• Reduced the average number of days lost to sickness absence • Reduced average number of sickness absences due to mental ill health	✓	Value for money
11. Ensure Council contract decisions deliver value for money through the Council's Value for Money Board	Peter Handford	April 2019	March 2021	• Value for Money Board meets regularly and is engaged and making recommendations to improve Council procurement and contract management	✓	Value for money
12. Embed robust delivery of property valuations and the accounts	Peter Handford	April 2019	March 2021	• Positive feedback from External Auditor in Annual Audit Letter		Value for money

13. Support the Council in developing its strategy to improve social mobility across the county	Emma Alexander	April 2019	March 2021	• Embedded work on social mobility with the Thriving Communities approach • Secured an improvement in the position of Derbyshire districts on the social mobility index	✓	A prosperous Derbyshire/ Empowered and self-sufficient communities
14. Support the development and opening of The Crescent, Buxton	Dave Massingham	April 2019	Dec 2019	• Opened on schedule • Improved profile of the County Council, Buxton and High Peak through an increase in visitor numbers to Buxton, the High Peak and the County of Derbyshire • High positive public feedback • Quality promotional materials • Improved visitor ratings		A prosperous Derbyshire
15. Introduce property development opportunities	Dave Massingham	April 2021	March 2022	• Improve management of our land to maximise revenue generation from underutilised assets		A prosperous Derbyshire

16. Develop communication plans to maximise tourism and cultural opportunities and ensure Derbyshire is a first class visitor destination	Emma Crapper	April 2019	March 2020	• Major attractions promoted, working with partners (Visit Derbyshire) • Promotional plan around major milestones, such as the launch of Buxton Crescent, developed with partners		A prosperous Derbyshire
17. Develop the civic offer	Janie Berry	May 2019	May 2021	• Positive links developed with communities and stakeholders • Positive promotion of Derbyshire County Council from a non-political/ ambassadorial perspective		A prosperous Derbyshire/High-performing council services
- Support the development of the Festival of Derbyshire	Ceri Davies	Sept 2019	April 2021	• Communication and marketing plan aimed at local, regional and national audiences developed and delivered		A prosperous Derbyshire
18. Support the delivery of the Employment and Skills Strategy					✓	A prosperous Derbyshire

- Support apprenticeships within CCP and the Council	Emma Crapper	April 2019	March 2021	• Number of apprenticeships and percentage of employees that are apprentices	✓	A prosperous Derbyshire
- Support work experience opportunities for young people within CCP and the Council	Emma Crapper	April 2019	April 2020	• Number of young people supported • Number of links with local universities supported		A prosperous Derbyshire
19. Roll out the thriving communities programme across 13 localities	Sarah Eaton	July 2019	March 2021	• Increased the number of local support services co-designed and run collaboratively by staff and local people • Increased the number of community members and/or groups utilising publicly-owned spaces • Increased the percentage of residents who agree that they have enough people around them to avoid a crisis • Increased the percentage of residents who have given unpaid help to	✓	Empowered and self-sufficient communities

				an individual, group or club in the last 12 months		
- Mainstream the Thriving Communities approach ensuring it drives the Council's transformative approach	Sarah Eaton	Nov 2018	March 2022	• Approach embedded across, and driving, the Council's transformative approach • Strategic partnership arrangements in place to ensure approach is embedded across wider public services • Approach reflected in workforce planning and leadership development frameworks		Empowered and self-sufficient communities
- Deliver an accelerator in Shirebrook	Sarah Eaton	January 2019	July 2019	• Accelerator progress reviewed • Revised milestones, which reflect transformative focus agreed • Leadership Programme delivered		Empowered and self-sufficient communities
20. Review grants and develop a new offer to voluntary and community groups to enable the sector to grow and thrive	Sarah Eaton / Julie Vollor (ASC&H)	October 2018	March 2020	• Review completed and new approach in place from April 2020	✓	Empowered and self-sufficient communities

21. Enable residents to self-serve using an optimal combination of communication channels	Emma Crapper	June 2019	June 2021	• Reduced incoming call volumes into Call Derbyshire • Increased number of services accessed via Council websites	✓	
22. Invest in new technology and develop self-serve options in local libraries	Don Gibbs	April 2019	March 2020	• Replace self-service machines in 25 DCC libraries		Empowered and self-sufficient communities/ Value for money
23. Build the capacity of, and support local communities in the transfer of designated libraries to community management	Don Gibbs	January 2019	March 2021	• Transferred five libraries to community management by 2021	✓	Empowered and self-sufficient communities/ Value for money
24. Develop a joined-up council-wide strategy and approach (on early intervention and prevention) which supports planning and investment now, for the future	Emma Alexander	May 2019	March 2021	• Approach developed and linked to a wider future vision for Derbyshire • Investment plans, to support future vision, in place		A focus on prevention and early intervention
25. Develop a corporate approach to demand management across the council	Emma Alexander	May 2019	March 2021	• Corporate approach and strategy developed		A focus on prevention and early intervention
26. Deliver priority actions from the Enterprising Council Strategy and embed the approach with staff and partners	Emma Alexander	January 2019	March 2021	• Received positive feedback from the Corporate Peer Challenge follow-up visit in 2020 regarding	✓	High-performing council services

				staff and partners' understanding of the Enterprising Council approach		
27. Maximise the effectiveness of the Council's operating model and strengthen the One Council approach to enable high-performing services	Emma Alexander	March 2017	Dec 2020	• Received positive feedback from the Corporate Peer Challenge follow-up visit in 2020 regarding clarity if the operating model and implementation of the One Council approach	✓	High-performing council services
28. Further develop the Council's leadership development approach, rolling out the programme across the organisation	Emma Crapper	April 2019	March 2020	• Leaders are equipped to deliver Enterprising Council outcomes	✓	High-performing council services
29. Centralise HR function to be more efficient and effective	Emma Crapper	April 2019	March 2020	• Clear objectives for future HR/OD delivery model • New structure implemented that delivers within a budget that achieves the necessary savings	✓	High-performing council services/ Value for money
30. Put in place a robust, integrated performance, finance, risk and major projects reporting and challenge system	Peter Handford	April 2019	March 2021	• Corporate business case approach embedded across the Council	✓	High-performing council services

31. Develop and embed the Council's approach to workforce planning	Emma Crapper	April 2019	March 2020	• People Strategy developed and implemented		High-performing council services
32. Review the Council's terms and conditions	Emma Crapper	April 2019	March 2021	• Terms of employment complement the ways of working for employees in becoming an Enterprising Council and are aligned to the Council's budget strategy		High-performing council services
33. Improve communications and engagement across the Council	Emma Crapper	April 2019	April 2020	• Communications Strategy 2019/2020 approved • Develop, approve and embed an Employee, Engagement and Communications Strategy		High-performing council services
34. Develop an integrated approach to reporting performance and cost information aligned to corporate priorities	Peter Handford/ Sarah Eaton	April 2019	March 2020	• Production of an annual report and interim monitoring information throughout the year	✓	High-performing council services
35. Develop and embed a more robust performance management framework	Sarah Eaton	April 2019	March 2021	• Developed a framework by August 2019	✓	High-performing council services

				• Produced reports in accordance with framework timescales • Received positive feedback from Corporate Peer Challenge follow up visit in 2020		
36. Support the development of a new Customer Care Charter	Assistant Director Comms and Customers	March 2019	July 2019	• Increased customer satisfaction • Increased the number of compliments about Council services • Monitored customer complaints	✓	High-performing council services
37. Secure greater public access to scrutiny and strengthen democratic accountability	Janie Berry	May 2019	May 2020	• Refreshed delivery of improvement and scrutiny • Increased public engagement in the democratic processes and contributions to scrutiny reviews • Consideration of public meetings being held at venues across the county		High-performing council services

Key Performance Measures

Description	Actual 2017-18	Actual 2018-19	Target 2019-20	Target 2020-21
Percentage of land and buildings identified as surplus	N/Av	1.36	7.5	2.5
Capital receipts for disposal of land and buildings	£1,783,830	£5,892,506	£8,146,200	£33,000,000
Property maintenance backlog	£70,496,122	£72,560,690	£66,500,000	£50,000,000
Average number of days lost to sickness - CCP	8.0	8.4	TBC	TBC
Average number of days lost to sickness – Council (not including schools)	9.96	9.87	TBC	TBC
Spend on agency staff - CCP	£386,502	£908,081	TBC	TBC
Spend on agency staff - Council	£4.372 m	£6.002 m	TBC	TBC
Number of new apprenticeship starts - CCP	54	33	27	TBC
Number of new apprenticeship starts – Council	131	125	97	TBC
Percentage of employees who are apprentices - CCP	2.1%	0.9%	TBC	TBC
Percentage of employees who are apprentices - Council	1.1%	0.9%	TBC	TBC
Number of libraries and mobile libraries transferred to community management	-	-	2	5
The percentage of residents who believe the Council provides value for money	N/Av	N/Av	Collecting baseline data	TBC
The percentage of residents who trust the Council	N/Av	N/Av	Collecting baseline data	TBC
Percentage of residents who are satisfied with the Council	N/Av	N/Av	Collecting baseline data	TBC
Percentage of residents agreeing that they feel informed about Council decisions.	N/Av	N/Av	Collecting baseline data	TBC
The number of local support services co-designed and run collaboratively by staff and local people in Thriving Communities areas	N/Av	N/Av	Collecting baseline data	TBC

The number of community members and/or groups utilising publicly-owned spaces in Thriving Communities areas	N/Av	N/Av	Collecting baseline data	TBC
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area – Thriving Communities areas	N/Av	56.9%	TBC	TBC
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area - County	N/Av	55.8%	TBC	TBC
The percentage of residents who agree that they have enough people around them to support them to avoid a crisis - Thriving Communities areas	N/Av	77.8%	TBC	TBC
The percentage of residents who agree that they have enough people around them to support them to avoid a crisis - County	N/Av	85.3%	TBC	TBC
The percentage of residents who have given unpaid help to an individual, group or club in the last 12 months – Thriving Communities areas	N/Av	43.6%	TBC	TBC
The percentage of residents who have given unpaid help to an individual, group or club in the last 12 months - County	N/Av	54.2%	TBC	TBC
Incoming call volumes into Call Derbyshire	338,740	354,183	389,600	311,680
The number of services accessed via Council websites	N/Av	N/Av	Collecting baseline data	TBC
Number of complaints - CCP	74	AD	Monitor	Monitor
Number of complaints - Council	755	AD	Monitor	Monitor
Number of compliments - CCP	335	AD	Monitor	Monitor
Number of compliments - Council	2084	AD	Monitor	Monitor
Number of complaints upheld by the Local Government Ombudsman	8	AD	Below national average for county councils	
Percentage of budget savings achieved - CCP	100%	100%	100%	100%

Key

AD	Awaiting data
N/Av	Not available
TBC	To be confirmed

Section Two – Departmental Priorities

Actions	Lead	Start	Complete	Success Measures	Priority
Work with partners to better understand and respond to new and emerging community safety threats	Christine Flinton	TBC	TBC	• Partnership structures in place to identify, understand and respond to new and emerging threats	Protecting local people
Work with partners to deliver joint approaches to tackling terrorism	Christine Flinton	TBC	TBC	• Contribute to Counter Terrorism Local Profile Update and deliver PREVENT Action Plan Emergency Response Plans in place	Protecting local people

Key Performance Measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Number of people accessing training on counter terrorism	1,118 delegates	890 delegates*	900	900

**This figure is approximate. Due to the changes in the Learning and Development System some data was lost.*

Appendix A

Approved Controllable Budget 2019/20

Division	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Transfer payments	Unallocated budget	Controllable Recharges	Gross Budget	Income	Grants	Net Budget
Corporate Finance and ICT	14,210,213	2,208,168	382,810	6,954,784	512,728	-	703,988	4,543,917	19,020,798	2,226,804	-	16,793,994
Legal and Democratic Services	7,133,765	121,875	58,769	2,035,675	-	-	553,482	864,356	7,932,246	2,235,330	35,550	5,661,366
Organisation, Development and Policy	9,527,783	24,611	52,315	1,078,045	-	-	798,352	1,220,866	8,663,536	272,710	-	8,390,826
Property	8,176,043	3,679,671	132,440	656,394	-	-	615,916	7,704,500	19,733,132	7,202,253	-	12,530,879
Communities	8,760,731	881,076	124,531	2,356,676	-	-	2,122,630	36,986	9,963,398	1,210,528	-	8,752,870
Strategic Management	1,041,382	-	6,080	19,337	-	-	73,024	-	1,139,823	-	-	1,139,823
Members	80,802	1,000	56,500	1,529,038	8,948	-	-	25,100	1,701,388	-	-	1,701,388
Miscellaneous	1,022,622	16,578	-	59,078	-	-	-	-	1,098,278	24,470	-	1,073,808
TOTAL	**49,953,341**	**6,932,979**	**813,445**	**14,689,027**	**521,676**	**-**	**4,721,344**	**1,063,475**	**69,252,599**	**13,172,095**	**35,550**	**56,044,954**

**Figures for HR do not reflect the transfer of departmental HR budgets as part of the HR centralisation process*

Appendix B

Forward Plan of Procurement Projects – up to 31 March 2021

In line with the Council's Financial Regulations, the forward plan of procurement projects for the department, set out below, details procurement projects above £25,000 which are planned to commence over the next 24 month period. Please note the table shows the estimated contract award date following completion of a procurement process. 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 £25K less than £50K) Due to commence prior to April 2021

Contract Title	Estimated Value (£)	Estimated Start Date
CCP Projects		
Supply of First Aid Requisites	32,500.00	01/06/2019
Redesign & Hosting of Source East Midlands	42,000.00	31/03/2021
Provision of Removal Services	45,000.00	01/04/2019
Community Services		
Made in Derbyshire and Arts Derbyshire Website	46,000.00	01/06/2019
ICT Services		
Supply Of Data Storage Analysis And Reporting Solution And Associated Services	45,000.00	01/12/2019
Supply Of Data Centre Capacity Management Tool	45,000.00	01/03/2021
Property Services	-	
Alfreton Adult Education Centre – replacement pitched roof coverings and roof glazing	25,000.00	28/05/2019
Ashgate Croft -Upgrade power supply	25,000.00	TBC

Bennerley Fields Special School – phase 2 internal remodelling	25,000.00	TBC
Bramley Vale Primary School – replacement boilers and equipment	25,000.00	03/06/2019
Brampton Primary School – external walkway	25,000.00	TBC
Doveholes Primary School – replace wet rot affected rafters and reinstate roof coverings	25,000.00	15/04/2019
Fairfield Community Centre – internal refurbishment of squash courts	25,000.00	12/08/2019
Fairfield Infant School – additional boiler works to previous scheme	25,000.00	TBC
High Peak Junction Visitors Centre – structural repairs to roof	25,000.00	03/06/2019
High Peak Junction Visitors Centre – structural repairs to historic brake vans	25,000.00	17/06/2019
Linton Primary School (Foundation) – replace internal fire doors	25,000.00	01/07/2019
Mickley Infant School – fire alarm to comply with BS5839	25,000.00	01/11/2019
Milford Community Primary School – fire alarm to comply with BS5839	25,000.00	09/08/2019
New Mills Library – replacement Windows	25,000.00	08/07/2019
Shipley Country Park – repairs to access road to the field	25,000.00	09/09/2019
Shirebrook Adult Education Centre – overhaul pitched roofing	25,000.00	TBC
South Wingfield Primary School – replacement distribution board and wiring	25,000.00	01/07/2019
South Wingfield Primary School – provide lintels to windows where PVC windows including replacing brick arches over rear doorways	25,000.00	12/08/2019
Spinney HOP, The – fire risk works	25,000.00	TBC
Parkwood Day Centre – take down and rebuild severely leaning section of listed walled garden wall	25,000.00	TBC
The Grange Family Support Centre, Eckington – boiler equipment replacement	25,000.00	TBC
Hadfield Road – bathroom refurbishment	25,861.00	01/06/2019
New Mills Nursery – refurbishment of storage areas to provide an office	26,000.00	TBC
Newhall Infant School – playground accessibility improvements	26,000.00	TBC
South Darley CE (Controlled) Primary School – work to address damp, boiler upgrade and safeguarding improvements	26,000.00	TBC
Hunloke Park Primary School – security work	26,626.12	TBC

St Andrews Junior School – upgrade fire system	27,000.00	TBC
Stanton in the Peak – overhaul tiled pitched roof	27,000.00	07/01/2019
21 Avondale Road, Chesterfield – windows replacement	27,500.00	TBC
Chapel-en-le-Frith – adaptations to a disabled toilet, a sensory room, a changing room and to facilitate safer lift egress	28,000.00	TBC
Town End Junior School – replace fire alarm	28,000.00	TBC
Whaley Bridge Primary – improvements to pool entrance plus other works	28,000.00	TBC
Bradley CE Controlled Primary School – kitchen refurbishment	28,312.00	TBC
The Duke of Norfolk CE Primary School – refurbishment of toilets	29,000.00	TBC
Stonebroom Primary and Nursery School – safeguarding - secure lobby	29,144.00	TBC
Scarcliffe Primary School – drainage works to field	29,541.00	TBC
Ashbourne Primary School – internal stud partitioning to create 1/2 hour fire breaks	30,000.00	21/06/2019
Ashgate Croft School – renew boiler, pump and controls	30,000.00	TBC
Barlborough Primary School – fire alarm to comply with BS5839	30,000.00	22/07/2019
Blackwell Primary School – flooring repairs and mastic asphalt DPM and covering	30,000.00	TBC
Calow Primary School – security and condition improvements	30,000.00	TBC
Chapel-en-le-Frith CE (Voluntary Controlled) Primary School – replacement of yurt with outdoor classroom	30,000.00	TBC
Clowne Infant & Nursery School – upgrade to weatherfoil radiators and fan cabinets	30,000.00	30/07/2019
Coppice Primary School – resurfacing of play area and replacement trim trail	30,000.00	TBC
County Hall Roof – recover and structural repairs to link to stable block	30,000.00	08/01/2020
Friesland School – proposed fencing and gates	30,000.00	TBC
Gamesley EEC – kitchen refurbishment	30,000.00	TBC
Glossopdale – additonal fencing	30,000.00	TBC
Goyt Valley House HOP – replace boiler	30,000.00	TBC
Hasland Junior School – playground resurfacing and replacement outdoor stage	30,000.00	TBC
Linton Primary School (Foundation) – fire alarm system & lighting	30,000.00	TBC

Long Lane CE C Primary School – fire alarm to comply with BS5839	30,000.00	30/08/2019
Melbourne Junior School – replacement windows	30,000.00	TBC
New Basset House HOP – replacement clerestory windows	30,000.00	22/07/2019
Newbold Library - fire alarm	30,000.00	TBC
Osmaston Primary School – refurbishment of teaching support spaces	30,000.00	TBC
Park Infant & Nursery School – fire alarm to comply with BS5839	30,000.00	TBC
Spinney HOP, The – renew timber cladding to gables	30,000.00	11/02/2019
Spire Junior School – refurbishment of toilets	30,000.00	TBC
St Andrew's CE Junior School – refurbishment of toilets and window replacement	30,000.00	TBC
St John's CE VC Primary, Belper – main entrance remodelling and refurbishment	30,000.00	TBC
The Park Infant and Nursery School – refurbishment of toilets	30,000.00	TBC
Whitwell Primary School – refurbishment of toilets and storage area	30,000.00	TBC
Wirksworth Junior School – car parking area- remove loose chippings and renew tarmac wearing course	30,000.00	TBC
High Peak Junction Visitors Centre – clay tiled roof renewal	30,000.00	TBC
West Street Offices – replacement boilers and office heating	30,000.00	TBC
Ilkeston Adult Education Centre – heating system upgrade	30,000.00	TBC
Westhouses Primary School – safeguarding – internal alterations to create secure lobby	30,348.00	TBC
Harrington Junior School – fire risk works	30,800.00	TBC
Victoria Street – fire Alarm	30,800.00	TBC
Buxton Community – repairs, crack stitching and repairs to stonework	31,000.00	TBC
Alfreton Special School – fire risk	31,900.00	TBC
Little Eaton Primary School – fire risk works	33,000.00	TBC
St James Primary School – timber block flooring	33,000.00	22/04/2019
Whaley Thorns – replace fire doors and upgrade fire alarm	33,000.00	15/01/2019
Bolsover Adult Education Centre – renew timber windows	34,000.00	21/01/2019
Lady Manners – replace single glazed pitched roof	34,000.00	19/02/2019

Parkside Community School – replacement windows	34,300.00	TBC
Ladywood Primary School – security Work	34,932.00	TBC
Ringer Lane Clowne – refurbishment	35,000.00	16/01/2020
Copthorne Community Infant School – replace softwood timber windows and doors with aluminium	35,000.00	25/06/2019
Hallam Field Junior School – modular classroom	35,000.00	TBC
Hope Primary School – timber windows and doors repairs and replacement	35,000.00	06/05/2019
Linton Primary School (Foundation) – strip and recover felt flat roof	35,000.00	15/07/2019
Overseal Primary School – replace windows for new d/g pvcu window systems, install new lintels	35,000.00	05/08/2019
Staveley Library – renew failed flat roofs to staff room and workroom	35,000.00	TBC
Glenholme Family Centre – fire risk	35,200.00	TBC
Harpur Hill Primary School – WC refurbishment	36,000.00	TBC
Old Hall Junior School – playground resurfacing	36,994.00	TBC
Monyash Primary School – slate roof recover	37,000.00	15/04/2019
Netherseal St Peter – recover flat roof	39,000.00	15/01/2019
Alfreton Park Community Special School – window replacement and renewal of rainwater goods	40,000.00	13/08/2019
Brassington Primary School – replace pitched roof coverings, rainwater goods and leadwork etc.	40,000.00	20/01/2020
Calow CE (C) Primary School – replace 3no. Purwell boilers, flues and filling system, removing galvanised tank	40,000.00	TBC
Charlotte Infant & Nursery School – Renew windows and door in Kawneer to kitchen	40,000.00	TBC
Chaucer Junior School – replace single glazed windows and doors	40,000.00	19/04/2019
Coppice Primary School – take down and rebuild retaining walls including DPC & drainage	40,000.00	27/05/2019
Heage Primary School – take up and relay pedestrian surface, renewal of concrete edgings and drainage	40,000.00	03/06/2019

Howitt Primary Community School – retaining wall renewal/repair	40,000.00	13/05/2019
Lea Green Centre – repairs to roof structure Block 11	40,000.00	14/03/2019
Long Row Primary School – new pumps, control modification and flue upgrade	40,000.00	01/07/2019
Longmoor Primary School – internal fire doors and frames – repair if possible	40,000.00	15/08/2019
Longmoor Primary School – single-glazed aluminium framed windows are aged and inefficient but in reasonable condition	40,000.00	15/08/2019
Milford Primary School – replace failing boundary stone wall	40,000.00	TBC
Ridgeway Primary School – renew cracked stone mullions and/or stone stools	40,000.00	15/07/2019
Shirebrook Adult Education Centre – replacement heating system	40,000.00	TBC
South Wingfield Primary School – take down and rebuild leaning section of retaining walls. Repair remainder of wall	40,000.00	12/08/2019
The Old Post House – pitched roof recover	40,000.00	TBC
Wirksworth Junior School – replace granwood flooring to hall. Grade II listed	40,000.00	TBC
Peak Buildings – fire escape replacement and retaining wall as structural	40,000.00	TBC
West Street Offices, Chesterfield – replace entrance canopy – asbestos soffit	40,000.00	TBC
Lea Green Centre – Block 02 – windows and door replacement scheme	40,000.00	TBC
Melbourne Junior -Update kitchen ventilation system	40,000.00	TBC
Holme Hall Primary – update kitchen ventilation system	40,000.00	TBC
Horsley CE Primary School – fire risk works	40,700.00	TBC
Granby Junior School – rewire and associated work	41,000.00	TBC
Hasland Infant School – refurbishment of the girls' toilets	41,000.00	TBC
Buxton Community – roof replacement	42,000.00	TBC
Hasland Hall – boiler house upgrade	42,000.00	TBC
White Hall Centre – resurface main driveway	42,000.00	01/07/2019
Peak Buildings – replacement boilers	42,000.00	TBC
Hazelwood HOP – fire alarm	42,900.00	TBC
Glebe Junior School – refurbishment of tennis courts	43,000.00	TBC

Birkhill Infant School – kitchen ventilation	43,849.00	TBC
St Josephs, Shirebrook – kitchen ventilation	44,000.00	TBC
Ripley Junior School – replacement of fire doors and emergency lighting	44,915.00	TBC
Creswell CE Infant & Nursery – replacement windows and doors	45,000.00	TBC
Glossop Adult Education Centre – replace boilers	45,000.00	TBC
North Derbyshire Youth Offending Team – renew pitched slate roof coverings	45,000.00	TBC
Curzon Primary – update kitchen ventilation system	45,000.00	TBC
Duke of Norfolk – extend hall with a single storey extension	46,000.00	TBC
Goyt Valley House HOP – replace double glazed units	47,000.00	15/01/2019
Egginton Primary School – renew modular roof	48,000.00	TBC
New Basset House HOP – fire alarm	48,400.00	26/07/2019
Thomas College HOP – fire alarm	48,400.00	26/07/2019
Grange HOP – update kitchen ventilation system	49,000.00	TBC
Holme Hall Primary School – kitchen ventilation	49,379.00	TBC
St. Giles, Killamarsh – kitchen ventilation	49,500.00	TBC
Ashbourne Hilltop Primary – school expansion	50,000.00	TBC
Community House, Long Eaton – structural repairs to Vic Hallam	50,000.00	17/06/2019
Cotmanhay Junior School – refurbishment of toilets and staffroom	50,000.00	TBC
County Hall (South Complex) – refurbish fuel storage tank to library generator	50,000.00	TBC
Harpur Hill Primary School - should expansion – design	50,000.00	TBC
Hazelwood HOP – upgrade kitchen ventilation to current standards	50,000.00	TBC
Ladycross HOP – ventilation improvements required to the kitchen	50,000.00	TBC
Newhall Junior School – to begin design work for a replacement school	50,000.00	TBC
White Hall Centre – timber Windows & Doors – RPtP & Replacements	50,000.00	TBC
Ilkeston Adult Education Centre – repair	50,000.00	TBC
Shipley Country Park – pond House underpinning and associated works	50,000.00	TBC
Ripley Junior School – security Work	50,516.40	TBC

Table Two: Forward Plan of Procurements (above £50K less than OJEU threshold) Due to commence prior to April 2021

Contract Title	Estimated Value (£)	Estimated Start Date
CCP Projects		
School Networking, wireless and infrastructure	63,000.00	31/03/2021
Supply of ID Badges/including Gold Cards and B line cards	75,000.00	01/06/2019
VAT Advisor	80,000.00	31/05/2021
Treasury Management Advisor	80,000.00	31/07/2020
Auctioneering Service	90,000.00	31/10/2020
East Midlands eProcurement Shared Portal	100,000.00	28/02/2023
Provision of Public Analyst and Agricultural Analyst	120,000.00	31/03/2020
Dyslexia Assessments, Training & Tuition	120,000.00	3108/2020
Occupational Physiotherapy Contract	120,000.00	31/03/2021
Supply of printer consumables	120,000.00	14/10/2021
Provision of Furniture for Domestic Properties in Derbyshire & Home Preparation Service	150,000.00	31/12/2019
Email Alert and Newsletter Solution	150,000.00	04/09/2019
Community Services		
Derbyshire Records Office Database	65,000.00	TBA
Supply of a Library RFID Tags and Detection Equipment Solution and Associated Services	130,000.00	03/10/2019
Security at Chesterfield Library	160,000.00	30/10/2021
ICT Services		

Supply of Services to Support a Review of the Council's ICT Software Licences	50,000.00	01/06/2019
Supply of Services to Support a Review of ICT Enterprise Architecture for the Council	50,000.00	01/06/2019
Supply of Services to Support the Delivery of a Data Management Strategy for the Council	50,000.00	01/06/2019
Supply Of Social Care Network Connectivity to replace existing N3 circuit	58,000.00	01/07/2019
Supply Of Services To Support Network Security Services	80,000.00	01/10/2019
SAP - Preferred Care support pack	80,000.00	TBC
Supply And Maintenance Of An Ebooking System And Associated Services	90,000.00	01/12/2019
Supply Of Data Centre Switches	100,000.00	01/06/2019
Supply Of Additional Adult Care Case Management Development Hardware	100,000.00	01/06/2019
Supply Of Microsoft Advanced Support Service	140,000.00	01/12/2019
Supply And Maintenance Of A Forms Module And Associated Services	150,000.00	01/09/2020
Supply Of Support And Maintenance For Document Management System	165,000.00	01/03/2020
Property Services	-	
Ashbourne Hilltop Primary – school expansion	50,000.00	TBC
Community House, Long Eaton – structural repairs to Vic Hallam	50,000.00	17/06/2019
Cotmanhay Junior School – refurbishment of toilets and staffroom	50,000.00	TBC
County Hall (South Complex) – refurbish fuel storage tank to library generator	50,000.00	TBC
Harpur Hill Primary School – should expansion – design	50,000.00	TBC
Hazelwood HOP – upgrade kitchen ventilation to current standards.	50,000.00	TBC
Ladycross HOP – ventilation improvements required to the kitchen	50,000.00	TBC
Newhall Junior School – to begin design work for a replacement school	50,000.00	TBC
White Hall Centre -Timber Windows & Doors – RPtP & Replacements	50,000.00	TBC
Ilkeston Adult Education Centre – repair	50,000.00	TBC
Shipley Country Park – pond house underpinning and associated works	50,000.00	TBC
Ripley Junior School – security work	50,516.40	TBC

Long Lane Primary – improvement work to meet EHO standards	53,000.00	17/06/2019
Ada Belfield HOP – fire alarm	55,000.00	TBC
Christ The King Primary School – kitchen ventilation	55,000.00	TBC
Clay Cross Adult Education Centre – replacement heating system	55,000.00	TBC
Clay Cross Library – replace roof covering	55,000.00	25/02/2019
Community House, Long Eaton – replacement windows and cladding to youth centre	55,000.00	TBC
Grin Low Cottage – replacement windows and repointing	55,000.00	TBC
Harpur Hill Primary School – kitchen ventilation	55,000.00	TBC
High Peak and Derbyshire Dales Area Education Office – repairs to car park and footpaths	55,000.00	13/05/2019
Linton Primary – replacement of flat roofing coverings	55,000.00	03/06/2019
Long Row Primary School – kitchen ventilation	55,000.00	TBC
Middleton Top Engine House – structural repairs	55,000.00	TBC
Solomon House – bathroom/toilets refurbishment	55,000.00	TBC
Town End Junior School – damp remedial works	55,000.00	TBC
Holmesdale Infant School – kitchen ventilation	55,083.00	TBC
Poolsbrook Primary School – kitchen ventilation	56,100.00	TBC
Newton Primary School – kitchen ventilation	56,650.00	TBC
Briar House HOP – fire alarm	57,200.00	TBC
Ashover Primary School – playground resurfacing and drainage works	60,000.00	01/03/2019
Brigg Infant School – electrical wiring upgrades and fire alarm	60,000.00	TBC
Fairview Children's Home – pitched roof recover	60,000.00	TBC
Tupton Primary School – demolition of Block 03 Vic Hallam	60,000.00	24/05/2019
Aldercar Infant School – kitchen ventilation	60,500.00	TBC
Holmlea HOP – fire alarm	60,500.00	TBC
Anthony Gell Sports Hall	62,000.00	TBC

Chatsworth Hall – renew flat roofing on A Block	65,000.00	12/03/2019
Newton Primary School – boundary wall repairs and renovation	65,000.00	24/06/2019
Overseal Primary School – secure lobby and new toilet	65,000.00	TBC
Pilsley Primary School – partially rebuild boundary wall and access road	65,000.00	TBC
Glenholme Childrens Centre – renew fire escape and resurfacing	66,000.00	26/06/2019
Bolsover Infants – update kitchen ventilation system	66,000.00	TBC
The Curzon Primary School – funding towards multi-use game area and fitness trail	68,000.00	TBC
Ashover Primary School – replacement of flat roof coverings	70,000.00	21/05/2019
Linton Primary – replacement of timber-framed windows	70,000.00	03/06/2019
Parkside Community School – fire door replacement	70,000.00	11/03/2019
Glebe Junior – update kitchen ventilation system	71,000.00	TBC
Darley Dale Primary School – kitchen ventilation	71,500.00	TBC
Highfields School – fencing	72,000.00	TBC
Buxton Junior School – improvements to circulation	75,000.00	04/02/2019
Swanwick Hall School – miscellaneous improvement works	75,000.00	TBC
Newhall Day Centre - update kitchen ventilation system	77,660.00	TBC
Contract for the Supply of Herbicides	80,000.00	30/11/2019
Kilburn Infant School – timber glazed windows decorations poor condition, repairs required to frames, glazing beads missing and numerous casements defective	80,000.00	05/03/2019
Killamarsh Infant School – roof recover	80,000.00	16/05/2019
High Peak Trail – repairs to retaining walls	85,000.00	TBC
Chatsworth Hall – replacement lift	88,000.00	TBC
Community House, Long Eaton – repairs to boundary retaining wall	90,000.00	24/06/2019
Geoffrey Allen Centre – replacement windows and doors to front elevation	90,000.00	TBC
Sudbury Primary School – pitched roof renewal, with adjacent stone and brickwork repairs	90,000.00	TBC

Victoria Street Brimington – replace flat roof	98,000.00	03/03/2020
Contract for the Supply of Arboriculture Equipment	100,000.00	30/06/2020
Brockley Primary School – demolition of existing school	100,000.00	TBC
Deer Park Primary School – upgrade wiring and lighting	100,000.00	17/05/2019
East Clune HOP – replace life expired roof lights on first-floor roof with suitable alternative	100,000.00	TBC
Kilburn Infants School – rewiring	100,000.00	10/05/2019
Lady Manners – window replacements	100,000.00	TBC
Newhall Junior School – upgrade existing heating system	100,000.00	TBC
Somerlea Park Junior School – pitched roof overhaul	100,000.00	01/10/2019
St Oswalds Infant School – phase two: roofing	100,000.00	TBC
Bramley Vale Primary School – upgrade wiring and lighting	110,000.00	10/05/2019
Draycott Community Primary School – electrical rewire and upgrade	110,000.00	05/05/2019
Highfield Hall Primary School – replace concrete floor	110,000.00	15/04/2019
St Andrews CE Junior, Hadfield – electrical and heating upgrade	110,000.00	TBC
Whittington Green – upgrade fire alarm	110,000.00	TBC
William Levick Primary School – electrical rewire and upgrade	110,000.00	03/05/2019
William Rhodes Primary and Nursery – electrical upgrade	110,000.00	05/03/2019
Elmsleigh Infant School – boilers and heating replacement	115,000.00	19/04/2019
Gladys Buxton – demolition of existing buildings	115,000.00	05/03/2019
Pilsley Primary, Chesterfield – electrical upgrade	115,000.00	TBC
Servicing and Maintenance of Mixing Valves	120,000.00	31/03/2021
Hasland Hall – replacement boilers	120,000.00	TBC
Hasland Junior School – playground subsidence remediation	120,000.00	TBC
Peak Dale – boundary wall replacement and repair	120,000.00	TBC
Peter Webster Centre – repairs to boundary wall and adjacent windows	120,000.00	03/06/2019

St Andrews Junior – structural repairs to boiler room	120,000.00	TBC
Rosliston Primary School – small extension to create new toilets and refurbish existing ones	130,000.00	TBC
Long Eaton Library – replace flat roofing	132,000.00	23/12/2019
Bolsover / Clowne reorganisation – reorganisation and rationalisation	137,600.00	TBC
Taxal and Fernilee Primary School – part re-roofing	140,000.00	01/04/2019
Alfreton Park – renew deer shed roof	150,000.00	TBC
Anthony Gell – repairs/replacement of flat roof and associated works	150,000.00	13/04/2020
Offices at School Lane Chesterfield – replacement windows	150,000.00	08/07/2019
Pilsley Primary School – remove underground boiler house and all associated structure	150,000.00	13/05/2019
Anthony Gell – kitchen ventilation works	154,000.00	TBC
Hayfield Primary – electrical rewire and upgrade	155,000.00	TBC
Fairfield Community Centre – replacement profiled sheet roofing	165,000.00	30/09/2019
Hasland Infant School – electrical rewire and upgrade	165,000.00	21/06/2019
Contract for the Supply of Paint and Painting Sundries	170,000.00	31/08/2020
New Hilton Primary – contribution to developer for furniture and equipment	171,000.00	TBC
Crich Carr Primary School – rebuild retaining wall	175,000.00	15/04/2019
Holmesdale Infant School – recover flat roof	175,000.00	TBC
Contract for the Supply of Glass and Glazing Sundries	180,000.00	31/03/2021

Table Three: Forward Plan of Procurements (above OJEU threshold) Due to commence prior to April 2021

Contract Title	Estimated Value (£)	Estimated Start Date
CCP Projects		
Provision of Interpretation, Translation & Transcript Services	230,000.00	01/09/2019
Supply of Aids to Rehabilitation	250,000.00	31/03/2020
Custody Services	270,697.00	31/10/2021
Portable Appliance Testing (PAT) Framework	280,000.00	31/05/2021
Provision of Funeral Directors for Coroners	290,000.00	01/09/2019
Provision of Toxicology Services	360,000.00	31/09/2019
Electricity to Un-Metered Supplies	390,650.00	30/09/2022
Supply of Commercial Fridges and Freezers	405,000.00	31/10/2021
Supply of Locks and Keys	455,000.00	01/04/2019
Provision of Rail Travel	468,000.00	01/09/2020
Supply of Personal Protective Equipment	540,000.00	05/03/2021
Supply and Delivery of Gloves	545,084.00	30/06/2020
Provision of an Integration and Support Services for Vulnerable Persons Resettlement Scheme for Derbyshire	600,000.00	31/10/2021
Provision of First Aid Training	600,000.00	31/12/2020
Supply of Signage	640,000.00	01/09/2019
External Venue Hire	800,000.00	31/03/2021
Stationery and Desktop Delivery of Paper	1,250,000.00	24/06/2021

Washroom Services – including schools	1,300,000.00	31/03/2020
Supply of Work Wear	1,400,000.00	31/01/2022
Electricity to Non-Half-Hourly Sites	1,575,000.00	30/09/2022
Supply of Janitorial Supplies	1,920,000.00	01/01/2020
Vehicle Hire commercial vehicles	2,040,000.00	18/02/2021
Print Services Framework	2,200,000.00	01/12/2020
Multifunctional Devices and Print Room Equipment for the Council and Derbyshire Schools	2,208,000.00	04/09/2020
Provision of Mortuary Services	2,500,000.00	01/09/2019
Fuel Cards	4,000,000.00	30/09/2020
Derbyshire Domestic Abuse Support	4,251,000.00	01/04/2020
Electricity to Half-Hourly Sites	7,700,000.00	30/09/2022
Electricity to Street Lighting	9,100,000.00	30/09/2022
Supply of Gas	12,250,000.00	30/09/2022
Vehicle Purchase	14,500,000.00	23/04/2021
Community Services		
Provision of Offsite Document Storage	270,000.00	TBA
Distribution of The Derbyshire Residents Publication	352,000.00	31/03/2020
Library Self-Service Kiosks	450,000.00	30/09/2019
Supply of Library Stocks	1,500,000.00	31/04/2020
ICT Services		
Supply And Maintenance of Risk Management System and Associated Services	200,000.00	01/01/2020
Supply and Maintenance of GIS Solution and Associated Services	280,000.00	01/03/2020
Supply of Backup and Business Continuity Platform	400,000.00	01/06/2019
Supply of Telephony Solution (Calls and Hardware)	500,000.00	01/07/2019

Supply of Microsoft Server Licensing and Procurement of Licence Solutions Provider	500,000.00	01/03/2021
SAP – PSLE Application support and maintenance	532,000.00	TBC
Support of Data Centre Storage Solution	600,000.00	01/04/2020
Supply of Internet Connectivity and Associated Services	1,300,000.00	01/01/2021
Supply of Mobile Phone Voice and Data Services	2,000,000.00	01/01/2022
Supply of User Hardware (PCs, Laptops etc.)	3,000,000.00	01/10/2019
Supply of Microsoft Desktop Licensing and Extension of the Intermediary Contract for Licence Solutions Provider	5,000,000.00	01/03/2020
Property Services	-	
Grassmoor Primary School – electrical rewire and upgrade	190,000.00	05/07/2019
Parkside Community School – replacement concrete floor	190,000.00	TBC
Willington Primary School – to extend both a GT area and the library area	191,000.00	30/09/2019
Heanor Langley (Laceyfield Academy) – remodel	196,000.00	TBC
Contract for the Supply of Fire Fighting Equipment	200,000.00	30/06/2019
Contract for the Servicing and Maintenance of Passenger and Disability Lifts	200,000.00	30/09/2021
Contract for the Supply of Power Tools and Repairs	200,000.00	31/12/2021
Contract for Servicing and Maintenance of Industrial Doors, Gates, Barriers and Roller Shutter Doors	200,000.00	17/02/2022
Anthony Bek Primary School – windows and doors replacement	200,000.00	26/04/2019
Clowne Infant and Nursery School – windows and doors replacement	200,000.00	TBC
County Hall – refurbish public toilets on ground floor	200,000.00	04/06/2019
Eureka Primary School – replacement of cladding, windows and doors	200,000.00	TBC
Field House Infant School – recover flat roof	200,000.00	07/01/2019
Riddings Junior School –replacement windows	200,000.00	TBC
Rowsley Primary School – renew of concrete tiled roof covering to main school	200,000.00	19/02/2019

Wessington Primary School – recover roof	200,000.00	28/05/2019
Whitemoor Centre – roof repairs	200,000.00	TBC
Christ Church C of E Primary School – classroom	202,000.00	TBC
Holmesdale Infant School – Vic Hallam replacement with aluminium windows	206,000.00	04/02/2019
Peak Academy School – internal alterations	210,000.00	TBC
High Peak Pump House – structural repairs to main roof	216,000.00	TBC
Risley Lower Grammar Primary School – renew timber windows	220,000.00	17/06/2019
Norbury Primary School – urgent wall repairs	221,000.00	11/04/2019
Shirland Primary School – one additional classroom	225,000.00	01/04/2019
High Peak Junction Visitors' Centre – slate pitched roof renewal for visitors centre	225,000.00	TBC
Holly House – replace windows, fascias and downpipes	230,000.00	01/03/2019
South Normanton Nursery – new small extension to create a staff room and head's office	230,000.00	17/06/2019
Bramley Vale Primary School – windows and doors replacement	250,000.00	05/08/2019
Bramley Vale Primary School – renewal of flat and pitched felt roof coverings	250,000.00	18/02/2020
Chatsworth Hall – fire risk works	250,000.00	12/06/2019
Glossopdale Community College – demolition of existing school	250,000.00	31/05/2019
St Andrews CE Junior, Hadfield – structural repairs to floors	250,000.00	26/11/2019
The Brigg Infant School – renewal of flat roof coverings	250,000.00	18/02/2020
County Hall (South Complex) – veranda refurbishment	250,000.00	TBC
Clowne Infant School – quad infill	260,000.00	TBC
Parkside Community School – renewal of pitched roof areas	260,000.00	TBC
Dronfield Henry Fanshawe – renewal of Welsh slate roof coverings to western range	280,000.00	07/01/2020
Marpool Junior School – re-cover pitched roof and structural repairs	300,000.00	30/09/2019

Holmesdale Infant School – upgrade wiring and fire alarm	305,000.00	TBC
Chatsworth Hall – replace fire alarm	320,000.00	17/05/2019
Fairfield Community Centre – replacement windows and cladding	320,000.00	19/08/2019
Tibshelf Community – additional SEN accommodation	326,000.00	TBC
County Hall – remodelling	336,700.00	TBC
Contract for Fixed Wire Testing	340,000.00	31/08/2021
Ashbrook Infant School – windows and doors replacement and cladding	350,000.00	TBC
Woodbridge Junior School – additional classroom	350,000.00	15/07/2019
Melbourne Junior School – renewal of flat roof coverings	370,000.00	01/04/2019
Bolsover Infant and Nursery School – one additional modular classroom with a group room	375,000.00	01/02/2019
Service and Repair of Automatic Doors	400,000.00	31/08/2020
Contract for Servicing and Maintenance of Air Conditioning Equipment	400,000.00	31/03/2021
Ashbrook Junior School – windows and doors replacement and cladding	400,000.00	TBC
Somerlea Park Junior School – recover pitched roof and structural repairs	400,000.00	TBC
Etwall Primary School – two classrooms and toilets	422,000.00	TBC
Ladywood Primary School – one additional modular classroom	425,000.00	09/07/2019
Hady Primary School - two additional classrooms	447,000.00	25/02/2019
Buxton Infant School – renew slate roof	450,000.00	15/04/2019
County Hall – replace pitched roofing on West Wing of South Block	450,000.00	30/09/2019
Killamarsh Infant School – replacement of defective trusses, purlins and roof finishes	450,000.00	24/06/2019
Dunston Primary School – contribution towards expansion of the school to at least a 1.5 form entry	482,000.00	TBC
Contract for the Supply of Softwood, Hardwood and Sheet Timber Materials	500,000.00	31/12/2021
Buxton Community – phase one of windows roof replacement and associated work	500,000.00	30/09/2019

William Allitt – continuation of Vic Hallam building repairs	500,000.00	TBC
Longmoor Primary School – replacement of flat roof coverings	550,000.00	29/01/2019
Grassmoor - Barnes Park Pavilion – redevelopment	575,000.00	01/05/2019
Highfield Hall Primary School – new classroom B=block	575,000.00	13/05/2019
Servicing and Testing of Gas Pipeline and Equipment	600,000.00	30/06/2021
Ashgate Croft Special – two classroom unit	600,000.00	30/09/2019
Findern Primary School – new hall and link	740,000.00	12/02/2019
Alfreton The Leys – two classroom extension	751,000.00	17/12/2018
Contract for the Servicing of Gas and Electric Catering Appliances – Lot 2 South Derbyshire	800,000.00	06/04/2021
Langley Mill Academy – three additional classrooms and internal remodelling	835,000.00	28/02/2019
Contract for the Provision of Legionella Control Services	900,000.00	31/08/2020
Demolition Framework	1,000,000.00	31/03/2021
Framework for Landscape Machinery	1,000,000.00	03/04/2021
Contract for the Supply of Heating, Installation and Maintenance Materials	1,200,000.00	31/12/2019
Kirk Langley – three classrooms and internal remodelling	1,290,000.00	TBC
St John's Primary, Belper – three-classroom block with toilets	1,489,000.00	TBC
Stanton Primary – phase two – two classrooms, internal remodelling and kitchen	1,650,000.00	17/06/2019
Winter Gardens Refurbishment	1,700,000.00	TBC
Linden House – refurbishment/extension	1,837,000.00	13/05/2019
St. Oswalds CE (C) Infant School – phase one: re-organisation (£485k from initial MUGa and Remodel)	1,963,000.00	TBC
Contract for Repair and Maintenance of Heating Equipment – Lot 1 & 2 North/South Derbyshire	2,000,000.00	31/03/2021
Contract for the Supply of Building and Plumbing Materials	2,200,000.00	31/12/2019
Design, Installation and Commissioning of Kitchen Ventilation Systems	3,600,000.00	31/03/2020

Contract for the Supply of Electrical Materials	3,800,000.00	31/03/2020
Breadsall Primary School – new build school	4,000,000.00	13/09/2019
Spire Lodge – capital bid approval (includes £1.9m from 2016/2017)	4,125,000.00	TBC
Highfields Farm Primary – new one-form entry primary school	5,500,000.00	22/07/2019
Boulton Moor – new build 2FE	6,000,000.00	20/04/2019
Tibshelf Primary School – new primary school	7,000,000.00	TBC
Modular Building Framework	10,000,000.00	31/03/2021
Alfreton Park Special School – phase one and phase two	13,335,000.00	05/05/2019
Ormiston Enterprise Academy & Bennerley Avenue School – new build	26,000,000.00	01/06/2019
Construction and Alterations Framework/DPS – to deliver capital schemes on behalf of Property Services Lot/Category 1 – works/alterations £50K-£2M; Lot/Category 2 – 0£2M-£12M	TBA	TBA
Removal and Disposal of Asbestos from DCC Sites	TBC	TBC
Supply, Erecting and Dismantling of Scaffolding for DCC and Police Sites	TBC	TBC
Provision of Tree Surgeon Services	TBC	TBC
Asbestos Analytical and Bulk Sampling Services	TBC	TBC
Gas Training, Technical Advice and Audit Service	TBC	TBC
Contract for Cleaning of Kitchen Ventilation Systems – Lot 1 and 2	TBC	TBC
Supply and Servicing of Fire Alarms, Emergency Lighting and Fire Extinguishers	TBC	TBC
Contract for the Supply of Heating and Maintenance Materials	TBC	TBC
Provision of Labour Services (Plumbing, Electrical, Landscape, Construction, Painters, Plasterers, Joiners)	TBC	TBC
Contract to Supply and Service Generators	TBC	TBC
Servicing and Maintenance of Stair Lifts	TBC	TBC
Contract to Provide Call-Out Capability Regarding Heating Controls	TBC	TBC

Please note: The above includes for the replacement of existing contracts and also an early indications of new projects which require procurements to commence within 2019-21.

** Property projects will be subject to funding availability/release and the procurement values shown are based on estimated costs. This means costs may be higher or lower when projects are tendered.*

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Economy, Transport and Environment

Service Plan

2017-2021

2019-20 update

Mike Ashworth
Executive Director – Economy, Transport and Environment
V2.0

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Council Ambition

We will strive to be:

An enterprising and value for money council, enabling people and communities to thrive

Council Outcomes

We want Derbyshire to have:

- **Resilient and thriving communities** which take responsibility for improving their areas and supporting each other
- **Happy, safe and healthy people** with solid networks of support, who feel in control of their personal circumstances and aspirations
- **A strong, diverse and adaptable economy** which makes the most of Derbyshire's rich assets and provides meaningful employment opportunities for local people
- **Great places to live, work and visit,** with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- **High quality public services** that work together and alongside communities to deliver services that meet people's needs.

Council Priorities for 2019-20

Our Council priorities are:

- Value for money
- A prosperous Derbyshire
- Empowered and self-sufficient communities
- A focus on prevention and early intervention
- High performing council services

Departmental Overview

Employing over 730 staff and with an annual revenue budget exceeding £76 million, the Department provides a wide range of services within the community which have a direct impact on the lives of Derbyshire people, as well as on those people who visit or work within the County.

The Department's focus is to build a strong local economy that creates jobs, provides a skilled and confident workforce and promotes an environment where businesses can grow, whilst ensuring that the public are kept safe and the environment is protected for future generations.

The Department will be instrumental in taking forward the economic development and regeneration agenda and will play a vital role in developing services and infrastructure that encourages and delivers against the Council Plan priority of **a prosperous Derbyshire**. The Department will ensure its resources are focussed on those areas that support and help sustain growth and create jobs.

The Council has been working with local authorities across Derbyshire and Nottinghamshire to develop stronger regional arrangements through joint working with the Derby, Derbyshire, Nottingham, Nottinghamshire (D2N2) Local Enterprise Partnership (LEP); it will continue to work with partners to agree the creation of a Strategic Alliance for the region to drive sustainable growth.

Growing the local economy of Derbyshire is an important consideration in all aspects of the Department's work, whether through providing a well maintained highway network and efficient transport system, supporting sustainable mineral extraction through planning decisions or promoting the countryside that is rich and diverse in its landscape and cultural heritage.

A well maintained highway network, that provides excellent transport and communication links to key business hubs, is vital if Derbyshire's local economy is to grow key infrastructure projects through the LEP, maximising the availability of all funding sources.

The Department will look to facilitate further positive economic growth by supporting and promoting strong business sectors such as the minerals extraction industry and also by addressing the County's competitiveness in relation to other areas, such as private sector waste infrastructure. The Department will also look to balance economic growth whilst protecting what makes Derbyshire special, such as its heritage and landscape, which themselves are major economic assets.

Strategic Leadership and Management

As the Department meets the challenges of reducing resources, changing national policies and new systems and technologies, effective workforce planning is essential to ensure that there are the right number of employees, with the right knowledge and skills, in the right place, at the right time. The Department will, therefore, need to ensure that its resources, whether financial, staffing or physical, are properly aligned to meet service priorities in the short and long term.

Leadership and direction will be provided to ensure effective management of staff and provision of support to the Departmental Management Team in order to assist in the Council's wider drive for effectiveness and efficiency and contribute to required savings targets, as necessary.

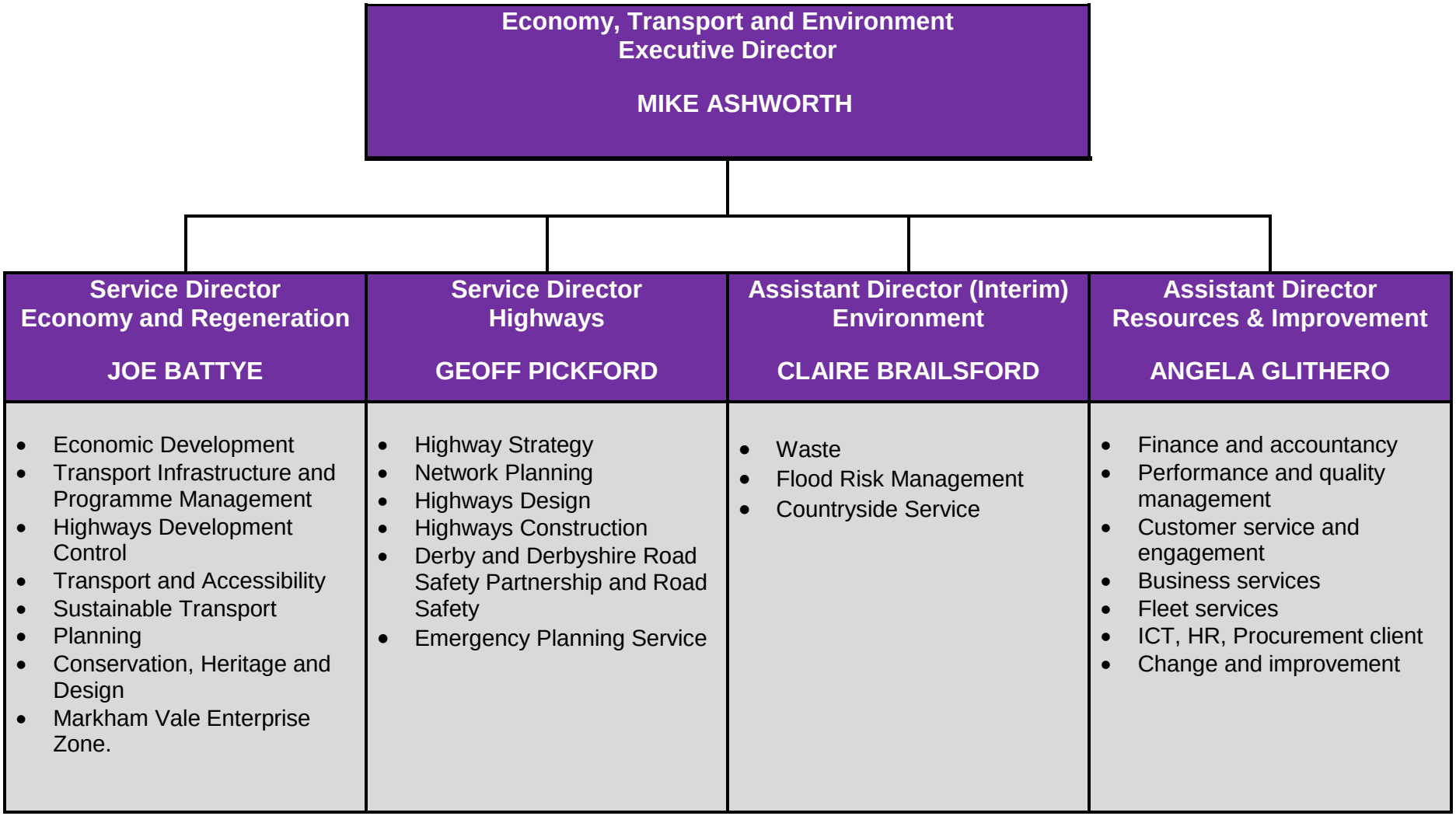
Workforce planning will ensure the Department is able to identify and effectively plan for issues and challenges, including any reducing areas of work, any new or growth areas, changes in Government and Council policies and the impact of other internal and external drivers. The workforce planning process will also enable the Department to address any skills and competency needs, for example, where there may be changes to jobs or services, skills shortages or new requirements/working practices and processes to meet our business needs, ensuring relevant and appropriate training and development is provided.

Details of the Department's approved controllable budget, forward plan of procurement and Vehicle Replacement Programme and Waste Management Capital Programme and Derelict Land Reclamation and Regeneration Capital Programme are contained in the Appendices to the Service Plan.

Delivery of the Department's services and operations will be guided by the principles of sustainability embedded in the revised Corporate Environment Policy, Strategy and Action Plan, in order to promote a better quality of life for our communities, encourage economic regeneration and protect and enhance the environment.

The Department will provide the leadership and framework to achieve its performance targets through its Quality Management Systems (QMS) and Environmental Management System (EMS), in accordance with the requirements of the International Standards Organisation ISO9001 and ISO1400 respectively.

Departmental Services



Budget savings and risk

The Department will contribute to the Council's priority of providing **Value for Money** during 2019-20 and will deliver savings of **£737,000** as follows:

Gold Card concessionary fares	The cost of providing subsidized fares for older people and people with disabilities has reduced due to demand being lower than in previous years, achieving this saving.	**£250,000**
Safe and Active Travel	The School Crossing Patrol service will be funded and managed as part of Public Health's safe and active travel programme, enabling this money to be saved from the Council's revenue budget.	**£240,000**
Countryside	The Council is looking for alternative sources of funding and generating income through commercial activity to help it continue running this service.	**£100,000**
Civil Parking	The Council will save money by managing its Civil Parking Enforcement service differently.	**£90,000**
Emergency Planning	The Council will look at ways of providing this service at less cost.	**£57,000**

There a number of risks associated with the delivery of the Economy, Transport and Environment Service Plan over the next 12 months, which could have an impact on the ability to deliver against the Council and departmental priorities. These risks include the ability to recruit and retain appropriately qualified staff, the availability of funding and resources and the impact of any potential no deal European Union Exit on Council services.

Achievements during 2018-19

A summary of the key achievements for the Department during **2018-19** are detailed below:

- **Digital Derbyshire** - by the end of 2018-19, the Digital Derbyshire Superfast Broadband programme had delivered faster broadband to over 106,000 premises with over 97,000 with access superfast (in excess of 24Mbps). Take up of services for those premises reached during phase 1 now exceeds 55%, generating a return for the Council to be re-invested into further provision

- **The D2N2 Digital Growth programme**, funded by ERDF and delivered by the council's Digital Derbyshire team, has supported 62 businesses in the county to improve their digital capital and processes making Derbyshire small and medium sized enterprises more competitive and boosting productivity.

- **D2 Business Starter Programme** – Aimed at promoting enterprise and entrepreneurship, the programme has provided a range of support from workshops through to 1-2-1 advice to 334 people in Derbyshire looking to start up their own business. By the end of 2018/19, this had led to the creation of 104 new businesses created.

- **D2EE** – Over the last 12 months, 80 businesses have benefited from energy efficiency advice and grant support from the award winning D2EE programme. The programme provides technical support and funding to help Small and Medium Enterprises (SME's) save money, reduce energy costs and carbon emissions and demonstrate green business is good business. As a result of the innovative project, the County Council (in partnership with Derby City) has won the coverted East Midlands Energy Efficiency "Best Local Authority" award two years in row.

- **Elvaston Castle and Country Park** – a revised master plan for Elvaston Castle and Country Park has been approved following a public consultation in 2018. The master plan sets out to ensure the long term future of the estate, ensuring its financial sustainability with the balance of conservation, heritage and access at its core. People, community involvement and partnership working are at the heart of all activities with the long-term ambition being to hand the day-to-day running of the estate to the Elvaston Castle and Gardens Trust as a single management body.

- **School Crossing Patrol Services Saved** – the future of the schools crossing patrol service secured, with the service being incorporated into the safe and active travel programme led by Public Health.

- **Future Highways Model –** as part of the Enterprising Council approach, reviewed the delivery mechanism for Highway Services resulting in the development and formal approval of the Future Highways Model

- Maintain **Band 3 Status for the Department of Transport's Highways Maintenance Block incentive element** ensuring the Council is 100% funded and retains **£3.206m**
- Successfully utilised the **additional £8.4 million** funding made available by Department for Transport to improve Derbyshire's roads by fixing over 70,000 potholes, resurfacing, rebuilding retaining walls and undertaking work to fix drains resulting in a record low number of defects.
- **APSE Innovation Awards 2018 Winner in the Highways Maintenance Category** - in recognition of the changes that have been made in the way we work, resulting in a greater proportion of highways defects being repaired within target and the number of potholes being dramatically reduced
- **Institute of Civil Engineers (ICE) East Midlands Merit Award for Small Projects** received for soil nailing on the A610
- Top of all **County Councils** for **Road Safety Education and Road Safety Locally for 2018**
- Implemented the **New Code of Practice for Well Managed Highway Infrastructure Code of Practice**
- **Planning Service has been successful in:**
    - Achieving an overall 95% performance for determining planning applications and managing the Ineos Exploratory Core Well application through the Public Inquiry, along with other significant minerals and waste applications
    - Securing over £16m through s106 development contributions
    - Securing £200,000 Planning Delivery Grant Funding
    - Developing the Derbyshire Infrastructure Investment Plan and making significant contributions to all the proposed Derbyshire growth zones and other strategic consultations
    - Steering ETE Environmental Management System to accreditation for 2018.
- **Sustainable Travel:**
    - The Low Emission Vehicle Infrastructure (LEVI) Open Day was held on 9th October 2018 to help inform the development of our LEVI Strategy an, with presentations from The Energy Savings Trust, Toyota, Go Ultra Low, Western Power and Magtec Solutions.
    - As part of the LEVI development we have installed five Dual Electric Vehicles Charge Points at County Hall, for use by staff and visitors.

- **Waste Watchers Programme** – delivered the waste education theatre project ‘Waste watchers’ during the spring term 2019 including 31 performance days to secondary schools which incorporated 97 workshops with approximately 5,766 year 7 or 8 students participated in the programme

Section One: Council Priorities

The Department will support all five of the Council Plan Outcomes through the delivery of services to the residents, businesses and visitors to Derbyshire and will contribute principally to the following Council Plan Priorities:

Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Achieved budget savings of £46.8m	All depts	March 2019	March 2022	Deliver £737,000 savings target by March 2020	✓
Strengthened partnership working, for instance, working with Partners to agree the creation of a Strategic Alliance for the region to drive sustainable growth	All depts	May 2017	Ongoing	• Strategic Alliance established	✓
Reviewed and transformed key services to ensure a mix of in-house and commissioned provision	All depts				
- Highways review	Geoff Pickford	April 2018	March 2021	• Delivered demonstrable efficiencies, increased levels of income together with increased customer satisfaction	✓
- Countryside services review	Claire Brailsford	October 2018	April 2020	• Alternative, suitable service delivery mechanisms for the Service have been assessed and are being implemented to ensure the	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
				future sustainable provision	
Improved employee well-being through a new strategy that also increases productivity and reduces absence	All depts	March 2019	April 2020	• Reduced the average number of days lost to sickness absence	✓
Actively pursue a programme of income generation in relevant Economy and Regeneration services.	Joe Battye	Ongoing	Ongoing	• Increase income year on year	

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Achieved Departmental budget savings in 2019-20 and 2020-21	£4.457m	£2.085m	£737,000	tbc
The average number of days lost to sickness absence	10.79 days	11.02 days	Monitor	Monitor
Spend on Agency Staff	£73,002	£147,772	Monitor	Monitor

A prosperous Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Develop and deliver a Derbyshire GOOD Growth Strategy to ensure sustainable	Joe Battye	May 2019	Ongoing	• LEVI strategy delivered	

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
economic prosperity and reduction in harmful emissions				• Decarbonisation plan identified • Other plans identified to mitigate against threats to the environment • Reduced greenhouse gas emission from our buildings and operations	
Assisted small and medium sized enterprises (SMEs) to grow and be more productive	Frank Horsley	Ongoing	Ongoing	• New Businesses started and existing business supported	✓
Support low carbon businesses to establish and encourage green energy entrepreneurs to develop renewable or zero carbon energy production	Joe Battye		ongoing	• New business started that support low carbon or are developing renewable energy production	
Worked to maximise growth opportunities arising from HS2 and to mitigate impact	Joe Battye	May 2017	2033	• The economic benefits from the development of HS2 are maximised and the negative impacts on Derbyshire are mitigated	✓
Delivered the new “Invest in Derbyshire” programme in line with agreed timescales	Joe Battye/Frank Horsley	June 2018	March 2021	• Derbyshire is promoted as a prosperous County	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
				for business investment	
Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses.	Joe Battye	April 2014	December 2020	• Derbyshire businesses and residents have ready access to fibre enabled broadband across most of the County	✓
Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity	Joe Battye / Andrew Marsh	April 2019	March 2023	• Number of apprenticeships offered by the Council • Number of apprenticeships recruited to by Council • Number of apprenticeships successfully completed	✓
Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	Joe Battye	March 2019	March 2021	• New manufacturing zone	✓
Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale	Joe Battye	Markham 2006 Coalite 2017	2023 2030	• Business opportunities for growth in Derbyshire are maximised	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Continue to refine and implement a comprehensive regeneration programme including Trent Valley development and the market town strategy.	Joe Battye	Trent Valley Market Town	Ongoing Ongoing	• Business opportunities for growth in Derbyshire are maximised	
Supported growth in the visitor economy by improving access to a range of accommodation and quality attractions	Frank Horsley	Ongoing	Ongoing	• An increase in the range of visitor accommodation available	✓
Develop and implement a programme to support the Festival of Derbyshire	Joe Battye	April 2019	September 2021	• Festival programme developed	
Adopt a new management plan for the Derwent Valley Mills World Heritage Site	Joe Battye	Ongoing	January 2020	• New Management Plan agreed	
Support regional partnership working to secure economic growth through national and international development e.g. with D2N2 LEP, Midlands Engine, Midlands Connect and renewable energy with the Midlands Energy Hub	Joe Battye		Ongoing	• Funds secured from external infrastructure funding sources • Overseas opportunities for trade and investment identified	
Fundamentally assess all public and specialist transport provision in the county to ensure communities and individuals needs are met	Joe Battye	September 2019	December 2020	• Bus Strategy developed	
Completed the development and started the implementation of a countywide Infrastructure Plan to support good growth	Joe Battye	September 2019	Tbc	• Countywide Infrastructure Plan developed	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Complete the reviews and finalisation of the Waste Local Plan and Minerals Local Plan	Joe Battye	April 2017	March 2020	• Local Plans adopted	
Invested in well maintained roads and highway infrastructure	Geoff Pickford	Ongoing	Ongoing	• The Highways infrastructure provides a safe and reliable network with increased customer satisfaction	✓
Deliver the implementation of the Future Highways Model, including the introduction of the new commissioning framework, developing improvement plans for priority service areas and identifying commercialisation opportunities	Geoff Pickford	January 2019	March 2020	• Improvements in the delivery of Highway related services	
Maintain and manage the road network, including more than 5,500km of roads and pavements, 1,800 bridges and estimated 930km of roadside retaining walls making best use of resources and aiming to reduce burden on revenue budgets	Geoff Pickford	Ongoing	Ongoing	• Highways infrastructure provides a safe and reliable network with defects repaired in a timely manner	
Deliver, promote and support an asset management / lifecycle planning approach to maintenance of the highway infrastructure	Geoff Pickford	Ongoing	Ongoing	• Programme of future highways schemes developed on asset management principles	
Identify appropriate schemes, projects and programmes of work, and develop and submit bids to appropriate funding opportunities, such as the National	Geoff Pickford	Ongoing	Ongoing	• Opportunities to maximise funding for highways schemes are realised	

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
productivity Improvement Fund and the Maintenance Challenge Fund					
Reduce the number of people killed or seriously injured on Derbyshire roads	Geoff Pickford	Ongoing	Ongoing	• Reduction in the number of people that have been killed or seriously injured on Derbyshire's Highway Network	

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
• No. of businesses supported to export	n/a	n/a	20	30
• No. of Inward Investment enquiries serviced	53	27	40	60
• Number of start-up businesses supported	n/a	n/a	20 (no.)	20(no.)
• Number of enterprises receiving Information, Diagnostic and Brokerage (IDB)	*14*	*12* as at Dec 18	40 (no.)	40 (no.)
• Amount of external funding secured in last 12 months	£80m	£52.6m	Monitor	Monitor
• Number of apprenticeships offered by department	13	15	Monitor	Monitor
• Number of apprenticeships recruited to by department	10	12	Monitor	Monitor
• Number of apprenticeships completed by department	0	1	Monitor	Monitor
• No of jobs created at Markham Vale	1,628	2,236	2,800	3,400
• Percentage of total 200 acres development land occupied at Markham Vale	57.8%	62.8%	77.0%	82.0%
• External funding secured Derwent Valley Mills	544,944	371,035	53,060	55,000
• Number of visitors to Derwent Valley Mill Sites	571,440	621,273	530,604	600,000

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
• Secondary spend (economic impact) of World Heritage Site based on visitor numbers	14,039,708	15,264,076	13,408,398	14,741,400
• Total number of fibre enabled premises (Phase 2)	17,545	18,464 as at Dec 18	24,959	26,392
• Total number of Superfast (above 24Mbps) enabled premises (Phase 2)	12,776	n/a	17,079	22,145
• Total take up of fibre broadband (Phase 2)	3,023	5,186 as at Dec 18	5,302	7,739
• Percentage take-up of fibre broadband (Phase 2)	17%	28% as at Dec 18	21%	29%
• Percentage of road defects repaired within target	66%	79%	90%	90%
• Percentage of Principal Roads where maintenance should be considered	2%	2%	tbc	tbc
• Percentage of non-principal roads where maintenance should be considered	4%	4%	tbc	tbc
• Number of people killed and seriously injured on Derbyshire's roads	298	330	Monitor	Monitor
• Number of low carbon vehicle charging points	n/a	n/a	tbc	tbc
• Percentage of Strategy and Growth Panel active projects on track	71.4% as at Dec 17	92.3% as at Dec 18	90%	90%
• Percentage infrastructure delivery active projects on track where DCC is promoter	88.9% as at Dec 17	85.7% as at Dec 18	100%	100%

Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Helped people furthest from the labour market into sustainable employment	Andy Marsh	To be confirmed	To be confirmed		✓

High performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services	Geoff Pickford	April 2008	Ongoing	• Maintained and improved customer satisfaction with Highways related services	✓
Introduced a new Customer Care Charter to set out how we will meet peoples' needs	Julie Vollor / Angela Glithero	March 2019	July 2019	• Increased customer satisfaction • Increased the number of compliments about Council services • Monitored customer complaints	✓

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
• Increased customer satisfaction with Highways and Transportation Services	57%	55%	Monitor	Monitor
• Increased the number of compliments about Council services	330	209	Monitor	Monitor
• Monitored customer complaints	124	115	Monitor	Monitor

Section Two: Departmental Priorities

In addition to the Council Plan priorities, the following Departmental priority has been identified:

Maintaining a safe and sustainable environment

Actions	Lead	Start	Complete	Success Measures
• Continue to lead on the Council's Environmental Sustainability Programme.	Mike Ashworth		Ongoing	Reduction in the amount of carbon emissions across the Council's operations
• Continue to work in partnership with Derby City Council on the multi-million pound, long term joint waste contract to manage Derby and Derbyshire's Local Authority Collected Municipal Waste in a more sustainable way, reducing the amount of waste sent to landfill and the amount of CO2 generated.	Claire Brailsford		Ongoing	Reduction in the amount of waste sent to landfill Increase in the amount of waste recycled and composted. Increased customer satisfaction.
• Complete the provision of a new waste treatment centre to divert waste from landfill, mitigate the Council's exposure to the costs of escalating landfill tax and to help reduce environmental impacts.	Claire Brailsford		Ongoing	Fully commissioned new Waste Treatment Centre at Sinfin
• Develop through our close partnerships with district and borough councils solutions that minimise waste, particularly food waste and single-use plastics, and increase recycling	Claire Brailsford		Ongoing	Increase in the amount of waste recycled and composted.
• Continue to develop and increase our understanding of flood risk to Derbyshire, the impacts of climate change and to work collaboratively with all agencies and councils to ensure a co-ordinated response to flood risk	Claire Brailsford		ongoing	Opportunities for joint working with flooding agencies are identified and developed. Increased customer satisfaction with flood related services

Actions	Lead	Start	Complete	Success Measures
• Continue to investigate reports and occurrences of internal flooding to businesses and residential properties	Claire Brailsford		ongoing	Increased customer satisfaction with flooding services responses
• Consent to works on ordinary watercourse's, minor rivers, streams, brooks, ditches and culverted/piped watercourse/land drainage network across Derbyshire	Claire Brailsford		ongoing	Consents responses successfully completed.
• Implement the Derbyshire Local Flood Risk Management Strategy	Claire Brailsford		ongoing	Strategy objectives are delivered
• Work with partners, including both Local Access Forums, towards an integrated, well managed and inclusive Rights of Way and access network, through the implementation of the Rights of Way Improvement Plan and the management of Destination countryside sites and wider countryside facilities and supporting policies	Claire Brailsford		ongoing	Opportunities for joint working continue to be developed. Increased customer satisfaction with flood related services
• Promoting Shipley Country Park, Elvaston Country Park, Middleton Top, High Peak Junction and Tapton Lock Visitor Centre as destination sites for recreation activities and access to the countryside	Claire Brailsford		ongoing	Maintained and improved customer satisfaction with Destination Sites.
• Explore and develop ways to increase income through a more commercial approach and sponsorship	Claire Brailsford		March 2022	Increased income
• Work with borough and district councils, utilities and property developers to champion eco-homes fit for the future and to help communities and businesses become less dependent on energy	Joe Battye		Ongoing	Increase in the number of eco-homes built Local Plans include policies that require the development of eco-homes

Actions	Lead	Start	Complete	Success Measures
• Seek Government support to ensure the level of investment and national planning regulations support the Council's ambition to reduce greenhouse gas emissions in Derbyshire	Joe Battye		Ongoing	Reduction in the CO2 emissions for Derbyshire
• Work with partners to plan and prepare to ensure the Council and Local Resilience Forum's resilience in the event of the UK leaving the EU with No Deal and to respond to any consequences that may arise from this.	Geoff Pickford	August 2018	Ongoing	Suitable arrangements are in place to be able to respond to the consequences in the event of the UK leaving the EU with No Deal.
• Support and promote the development of low carbon travel and low emission vehicles, introduce electric vehicles into the Council fleet and explore the opportunities for low carbon fuel for HGVs	Angela Glithero	June 2019	Ongoing	Reduction in CO2 emissions from Council fleet vehicles

Key performance measures

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
Percentage of household waste sent for reuse, recycling and composting	48.2%	47.8%	48%	48%
Percentage landfilled of total Municipal Waste collected	16%	23.69%	20%	20%
Percentage of flood enquiry responses provided within allocated timescales	73%	78%	70%	70%
Percentage of land drainage consents applications responded to within 8 weeks	100%	88%	85%	85%
Percentage of planning applications responded to by Flood Team within 21 days	78%	87%	75%	75%

Approved Controllable Budget

Service Area	Employee Related	Premises Related	Transport Related	Supplies & Services	Agency & Contracted Services	Unallocated budgets	Controllable Recharges	Gross Budget	Income	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Departmental Management Team	569	0	8	5	0	0	2	584	0	584
Economy and Regeneration:										
Planning Services	1,220	0	10	55	0	0	5	1,290	(244)	1,046
Economic Regeneration	497	4	8	611	0	(73)	2	1,049	0	1,049
Markham Employment Growth Zone	(42)	173	4	133	37		39	344	(336)	8
Development Control	679	0	18	1	0	0	2	700	(738)	(38)
Strategic Transport	110	0	2	19	0	0	1	132	0	132
Derwent Valley Mills World Heritage Site	114	0	5	13	0	0	1	133	(27)	106
Conservation	460	1	10	33	0	(11)	(5)	488	(143)	345
Public Transport	931	12	51	312	21,008	(138)	(123)	22,053	(7,107)	14,946
Economy and Regeneration Unallocated Savings	0	0	0	0	0	(518)	0	(518)	0	(518)
Environment:										
Waste Management	424	152	20	637	45,120	0	6	46,359	(2,323)	44,036
Countryside Services	1,993	159	54	436	141	0	503	3,286	(833)	2,453
Flood Risk Management	266	1	3	112	0	59	1	442	0	442
Highways:										
Highway Network Planning	4,860	819	661	4,226	6,451	515	2,043	19,575	(2,394)	17,181

Service Area	Employee Related	Premises Related	Transport Related	Supplies & Services	Agency & Contracted Services	Unallocated budgets	Controllable Recharges	Gross Budget	Income	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Highway Construction	(421)	(304)	(995)	92	4	0	1,364	(260)	(2)	(262)
Highways Strategy	352	(2)	(11)	67	6	0	33	445	(100)	345
Highway Design and Land Reclamation	(492)	0	33	87	0	0	12	(360)	(25)	(385)
Highway Road Safety	401	0	14	9	33	0	4	461	(377)	84
Emergency Planning	530	1	17	26	0	0	10	584	(268)	316
Resources and Improvement:										
Finance	397	0	1	2	0	(75)	1	326	0	326
Information Systems	171	0	0	0	0	0	0	171	0	171
Performance and Engagement	964	0	3	79	0	0	6	1,052	(580)	472
Business Services	1,662	10	8	225	7	0	(64)	1,848	(275)	1,573
Fleet Services	1,983	249	1,117	307	700	0	(4,361)	(5)	(1,437)	(1,442)
Unallocated Savings	0	0	0	0	0	(5,982)	0	(5,982)	0	(5,982)
TOTAL	**17,628**	**1,275**	**1,041**	**7,487**	**73,507**	**(6,223)**	**(518)**	**94,197**	**(17,209)**	**76,988**

Appendix B

Forward Plan of Procurement Projects – up to 31 March 2021

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Lea Road Ramp, Dronfield	£400,000.00	In Progress	01/06/2019
Rowsley Flood Spans	£75,000.00	01/05/2019	01/11/2019
Blake Brook Culvert	£150,000.00	N/A	01/03/2020
Highwayside Culvert	£200,000.00	01/04/2019	01/10/2019
Belper	£200,000.00	In Progress	01/07/2019
Alfreton Brook	£50,000.00	N/A	01/10/2019
Halfpenny	£75,000.00	N/A	01/10/2019
Agnes Meadow	£70,000.00	01/10/2019	01/03/2020
Arnfield	£50,000.00	N/A	01/07/2019
Kniveton Lane	£75,000.00	N/A	01/07/2020
Wharf Lane Footbridge	£200,000.00	01/01/2020	01/07/2020
Nottingham Road	£150,000.00	01/01/2020	01/07/2020
Sheffield Road Bridge	£50,000.00	01/01/2020	01/01/2020
Cintride Underpass	£60,000.00	01/05/2019	01/10/2019
Loscoe Culvert	£150,000.00	01/01/2020	01/07/2020
Gorse	£50,000.00	01/01/2020	01/07/2020
Mytham Footbridge	£120,000.00	In Progress	01/05/2019
Supply & Fitment of Vehicle Maintenance Equipment - HGV Roller Brake Tester (Derby Workshop)	£45,000.00	01/04/2019	01/10/2019
Supply & Fitment of Vehicle and Motorcycle Tyres	£240,000.00	01/04/2020	01/10/2020

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Provision of Driver Training & Assessments	£160,000.00	Already commenced	30/06/2019
Supply of AdBlue	£150,000.00	Already commenced	01/10/2019
Provision of Vehicle 240V Systems Testing & Repairs	£25,000.00	01/06/2019	31/12/2019
Provision for the Disposal of Fleet Vehicles, Plant and Equipment via Auction	£40,000.00	01/01/2020	01/07/2020
Provision of Managed Vehicle Breakdown and Recovery service	£615,000.00	Already commenced	01/10/2019
Supply of a Tracked Wood Chipper for Countryside/Elvaston Castle	£33,000.00	01/07/2019	01/12/2019
Supply of Fleet Vehicles, Trailers and Plant	£4,310,000.00	01/04/2019	2019 - 2022
Provision of Specialist Hydraulic Platform Maintenance	£25,000.00	01/05/2019	01/07/2019
Provision of Vehicle Chassis Pressure Washing/Cleaning	£25,000.00	01/05/2019	01/07/2019
Provision of LOLER Tests and Maintenance Services	£25,000.00	01/05/2019	01/07/2019
Provision of Vehicle Chassis Waxing/Preservative	£25,000.00	01/05/2019	01/07/2019
Supply and Replacement of Hydraulic Hoses and Equipment	£50,000.00	01/07/2019	31/12/2019
Provision of Specialist Waste Product Collection and Disposal Services	£35,000.00	01/07/2019	31/12/2019
Supply of Vehicle Replacement Parts - DAF	£200,000.00	01/05/2019	01/10/2019
Supply of Vehicle Replacement Parts - Landrover	£136,000.00	01/04/2019	01/10/2019
Supply of Vehicle Replacement Parts - Toyota	£80,000.00	01/04/2019	01/10/2019
Supply of Vehicle Replacement Parts – Ford Lots 4,5	£408,000.00	01/06/2019	01/11/2019
Provision of Vehicle Accident Specialist Body Repairs	£750,000.00	01/05/2019	01/10/2019
Provision of Vehicle Specialist Repairs	£750,000.00	01/05/2019	01/10/2019
Supply of Tractor Replacement Parts and Provision of Specialist Tractor Maintenance	£60,000.00	01/10/2019	31/03/2020
Supply of Motorcycle Replacement Parts and Provision of Specialist Maintenance Services	£100,000.00	01/04/2019	01/10/2019
Provision of Specialist Vehicle Hydraulic Crane Maintenance Services	£50,000.00	01/01/2020	01/06/2020

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Supply of Trailer Replacement Parts	£40,000.00	01/01/2020	01/06/2020
Supply of Vehicle Electrical Components and Consumables	£60,000.00	01/02/2020	01/08/2020
Supply of Telehandler/Loading Shovel Replacement Parts	£25,000.00	01/02/2020	01/08/2020
Supply of Hand Tools and Equipment	£150,000.00	Already commenced	01/10/2019
Supply of Vehicle Replacement Parts – VW Commercials	£55,000.00	01/07/2019	01/12/2019
Supply of Police Contract Specialist Items/Parts	£150,000.00	01/06/2019	01/10/2019
Supply of Vehicle Body Repair Consumables	£108,000.00	Already commenced	01/10/2019
Supply of Vehicle Lubricating Oils and Greases	£192,000.00	Already commenced	01/10/2019
Supply of Vehicle Replacement Parts - Vauxhall	£350,000.00	01/01/2020	01/09/2020
CRM system to Support DEP Enterprise and Investment Services	£50,000.00	In Progress	31/07/2019
Invest in Derbyshire Hotel Provision Study and Pitchbook	£50,000.00	01/09/2019	01/11/2019
Invest in Derbyshire Service Delivery (ERDF)	£150,000.00	In Progress	01/11/2019
Festival of Derbyshire Commission	£100,000.00	01/06/2019	01/09/2019
Economic Regeneration Stakeholder Engagement (inc. Data Feeds)	£50,000.00	01/08/2019	01/02/2020
Markham Vale Greenways	£150,000.00	01/09/2019	01/02/2020
Markham Vale Infrastructure - various	£300,000.00	01/06/2019	01/12/2019
Markham Vale Plot Development - various	£600,000.00	01/09/2019	01/03/2020
Markham Vale Public Art	£75,000.00	01/07/2019	01/01/2020
Markham Vale Development Studies	£50,000.00	01/06/2019	01/12/2019
MVEC Refurbishment Phases	£200,000.00	01/09/2019	01/03/2020
Markham Vale Landscape Phase 4	£300,000.00	01/12/2019	01/06/2020
S106 Management Systems (Partnership)	£50,000.00	In Progress	01/04/2019
Planning Management System	£120,000.00	In Progress	01/04/2019

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Planning Services Management System	£152,000.00	In Progress	01/05/2019
Ticketing Analysis Software	£200,000.00	01/10/2019	01/04/2020
Bus Timetable Production and Electronis Typesetting	£100,000.00	01/10/2019	01/04/2020
Internet Hosting & Public Transport Route Map Production	£50,000.00	01/10/2019	01/04/2020
Transport Delivery Management System	£100,000.00	In Progress	31/03/2020
Derbyshire Connect Active Travel Retender	£470,000.00	01/08/2019	01/02/2020
Derbyshire Connect Shopping Bus Retender	£880,000.00	01/08/2019	01/02/2020
HS2 Consultancy Support/Studies	£250,000.00	01/04/2019	30/09/2019
Provision of Bus Shelter Lighting and Electrical Works	£200,000.00	01/05/2019	01/10/2019
Supply of Local Bus Transport	£28,000,000.00	01/04/2019	01/10/2019
Supply of Local Bus Transport	£17,000,000.00	01/10/2019	01/04/2020
Whittington Moor Roundabout	SCAPE Contract	In Progress	01/04/2019
Ashbourne Airfield	£4,000,000.00	Unknown	Unknown
Woodville Swadlincote Link Road	£10,000,000.00	01/02/2020	01/08/2020
Mill Lane A61 Roundabout	£4,000,000.00	01/05/2019	01/10/2019
Buxton Fairfield Roundabout	£5,000,000.00	01/01/2020	01/06/2020
Hollis Lane Link	£3,000,000.00	01/01/2020	01/06/2020
A61 Growth Corridor - Avenue Southern Access and Link Road Construction	£4,600,000.00	01/04/2019	01/10/2019
A61 Growth Corridor - Avenue Southern Access and Link Road Legal Assistance for Land Assembly/ Side Road Orders	£35,000.00	01/04/2019	08/04/2019
A61 Growth Corridor - Avenue Southern Access and Link Road Full Business Case Preparation	£75,000.00	08/04/2019	01/05/2019
A61 Growth Corridor - Chesterfield Station Masterplan Hollis Lane Link Road Transport Modelling/ Design	£100,000.00	01/11/2019	01/12/2019
A61 Growth Corridor - Chesterfield Station Masterplan Hollis Lane Link Road Construction	£4,500,000.00	01/09/2019	01/04/2020

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
A61 Growth Corridor - Chesterfield Station Masterplan Hollis Lane Link Road Legal Assistance for Land Assembly/ Side Road Orders	£50,000.00	01/04/2019	30/04/2019
A61 Growth Corridor - Chesterfield Station Masterplan Lordsmill Roundabout Design	£150,000.00	01/04/2019	30/04/2019
A61 Growth Corridor - Chesterfield Station Masterplan Lordsmill Roundabout Construction	£1,000,000.00	01/09/2019	01/04/2020
A61 Growth Corridor - Chesterfield Station Masterplan Full Business Case Preparation	£75,000.00	01/09/2019	01/10/2019
A61 Growth Corridor - 21st Century Transport Corridor Detailed Design and Construction	£2,400,000.00	01/04/2019	01/09/2019
A61 Growth Corridor - 21st Century Transport Corridor Full Business Case Preparation	£50,000.00	01/04/2019	08/04/2019
A61 Growth Corridor - Wayfinding Strategy	£70,000.00	02/01/2019	01/04/2020
A61 Whittington Moor to Sheeprbridge Cycle Route	£600,000.00	01/04/2019	01/07/2019
A61 Sustainable Travel Programme Business Case	£50,000.00	01/04/2019	08/04/2019
Dronfield to Unstone Cycle - Detailed Design	£40,000.00	01/05/2019	01/08/2019
Dronfield to Unstone Cycle - Construction	£1,400,000.00	01/01/2020	01/04/2020
Ashbourne Airfield - Pre-emptive site clearance works	£25,000.00	01/01/2020	01/05/2020
Ashbourne Airfield - Full Business Case Preparation	£75,000.00	01/04/2019	15/04/2019
Ashbourne Airfield - Construction & Utility Works	£6,500,000.00	01/05/2019	01/10/2019
Woodville to Swadlincote Regeneration Route - Pre-emptive site clearance works	£30,000.00	01/07/2019	04/11/2019
Woodville to Swadlincote Regeneration Route - Full Business Case Preparation	£75,000.00	01/05/2019	01/06/2019
Woodville to Swadlincote Regeneration Route - Construction	£10,500,000.00	01/01/2020	01/05/2020
Hogshaw/Fairfield Roundabout, Buxton - Pre-emptive site clearance works	£30,000.00	01/01/2020	01/05/2020
Hogshaw/Fairfield Roundabout, Buxton - Golf club earthworks contract	£250,000.00	01/07/2019	01/10/2019
Hogshaw/Fairfield Roundabout, Buxton - Detailed Design (if not via framework)	£250,000.00	01/05/2019	01/06/2019
Hogshaw/Fairfield Roundabout, Buxton - Construction	£2,000,000.00	01/01/2020	01/05/2020

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Ashbourne Bypass business case, planning and design	£500,000.00	01/04/2019	30/04/2019
A61 Whittington Moor Grade Separation - business case, planning and design	£500,000.00	01/04/2019	30/04/2019
A619 Chesterfield-Staveley Regen Route - business case, planning and design	£500,000.00	01/04/2019	30/04/2019
Feasibility Study trail network development - Visit. Sleep. Cycle. Repeat.	£25,000.00	01/04/2019	31/07/2019
Social Media and PR plans - Visit. Sleep. Cycle. Repeat.	£30,000.00	01/04/2019	31/07/2019
Skegby Trail re-surfacing	£60,000.00	01/10/2019	31/03/2020
Skegby Trail Batley Lane crossing improvements	£70,000.00	01/10/2019	31/03/2020
Feasibility Study of Pleasley Visitor Hub and Camping Pods	£25,000.00	01/04/2019	31/07/2019
Archaeological Way (AW12b) - Forge Lane	£57,600.00	21/06/2019	01/02/2020
Archaeological Way (AW12b) - Forge Lane	£74,900.00	21/06/2019	01/02/2020
Rowthorne Trail	£193,200.00	21/06/2019	01/02/2020
Pleasley Pit Circular Cycling Route	£47,250.00	21/06/2019	01/02/2020
Longhedge Lane	£63,300.00	21/06/2019	01/02/2020
Dale Lane	£34,100.00	21/06/2019	01/02/2020
Engineering Services for Pleasley Cycling Programme	£94,000.00	03/06/2019	01/02/2020
Agricultural and Management work on Countryside sites (3 year contract)	£50,000.00	01/10/2019	31/03/2020
Marketing Exercise for Willington Car Park	£30,000.00	01/10/2019	31/03/2020
Stockley Pond Structure Repairs		01/10/2019	31/03/2020
Feasibility studies connected with Countryside review by Mutual Ventures	£50,000.00	01/10/2019	31/03/2020
Legal or other consultancy work connected with Countryside review by Mutual Ventures	£50,000.00	01/10/2019	31/03/2020
S10 Reservoir compliance work at Osborne's Pond	£80,000.00	01/04/2020	01/10/2020
S10 Reservoir compliance work at Mapperley Reservoir	£80,000.00	01/10/2019	31/03/2020
Tapton Lock Refurbishment	£65,000.00	Already commenced	10/07/2019

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Tapton Lock Play Equipment	£30,000.00	Already commenced	10/07/2019
Chesterfield Canal Structure Repairs	£25,000.00	Already commenced	10/07/2019
Chesterfield Canal weed cutting (3 year contract)	£30,000.00	01/10/2019	31/03/2020
Chesterfield Canal dredging at St Helenas - ADDITION	£40,000.00	01/10/2019	31/03/2020
Chalara/Ash Dieback - short and medium term felling contracts	£50,000.00	01/04/2020	01/10/2020
Feasibility study for the removal of Osbournes Pond, Shipley Country Park	£25,000.00	01/10/2019	31/03/2020
Shipley Bungalow Refurbishment	£75,000.00	01/10/2019	31/03/2020
Compliance costs for Water Reg licences on canals and other water bodies	£100,000.00	01/10/2019	31/03/2020
Repairs to Coach House and Clock Tower, Elvaston Castle	£800,000.00	Already commenced	01/05/2019
Delivery of Interactive & Informative Theatre Performances to Derbyshire Secondary Schools	£135,000.00	01/06/2019	01/10/2019
Waste Collection Contract for DCC Premises	£1,500,000.00	01/07/2019	01/01/2020
Waste Management System	Unknown as yet	In Progress	31/03/2020
Recycling Centre Permits	Unknown as yet	In Progress	31/03/2020
Melbourne Flood Investigation and Study	£80,000.00	01/05/2019	01/09/2019
Broadway Flood Mitigation Scheme	£25,000.00	Already commenced	01/05/2019
Dam Brook, Breadsall Flood Alleviation Scheme (Design and Construction)	£30,000.00	01/05/2019	01/09/2019
Scropton Flood Alleviation Scheme (Design and Construction)	£100,000.00	01/10/2019	01/04/2020
Derwent Grove Flood Alleaviation Scheme (Design & Construction)	£222,000.00	01/03/2020	01/07/2020
Renishaw Flood Alleaviation Scheme Detailed (Design & Construction)	£1,400,000.00	01/05/2019	01/09/2019
Lower Hartshay Flood Alleaviation Scheme (Design & Construction)	£100,000.00	01/05/2019	01/09/2019
New Mills Natural Flood Management Scheme	£25,000.00	01/05/2019	01/09/2019
Closed Landfill Flare Replacement Programme	£180,000.00	01/06/2019	01/10/2019

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Disposal of Garden waste from 2 Authorities in Derbyshire	£2,000,000.00	01/10/2019	01/04/2020
Leachate Collection and Disposal	£660,000.00	01/03/2020	01/08/2020
Depot Security	£75,000.00	01/05/2019	01/08/2019
Traffic Cones	£72,000.00	In Progress	31/05/2019
Supply of Tools & Ancillaries	£80,000.00	In Progress	31/05/2019
Supply of UPVC Pipes	£224,000.00	01/05/2019	01/10/2019
Winter Drivers/ operators	£200,000.00	01/08/2019	01/08/2019
Mobile Hot Box with Operator/Driver	£2,000,000.00	01/05/2019	01/08/2019
Bio clean-up services	£50,000.00	01/05/2019	01/08/2019
Drainage Surveys	£1,000,000.00	01/05/2019	01/08/2019
Ground Radar Surveys	£40,000.00	01/05/2019	01/08/2019
Joint Seal systems	£2,000,000.00	01/04/2019	01/08/2019
Spray Injection Patching	£4,000,000.00	01/05/2019	01/08/2019
Anti-Skid	£1,000,000.00	01/04/2019	01/08/2019
Thermal Patching	£2,000,000.00	01/05/2019	01/08/2019
Micro Surfacing	£4,000,000.00	01/05/2019	01/08/2019
Insitu – Recycling	£4,000,000.00	01/05/2019	01/08/2019
Retexturing	£400,000.00	01/05/2019	01/08/2019
Road Ironworks installation systems	£100,000.00	01/05/2019	01/11/2019
Professional Service Partnership (PSP3) for the Provision of Design Consultancy Services for Scheme Delivery 2019/20	£6,000,000.00	01/05/2019	01/04/2023
Medium Schemes Framework (MSF3) for Construction Services for Major Schemes (e.g. Woodville - Swadlincote Link Road)	N/A as included in schemes above	Already in place	01/08/2020

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
SCAPE Civil Engineering Framework for Construction Services for Capital Schemes in 2019/21	N/A as included in schemes above	Already in place	01/08/2020
Scape Built Environment Consultancy Services for capital schemes 2019/20	£500,000.00	As required to cover workload peaks	01/04/2019
Safer Roads Fund A5004 (Speed Management Review/Potential Average Speed Camera System)	£1,150,000.00	01/09/2019	01/04/2020
Safer Roads Fund A5012 (Speed Management Review/Potential Average Speed Camera System)	£1,250,000.00	01/09/2019	01/04/2020
Winter Farmer Contracting Service	£100,000.00	01/04/2019	01/10/2019
Purchase, installation and back office software for Pay and Display Machines	£180,000.00	01/05/2020	01/07/2020
Civil Parking Enforcement Contract	£6,000,000.00	01/10/2019	02/02/2020
Carriageway Annual Engineers Inspection (AIE) Survey 2020 (likely 2 year contract from 1 May 2020)	£180,000.00	01/02/2020	01/05/2020
Supply of Weather Forecasting Service	£60,000.00	01/04/2019	01/10/2019
Bureau Service for Winter Maintenance of Weather Stations	£150,000.00	01/04/2019	01/07/2019
Supply of Street Lighting Columns & Ancillaries	£880,000.00	01/05/2019	30/09/2019
Supply of LED Belisha Beacons	£40,000.00	01/01/2020	01/06/2020
Steelwork painting	£100,000.00	01/05/2019	01/08/2019
Replacement Highways Structure Management System	£30,000.00	01/06/2019	01/12/2019
A57 Snake Pass - Retaining Wall Repair	£150,000.00	01/07/2019	01/01/2020
P09013 Victoria Bridge General Repairs	£120,000.00	01/05/2020	01/11/2020
P37909 Ridding Brook General Repairs	£100,000.00	01/07/2019	01/01/2020
Desilting Operation (Culverts)	£50,000.00	01/05/2019	01/08/2019
Concrete Repairs	£100,000.00	01/05/2019	01/08/2019

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Geotechnical Works	£150,000.00	01/05/2019	01/08/2019
Steelwork repairs	£100,000.00	01/05/2019	01/08/2019
Construction and/or Repairs of/to Masonry Walls	£150,000.00	01/05/2019	01/08/2019
C43017 Harrington Bridge Refurbishment	£700,000.00	01/05/2020	01/11/2020
P08074 Swallow House Lane Bearing Replacements	£600,000.00	01/07/2019	01/01/2020
P08026 Queens Bridge General repairs	£150,000.00	01/08/2019	01/02/2020
Bolsover Footbridge	£275,000.00	01/04/2019	01/08/2019
Automatic Traffic Counting	£200,000.00	01/09/2019	01/03/2020
DHART Project - Technology Package	£2,500,000.00	Ongoing	30/06/2019
A61 GC Project Technology Package	£1,500,000.00	Ongoing	30/09/2019
Annual Engineers Inspection - Condition Surveys and Associated Support	£100,000.00	Already commenced	01/05/2019
Supply of Traffic Sign Poles	£88,000.00	In Progress	30/06/2019
Supply of Traffic Sign Plates	£140,000.00	01/10/2019	01/03/2020
Traffic Regulation Order Management & Consultation System	£90,000.00	01/03/2019	01/08/2019
Signal Retention Sockets	£72,000.00	In Progress	30/04/2019
TWM School Safety Zone Flashing Amber Warning Lamps	£36,000.00	01/05/2019	01/11/2019
Electronic Warning Signs Maintenance	£25,000.00	01/10/2019	01/03/2020
Supply, Installation and Maintenance of Permanent Traffic Signals and Associated Equipment	£2,000,000.00	01/04/2019	01/10/2019
Professional Management Services System	£30,000.00	01/02/2020	30/06/2020
Strategic Project Management	£360,000.00	In Progress	01/06/2019
Disposal of Kennels Development Site	£1,000,000.00	01/04/2019	01/09/2019
Development Partner for Castle Residential Conversion	£2,500,000.00	01/04/2019	01/09/2019
Disposal of Home Farm Site	£100,000.00	01/07/2019	01/12/2019

Contract Title	Estimated Amount / Value £	Estimated Procurement Start Date	Estimated Contract Start Date
Frame Yard Redevelopment as Secure Staff Compound (includes £10k design fees)	£350,000.00	01/07/2019	01/12/2019
Carriage Shelter Repair Works	£150,000.00	01/06/2019	01/11/2019
Pump house Repair Work	£50,000.00	01/06/2019	01/11/2019
Design Team (main project)	£35,000.00	01/06/2019	01/11/2019
Quality Management System ISO9001 2015	£25,000.00	01/06/2019	30/09/2019

Vehicle Replacement Programme 2019-2021

User	Quantity to Replace	Average Age Profile of Existing Vehicles (Years)	Replacement Vehicle Type	New Vehicle Optimum Life (Years)	Estimated Capital Cost per Vehicle (£)	Estimated Capital Cost x No. of Vehicles (£)	Estimated Charge per Year per Vehicle (£)	Estimated Annual Budget Cost = Charge x Number of Units (£)
Adult Care	1	8	Van Base Accessible Minibus	6	30,000	30,000	4,500	4,500
Adult Care	1	10	Minibus	6	25,000	25,000	5,800	5,800
Adult Care	1	11	Van - 2.0t	6	16,000	16,000	4,250	4,250
Childrens Services	1	10	4x4 Utility	7	30,000	30,000	6,000	6,000
Childrens Services	12	13	Minibus	6	25,000	300,000	5,800	69,600
Childrens Services	1	10	Car - MPV	6	20,000	20,000	4,500	4,500
Commissioning, Communities and Policy	1	10	Van - 2.0t	6	16,000	16,000	4,250	4,250
Commissioning, Communities and Policy	5	12	4x4 Utility	7	35,000	175,000	6,000	30,000
Commissioning, Communities and Policy	2	10	3.5t Tipper	6	35,000	70,000	8,250	16,500
Economy, Transport and Environment	14	12	Van - 2.0t	6	17,000	238,000	4,250	59,500
Economy, Transport and Environment	12	12	3.5t Tipper	6	35,000	420,000	8,250	99,000
Economy, Transport and Environment	5	10	Trailer Welfare Unit	10	29,000	145,000	4,815	24,075

User	Quantity to Replace	Average Age Profile of Existing Vehicles (Years)	Replacement Vehicle Type	New Vehicle Optimum Life (Years)	Estimated Capital Cost per Vehicle (£)	Estimated Capital Cost x No. of Vehicles (£)	Estimated Charge per Year per Vehicle (£)	Estimated Annual Budget Cost = Charge x Number of Units (£)
Economy, Transport and Environment	3	10	HGV 18t Crane/Tipper	10	84,000	252,000	21,500	64,500
Economy, Transport and Environment	13	12	HGV 18t Tipper	10	67,000	871,000	18,400	239,200
Economy, Transport and Environment	3	12	HGV 7.5t Tipper	10	45,000	135,000	15,000	45,000
Economy, Transport and Environment	4	10	HGV 18t Gritter and Snow Plough	10	110,000	440,000	23,500	94,000
Economy, Transport and Environment	3	10	HGV 26t Gritter, Straight Blade and Vee Snow Ploughs	10	150,000	450,000	32,000	96,000
Economy, Transport and Environment	1	13	Forklift Truck	7	17,000	17,000	3,000	3,000
Economy, Transport and Environment	1	3	Trailer	3	5,000	5,000	2,000	2,000
Economy, Transport and Environment	2	11	Rough Terrain 4x4 Utility	6	15,000	30,000	5,400	10,800
Economy, Transport and Environment	14	12	4x4 Utility	7	35,000	490,000	6,000	84,000
Economy, Transport and Environment	9	11	Pool Car - All Depts	6	15,000	135,000	3,800	34,200
Total	**109**				**Total**	**4,310,000**		**986,125**

Waste Management Service Capital Programme 2019-2020

Capital Scheme	Description	Estimated Total Cost of Project (£)
New Waste Treatment Centre (Sinfin)	£25 million set aside to fund a new waste treatment centre currently in commissioning at Sinfin, Derby for the long term management of residual waste in the County.	£25,000,000
Closed Landfill Flare Replacement Programme	£180,000 to deliver a new flare replacement programme. The strategy will replace all flares over a 3 year programme (£60,000 per annum) commencing with the older flares first.	£60,000

Appendix E

Derelict Land Reclamation and Regeneration Capital Programme 2019-2020

Scheme Location	Description	Total Scheme Cost (£)	2019/20 Works Estimate £	Design Fees	Total	Funded from Rec Cap 325K	Funding
North Area							
Markham Vale		94,150,000					
	See MEGZ capital programme						Cap receipts & other grants
	Markham Branch Greenway		75,000	incl	75,000	75,000	Rec Capital
Chesterfield Canal	Planning	294,000	0	50,000	50,000	50,000	Rec Capital
	Land	1,000,000	0	25,000	25,000	25,000	Rec Capital
Clowne Branch Line	Clowne to Cresswell	1,700,000	0	25,000	25,000	25,000	Rec Capital
Stockley Pond				25,000	25,000	25,000	Rec Capital
Williamthorpe Pond				25,000	25,000	25,000	Rec Capital
Eckington Road Ramp		50,000	45,000	5,000	50,000	50,000	Rec Capital
Grassmoor Aftercare		25,000	25,000	0	25,000	25,000	Rec Capital
Others							
Mineshaft Capping		26,549	20,549	6,000	26,549	25,000	HPBC and DDDC (1,549k) and Rec Capital
SUB TOTAL			165,549	161,000	**326,549**	**32,5000**	
	Others / Private				**136,549**		
	DCC Capital Receipt				**2,065,000**		
					2,201,549		

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Agenda Item No.9 (b)

DERBYSHIRE COUNTY COUNCIL

COUNCIL

17 July 2019

Report of the Executive Director for Commissioning, Communities and Policy

DERBYSHIRE PENSION BOARD

1. Purpose of the Report

To seek approval for the reappointment of a member of the Derbyshire Pension Board (the Board).

2. Information and Analysis

In April 2015, Council approved the establishment of the Derbyshire Pension Board, as required by the Local Government Pension Scheme (Amendment) Regulations 2015.

Council further agreed, in September 2017, to staggered terms of office for Board members, and to extending Board members' tenure to four years in order to support continuity.

Further to Council's approval in May 2018 to appoint a new Employer Representative, O Fishburn, the membership of the Board was as follows:

Role	Name	Start Date	Term	Expiry
Member Rep	N Read	June 2018	4 years	June 2022
Member Rep	K Gurney	June 2015	4 years	June 2019
Employer Rep	O Fishburn	May 2019	4 years	May 2023
Employer Rep	N Calvert	Sept 2018	4 years	Sept 2022

As K Gurney's period of tenure expired in June 2019, the established process was undertaken to recruit to the vacancy, and a panel comprising the Chair of the Board and officers of the Council has selected and recommends the following candidate for appointment to the Derbyshire Pension Board:

Role	Name	Start Date	Fixed term	Expiry
Member Rep	K Gurney	July 2019	4 years	July 2023

Karen Gurney has been a committed and productive member of the Pension Board since it was established in 2015 and has contributed significantly towards its development. The panel was, therefore, very pleased to receive an application from her for a further period of service, and has no hesitation in recommending her reappointment.

3. Legal Considerations

The appointment of members to the Local Pension Board complies with the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015 and the relevant guidance.

4. Other Considerations

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

5. Officer's Recommendation

That Council approves the appointment of K Gurney to the Member Representative vacancy on the Board for a fixed term of 4 years.

EMMA ALEXANDER
Executive Director for Commissioning, Communities and Policy

PUBLIC **Agenda Item No. 9(c)**

DERBYSHIRE COUNTY COUNCIL

17th July 2019

FULL COUNCIL

Report of the Director of Legal and Democratic Services

The Council's Constitution – Approval of Changes as recommended by the Governance, Ethics and Standards Committee

1. Purpose of the Report

To approve the updates to the Council's Constitution following a review by the Governance, Ethics and Standards Committee and to note the receipt of the Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities.

2. Information and Analysis

At its meeting on 4th July 2019, the Governance, Ethics and Standards Committee received a report from the Monitoring Officer following an initial review of the constitution. This has resulted in the Governance, Ethics and Standards Committee recommending the following changes to the Constitution:

a) Article 20 – Officers (page 71)

An amendment to the Table which appears at paragraph 20.1 (c) which should read:

Post	Designation
Executive Director for Communities, Commissioning and Policy *(note the underlined extract is the proposed additional wording)*	Head of Paid Service

b) Amendments to the Scheme of Delegation for the Director of Communities Services in relation to Trading Standards Activities: (pages 104 – 107)

It is proposed that the following legislation is added to the current Scheme of Delegation:

- Animals Act 1971;
- Energy Act 2011;
- Environmental Protection Act 1990;
- Offensive Weapons Act 2019;
- European Union (Withdrawal) Act 2018; and
- Health and Safety at Work etc. 1974 ss19-26;
- Tenant Fees Act 2019.

The following extract is amended to read:

(a) any Orders or Regulations made thereunder or relating to any of the foregoing or having effect by virtue of the European Communities Act 1972 or the European Union (Withdrawal) Act 2018 ; (*note the underlined extract is the proposed additional wording)*

That the following legislation is removed from the Scheme of Delegation:

- Medicines Act 1968

c) Amendments to Article 8 (pages 21 and 22)

The list at paragraph 8.1 be amended to reflect the correct composition of the Improvement and Scrutiny – People Committee and to read as follows:

People – comprising 9 Members, 2 Church representatives (1 from the Church of England diocese and 1 from the Roman Catholic diocese with voting rights in respect of education matters only and otherwise non-voting), 2 Parent Governor representatives (with voting rights in respect of education matters only and otherwise non-voting) and 2 trade union representatives (non-voting)

It has become apparent that the scrutiny arrangements as described in the current Constitution are particularly outdated. Therefore, in the interim, pending the review, it is proposed to replace the table in Article 8 paragraph 8.2 with the table attached at Appendix 1 which better reflects the remit of each of the Improvement and Scrutiny Committees.

d) Public Questions at meetings of the Improvement and Scrutiny Committees

Over recent months there has been a growing interest by members of the public and interest groups and organisations to ask questions at the

respective Improvement and Scrutiny Committee meetings.

The Health Scrutiny Committee developed a protocol to accommodate this and as good practice, this has now been extended to all of the Council's Improvement and Scrutiny Committee meetings.

At its meeting on 6th June 2019, meeting the Resources Improvement and Scrutiny Committee suggested some helpful amendments and points of clarification and the Governance, Ethics and Standards Committee was asked to consider these and to approve the inclusion within the Council's Constitution to aid transparency.

The Guidance on Public Questions is based very closely on the Council Procedure Rules for Public Question at Full Council Meetings.

A copy of the amended and now proposed Guidance appears at Appendix 2 to this Report and it is proposed that this Guidance will be incorporated into the Appendices section of the Constitution.

Receipt of Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities issued by MHCLG

On 7th May 2019, MHCLG issued the long awaited Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities. A copy of this Guidance appears at Appendix 3 of this report.

During the course of the last municipal year, the Governance, Ethics and Standards Committee (formerly known as the Standards Committee) took a decision to delay the review of the Council's delivery of Improvement and Scrutiny in so far as the Council's Constitution is concerned until this current year following receipt of central government guidance.

As this Guidance has now been received, approval of the Governance, Ethics and Standards Committee has been sought in order for the formal review of the Council's scrutiny arrangements to commence. A detailed report will be presented to Full Council for consideration during the course of this municipal year.

It is proposed that this review is completed within this municipal year.

3. Considerations

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

4. Background Papers

5. Officer recommendation

To approve the proposed amendments to the Council's Constitution as recommended by the Governance, Ethics and Standards Committee on 4th July 2019; and

To note the receipt of the Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities.

Janie Berry
Director of Legal and Democratic Services and Monitoring Officer

Appendix 1

Committee	Scope
Resources	**Corporate Services**: Asset Management, Efficiency and Value for Money (Service re-design, property rationalization, County transport co-ordination), Finance and Budget Monitoring, Procurement, Human Resources, Legal Services, Property (Renovation and Energy Efficiency, Carbon Management, Climate Change), Transformation Services; **Strategic Leadership, Culture & Tourism**: Council Strategic Policy, Council Plan, Budget, Strategic Budget Monitoring, Public Relations, Policy & Research, External Relations (East Midlands Councils, Local Government Association, Central government & MPs). Local Enterprise Partnership, DEP and LEP Liaison; **Economic Development & Regeneration**: Local Enterprise Partnership, Neighbouring Local Enterprise Partnerships, External Funding, Economic Development, Local Economic Strategy and Assessment, Inward Investment and Indigenous Growth, Apprenticeships, Business Support and Skills, Markham Vale; **Health and Communities**: Registration Service, Coroner's Service;
Places	**Health and Communities**: Engagement with communities, Equalities, Community Cohesion, Community Consultation and Community Leadership, Voluntary Sector, Crime and Disorder Partnerships, Domestic Violence, Action on Drugs and Alcohol, Emergency Planning, Trading Standards, Sports Development, District and Parish Council Liaison; **Highways, Transport & Infrastructure**: Local Planning Frameworks, Housing and Infrastructure, Land Reclamation, Strategic Planning, Minerals and Waste Planning, Waste Management, Digital Derbyshire, Highways and Bridges, Street Lighting, Footpaths, Road Safety, Public Transport, community Transport, The Countryside, Council Transport Co-Ordination;

	Strategic Leadership, Culture & Tourism: Twinning, Tourism, Libraries, Museums, Arts and Heritage, Archives and Modern Records; **Scrutiny of Flood Risk Management**: The Local Government Act 2000 (Section 21)requires that a local authority which is a lead local flood authority for an area in England must have arrangements to review and scrutinize flood risk management functions that may affect the local authority's area. A risk management authority must comply with a request made by a scrutiny committee for information or a response to a report; **Crime and Disorder Committee**: The Police and Justice Act 2006 (Section 19) requires every local authority to have a "crime and disorder committee" which must scrutinise the delivery of crime and disorder strategies. Authorities which are delivering these strategies and which are subject to a report from such a committee must respond to the report and have regard to it when exercising its functions. They are also subject to a requirement to provide information and attend meetings of the committee to answer questions. These committees are distinct from the 'Police and Crime Panels' that scrutinise directly-elected Police and Crime Commissioners.
People	**Adult Care**: Home Care, Residential Care, Day Care, Developing whole Person Care, Housing related support, Safeguarding, Adults with Learning Difficulties, Adults with Physical Disabilities, Adults with Mental Ill-Health, Multi-Agency Partnerships, personalization, Links with Health and Voluntary Sector; **Young People**: Improving outcomes for young people, Children's Services Planning, Multi-Agency Partnerships, Safeguarding, children's Disabilities, Engagement with Young People, Engagement with Parents and Carers in Service Design, Youth Service, Early Years and Childcare, Children's Centres, Links to Voluntary Sector, School Capital Programme, Surplus Places, School Support - Personnel, Finance and IT, School Admissions, School Improvement, governor Support, Home to School Transport, Special Educational Needs, Adult Education, Careers Information, Advice and Guidance Service, FE Colleges, Links to Academies, Youth Offending, Corporate Parenting.

Health	To review and scrutinise any matter relating to the planning and provision of health services in the area, including: • Health and Wellbeing Board • Relationship with the NHS • Public Health • Health Improvement • Developing whole person care The Committee is responsible for scrutinizing 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. On these occasions it is appropriate for the Chairman or Vice Chairman to represent the Committee.

Appendix 2

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

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.

Ministry of Housing,
Communities &
Local Government

Appendix 3

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities

May 2019
Ministry of Housing, Communities and Local Government

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Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.

Rishi Sunak MP
Minister for Local Government

About this Guidance

Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

Terminology

Unless ‘overview’ is specifically mentioned, the term ‘scrutiny’ refers to both overview and scrutiny.[1]

Where the term ‘authority’ is used, it refers to both local authorities and combined authorities.

Where the term ‘scrutiny committee’ is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term ‘executive’ is used, it refers to executive members.

For combined authorities, references to the ‘executive’ or ‘cabinet’ should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

Expiry or review date

This guidance will be kept under review and updated as necessary.

[1] A distinction is often drawn between ‘overview’ which focuses on the development of policy, and ‘scrutiny’ which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.

1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.

2. Overview and scrutiny committees have statutory powers[2] to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

> Effective overview and scrutiny should:
> - Provide constructive 'critical friend' challenge;
> - Amplify the voices and concerns of the public;
> - Be led by independent people who take responsibility for their role; and
> - Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.

4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.

6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

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[2] Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.

8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.

9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.

10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

    a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

       Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

    b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

       Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf.

c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and

- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.

g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.

h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).

j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.

13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
    - rights of access to documents by the press, public and councillors;
    - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
    - delegated decisions by the Mayor;
    - whistleblowing protections for both staff and councillors; and
    - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.

16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.

17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,[3] someone whose role is to:
    - promote the role of the authority's scrutiny committee;
    - provide support to the scrutiny committee and its members; and
    - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

[3] Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:
    - Committee – officers are drawn from specific policy or service areas;
    - Integrated – officers are drawn from the corporate centre and also service the executive; and
    - Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.

4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.

24. While there are proportionality requirements that must be met,[4] the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny[5].

> Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.[6] Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.

26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.[7] This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

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[4] See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

[5] See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf

[6] Section 9FA(3) of the Local Government Act 2000.

[7] 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

> Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives[8]. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person[9].

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair[10].

Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

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[8] A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.
[9] See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).
[10] Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

36. There are two principal ways to procure this:
    - Co-option – formal co-option is provided for in legislation[11]. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
    - Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

[11] Section 9FA(4) Local Government Act 2000

5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.

38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information[12]. In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.

40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.

41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

> While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision[13]. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

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[12] Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.
[13] Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member[14]. When agreeing to such requests, authorities should:
    - consider whether seeking clarification from the information requester could help better target the request; and
    - Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions[15]. It is the duty of members and officers to comply with such requests.[16]

Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

    a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;

    b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

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[14] Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.
[15] Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
[16] Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to 'set the record straight' in a public setting; and

d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority's pre-existing relationship with it.

Following 'the Council Pound'

Scrutiny committees will often have a keen interest in 'following the council pound', i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.

48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.

50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.

51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.

52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
    - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
    - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
    - Voluntary sector partners;
    - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
    - In parished areas, town, community and parish councils;
    - Neighbouring principal councils (both in two-tier and unitary areas);
    - Cross-authority bodies and organisations, such as Local Enterprise Partnerships[17]; and
    - Others with a stake and interest in the local area – large local employers, for example.

- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:
    - Performance information from across the authority and its partners;
    - Finance and risk information from across the authority and its partners;
    - Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
    - Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
    - Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

[17] Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*': https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

Carrying out work

58. Selected topics can be scrutinised in several ways, including:

a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;

b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;

d) **Via a longer-term task and finish review** – the 'traditional' task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and

e) **By establishing a 'standing panel'** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.

7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal 'task and finish' groups or at standalone sessions.

> Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

> Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.

62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.

63. After an evidence session, the committee might wish to hold a short 'wash-up' meeting to review whether their objectives were met and lessons could be learned for future sessions.

Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.

66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

    i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;

    ii. the development of those findings, which will set out some areas on which recommendations might be made; and

    iii. the drafting of the full report.

67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.

68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their ‘fit’ with scrutiny’s objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in

advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.