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PUBLIC

To: Members of Cabinet

Wednesday, 1 July 2020

Dear Councillor,

Please attend a meeting of **Cabinet** to be held at **2.00 pm** on **Thursday, 9 July 2020**. This meeting will be held virtually. As a member of the public you can view the virtual meeting via the County Council's website. The website will provide details of how to access the meeting, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'S Hobbs', written over a light blue horizontal line.

Simon Hobbs
Director of Legal and Democratic Services

AGENDA

PART I - NON-EXEMPT ITEMS

1. To receive apologies for absence
2. To receive declarations of interest (if any)
3. To consider Minority Group Leader questions (if any)
4. To confirm the minutes of the Cabinet meeting held on 4 June 2020 (Pages 1 - 14)

5. To receive minutes of Cabinet Member Meetings as follows:
 - 5 (a) Young People - 2 June 2020 (Pages 15 - 16)
 - 5 (b) Health & Communities - 5 & 24 June 2020 (Pages 17 - 22)
 - 5 (c) Adult Care - 11 June 2020 (Pages 23 - 24)
 - 5 (d) Strategic Leadership, Culture & Tourism - 18 June 2020 (Pages 25 - 26)
6. To consider non-exempt reports as follows:
 - 6 (a) Council Plan Refresh 2020-21 (Pages 27 - 62)
 - 6 (b) Departmental Service Plans 2017-2020 (2020-21 Update) (Pages 63 - 228)
 - 6 (c) Urgent Officer Decisions (Pages 229 - 272)
 - 6 (d) Investment in Population Nutrition and Physical Activity Programmes (Pages 273 - 282)
 - 6 (e) Children's Services Capital Programme 2019-20 Further Allocations and S106 Project Allocations (Pages 283 - 288)
 - 6 (f) New Secondary School in South Derbyshire (Pages 289 - 298)
7. Exclusion of the Public

To move "That under Regulation 21 (1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph(s)... of Part 1 of Schedule 12A to the Local Government Act 1972"

PART II - EXEMPT ITEMS

8. To receive declarations of interest (if any)
9. To consider Minority Group Leader questions (if any)
10. To confirm the exempt minutes of the Cabinet meeting held on 4 June 2020 (Pages 299 - 302)
11. To receive exempt minutes of Cabinet Member Meetings as follows:
 - 11 (a) Health & Communities - 5 June 2020 (Pages 303 - 306)

- 11 (b) Adult Care - 11 June 2020 (Pages 307 - 308)
- 11 (c) Strategic Leadership, Culture & Tourism - 18 June 2020 (Pages 309 - 310)
- 12. To consider exempt reports as follows:
 - 12 (a) ICT Hardware e-Auction - Direct Award (Pages 311 - 314)
 - 12 (b) Extension of Block Payment for the Derbyshire Integrated Sexual Health Service (Pages 315 - 318)

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MINUTES of a meeting of **CABINET** held on 4 June 2020.

PRESENT

Councillor B Lewis (in the Chair)

Councillors A Dale, A Foster, C A Hart, T King, S A Spencer and J Wharmby.

Declarations of Interest

There were no declarations of interest made.

93/20 MINORITY GROUP LEADERS' QUESTIONS

Councillor P Smith asked the following question:

Agenda item 6a - End of Year Council Plan Performance 2019-20 - There are 11 lines that are flagging as amber and one item which is already Red, Achievement of Budget Savings. There are 6 items in the progress report not making any progress, including failure to complete defects on highways, which we have been repeatedly told that great progress is being made

(a) Of the millions of pounds of savings which were supposed to have been made already, especially in the ETE portfolio which are now expected to be rolled into future budget years beyond the term of this current administration, apparently a plan is going to be developed.

(b) that is the detail of this plan, when are we likely to have sight of it?

(c) What assurances are there that the can won't be kicked further down the road by this administration or putting a millstone round the neck of future administrations?

(d) How many of the amber under performance areas are going toward green, and which are going toward red?

(e) Does the Conservative Group have a plan as to how they will develop the plan?

Councillor B Lewis, Cabinet Member for Strategic Leadership, Culture and Tourism and Leader of the Council responded that in respect of the first question, by enlarge indicators that were amber were so as a result of timescale issues or specific deliverables not being met, but performance in these areas was still good although it was worth pointing out that all of them

had been impacted on by the Covid-19 pandemic. Most of the other indicators were showing a trend towards green. It was also worth pointing out that this was the first time the Authority had used a performance system and the purpose of such systems was to always improve performance.

Councillor S A Spencer, Cabinet Member for Highways, Transport and Infrastructure responded that performance for highway defects completed within target was 77.2% for 2019-20 as detailed in the Council Plan Performance Report. At the start of that year, performance was on target at over 90%, which would have been maintained had it not been for the heavy rain and flooding in November, followed closely by storms Ciara and Dennis in the early spring 2020. This caused an estimated £20m of damage to the highway network for which no money has been received from the Government. Performance has been steadily increasing since March 2020 despite new arrangements having to be put in place due to COVID-19. 87.3% of defects were completed on time during May 2020 and the direction towards green is continuing with June figures looking to be on target so far. Over 28,000 potholes have been fixed over the last two months, more than twice the number in the same period last year.

The ETE Department and the various Cabinet Portfolios it supports, have consistently underspent through the actions of budget holders and good financial management. This was the case again in 2019-20. There are two main elements that have affected the achievement of longer-term budget savings as opposed to the short-term measures which continue to be successfully employed by the department. The first relates to the current uncertainty with regard to the national funding of road maintenance, exacerbated by the damage caused by the major flooding incidents in the last financial year as well as the costs associated with preventing a further incident at Toddbrook Reservoir. Once this uncertainty has been cleared up the department will be able to better plan future maintenance commitments. The second relates to waste management costs whilst the uncertainty around the future operation of the Sinfin plant is still to be determined. Originally significant cost savings were planned from refinancing the deal but this has not been possible as the plant has yet to achieve consistent working and its value yet to be agreed, however, in the meantime savings are being made on a temporary basis that will continue until the plant's future operational capacity and value is crystallised. Therefore, there is every expectation that ETE Department and the HTI Portfolio will continue to achieve its financial targets in this temporary period of uncertainty before longer-term savings can be achieved.

94/20 **MINUTES RESOLVED** that the non-exempt minutes of the meeting of Cabinet held on 14 May 2020 be confirmed as a correct record.

95/20 **CABINET MEMBER MEETINGS - MINUTES RESOLVED** to receive the non-exempt minutes of Cabinet Member meetings as follows:

- (a) Young People – 12 May 2020
- (b) Health & Communities – 14 May 2020
- (c) Strategic Leadership, Culture & Tourism – 15 May 2020

96/20 **END OF YEAR PERFORMANCE 2019-20** (Strategic Leadership, Culture and Tourism) The Executive Director – Commissioning, Communities and Policy presented the Council's end of year performance report for 2019-20.

The Council Plan sets out the future direction of the Council and the outcomes that the Authority was seeking to achieve. It identified a small number of focused priorities to direct effort and resource, supported by “deliverables” under each priority, which set out what the Council aimed to deliver over the next year. A set of key measures were also included, to enable the Council to monitor the progress it was making.

The performance report, attached at Appendix A to the report, had been developed to ensure effective monitoring and management of the performance of the Council. The report described the progress the Council had made on each of the deliverables set out in the Plan. Performance against key measures was also reported and these were compared to targets where they had been set.

As an overview, 32 deliverables, (73%), had been categorised as good, 11 as requiring review and 1 as requiring action. Of the five Council Plan priority areas, the priority for a prosperous Derbyshire in particular was performing well, whilst the priority for empowered and self-sufficient communities had the most risk to achieving outcomes. Further detailed information regarding the position as at the end of the year was set out in the report, which included key success areas and areas for consideration.

Where performance issues were highlighted it was recommended that Cabinet consider whether there were any further actions that should be undertaken to improve performance to the desired level. The Council's progress in delivering the Council Plan would continue to be monitored during 2020-21 and reports would be produced and reported to Cabinet on a quarterly basis.

RESOLVED to (1) note the content of the report and the significant progress that has been made on the delivery of Council Plan priorities during 2019/20 as set out in Appendix A to the report;

(2) note key areas of success and areas for review further actions that should be undertaken to improve performance where it had not met the desired level;

(3) note plans to undertake regular monitoring and review of Council Plan performance during the forthcoming year; and

(4) receive further reports on progress in delivering the Council Plan on a quarterly basis during 2020-21.

97/20 DECISION-MAKING PROCESS DURING COVID-19 PANDEMIC

(Strategic Leadership, Culture and Tourism) The Executive Director – Commissioning, Communities and Policy sought approval for amended decision-making processes arising from the Covid-19 pandemic.

The current challenges relating to the Covid-19 virus had necessitated urgent decision-making processes by Executive Directors and Directors to be implemented in order to ensure the welfare of service users and the public and to safeguard the interests of the Council.

The Coronavirus Act 2020 had now been implemented alongside a range of related Regulations. The Regulations included provision for virtual meetings of Council bodies including Cabinet. These regulations took effect on 4 April 2020. Prior to these Regulations being introduced and Cabinet meetings resuming, it had been necessary for a range of decisions to be made. These decisions had been made under the urgent delegated powers to Executive Directors as set out in the Constitution.

A schedule of these decisions together with supporting reports were reported to April and May Cabinets. In the main, the decisions related to short-term temporary arrangements which were subject to regular review. This was particularly important where subsequent Government guidance had been issued notably in area of Adult Care and the use of 'easements'. It was intended that as Cabinet was now able to function by meetings being held 'remotely', the need for officers to make urgent decisions would diminish over time.

Given the short timescales for reviews however (which were compulsory fortnightly in the case of the application of Adult care easements'), it was proposed that Cabinet formally delegates review decisions to the relevant Cabinet Member (CABCO) meeting, such meetings to be held in public, virtually if necessary, in order to ensure maximum transparency. A summary of review decisions made by Cabinet Members would be reported to Cabinet every two months.

New decisions that were required as a result of the developing Covid situation and were outside of powers normally delegated to Executive Directors, would be made by Cabinet or, if this was not possible, via urgent officer decisions and then reported to the next Cabinet meeting.

As a further safeguard, any significant reductions in service that had been reviewed and substantially maintained over any eight-week period would be referred to Cabinet as soon as possible after the eight-week period for ratification. In all cases, careful regard would be had to the equality implications of the proposed decisions including reference to the Council's consolidated EIA where appropriate.

RESOLVED to (1) note the revised decision-making process proposed arising from the Covid-19 virus pandemic; and

(2) agree the delegations to the relevant Cabinet Member to review decisions as set out in the report.

98/20 IMPACT ANALYSIS – URGENT DECISIONS IN RELATION TO COUNCIL SERVICES, FUNCTIONS AND ASSISTANCE (Strategic Leadership, Culture and Tourism) The Executive Director – Commissioning, Communities and Policy updated Cabinet on the consolidated Equality Impact Analysis of those urgent decisions made in relation to Council services, functions and assistance considering the Covid-19 pandemic.

Challenges relating to the Covid-19 virus necessitated urgent decision-making processes by Executive Directors and Directors to be implemented in order to ensure the welfare of service users and the public and to safeguard the interests of the Council. The Coronavirus Act 2020 had now been implemented alongside a range of related Regulations. The Regulations include provision for virtual meetings of Council bodies including Cabinet. These regulations took effect on 4 April 2020.

A further report which proposed a revised decision-making process now that the Covid situation, had stabilised somewhat had been agreed earlier in the meeting. Under usual circumstances, major decisions made by Cabinet would be accompanied by an Equality Impact Analysis where appropriate, as a means of demonstrating that the Council was meeting the requirements of the Public Sector Equality Duty as outlined by the Equality Act 2010. The urgent nature of these decisions meant it was not possible to provide a completed analysis at the point decisions needed to be made, although equalities impact considerations were assessed as part of the decision-making process.

Further work had now been undertaken and these decisions had been looked at together to enable them to be assessed and to provide some detail

on how, cumulatively, they may be impacting on local people. It was intended that the impact would be monitored over the coming weeks and months, for as long as services were being delivered differently, and to provide a report in the future to help ensure that as and when services resumed, the Council would have a fuller understanding of the actual impact which occurred. This would help the Council in its plans for supporting the people of Derbyshire as things recovered. It would also serve as a point of reference when decisions were being reviewed in the future.

The report provided a picture of the likely adverse impact at this point in time. The types and level of impact was likely to alter, most likely increasing over time. The decisions which had needed to be made were important in seeking to minimise the spread of the virus and in protecting the most vulnerable people in Derbyshire, many of whom also featured as main users of our services, including older and disabled people, families, those on low incomes or living in areas of deprivation, and whose health condition meant they received support through many of our public health programmes. Appendix 1 to the report outlined in greater detail the assessed impacts of decisions to date. In addition, a detailed EIA had been drawn up in relation to the use of the Care Act Easement – Releasing of Home Care Hours in Short Term Services to support Covid19 Response and this was attached as Appendix 2 to the report.

Work to assess the impacts of service reductions and closures would continue, including where possible, through monitoring from feedback and through study, with a view to using this information to shape those services and in helping to inform planning for the gradual easing of lockdown, as this progressed. Further reports would be brought to Cabinet on the on-going findings of a cumulative assessment of equality impact, and where necessary, the presentation of equality impact analysis with future decision proposals to demonstrate the decisions take account of the Public Sector Equality Duty.

RESOLVED to note the report.

99/20 **URGENT OFFICER DECISIONS** (Strategic Leadership, Culture and Tourism) The current challenges relating to the Covid-19 virus had necessitated urgent decision-making processes by Executive Directors and Directors to be implemented in order to ensure the welfare of service users and the public and to safeguard the interests of the Council.

The Coronavirus Act 2020 had now been implemented alongside a range of related Regulations. The Regulations included provision for virtual meetings of Council bodies including Cabinet. These regulations took effect on 4 April 2020. Members would appreciate that prior to these Regulations being introduced and Cabinet meetings resuming, it had been necessary for a

range of decisions to be made. These decisions had been made under the urgent delegated powers to Executive Directors as set out in the Constitution.

In the main, the decisions related to short-term temporary arrangements which were subject to regular review. This was particularly important where subsequent Government guidance had been issued, notably in areas of Adult Care. As Cabinet was now able to function by meetings being held 'remotely' the need for officers to make urgent decisions would diminish over time.

RESOLVED to note the urgent decisions made under delegated powers arising from the Covid-19 virus pandemic.

99/20 **COVID-19 COST PRESSURES** (Strategic Leadership, Culture and Tourism) The Director of Finance and ICT provided Cabinet with details of the additional estimated cost pressures, up to the end of June 2020, as a result of the Council's response to the Covid-19 pandemic.

The report summarised costs and loss of, by Portfolio, for the month of April with further estimates of costs until the end of June. Whilst there were some costs relating to the 2019-20 financial year, these were nominal for each department totalling only £0.083m for the whole Council, the majority of which related to the purchase of mobile technology to support remote working during the pandemic.

RESOLVED to note the projected costs of Covid-19 until the end of June 2020.

100/20 **UPDATE ON DEVELOPMENT AT MARKHAM VALE** (Clean Growth and Regeneration) Cabinet considered a joint report of the Executive Director – Economy, Transport and Environment and the Director of Finance and ICT regarding the continuing success and progress being made at Markham Vale and provided an overview of economic development activity over the rolling two year period April 2018 to March 2020.

Markham Vale was the Council's flagship regeneration project and was set up to create an attractive and accessible business park over an 85 hectare (200 acre) site. Centred around the former Markham Colliery site located between Staveley and Bolsover, the project was set up in 2006 to create up to 4,100 jobs, improve existing/build new roads, bring in around £170m of private sector investment and develop over 3m ft² of commercial floor space.

To date, the Markham Vale project had brought forward 173 of the 200 acres available for development. Of the 173 acres created, 135 acres were either fully developed or had buildings under construction. An annual job survey was undertaken in March each year and this report normally provides an overview of the progress that continues to be made in terms of job

creation. In March 2018, 1,628 full time jobs had been created and by March 2019, that figure had increased substantially to 2,236. A similar increase was predicted to be recorded in the March 2020 survey but, unfortunately, the COVID-19 lockdown had resulted in many businesses being unable to complete the survey at the time of writing and this year's job figures would be subject to a further report later in the year, although it was anticipated that the rate of growth would not have been maintained. The impact on actual job numbers was difficult to predict as a number of occupiers in the warehousing and distribution sectors were known to have increased recruitment in the lockdown period. Further details of the continued progress in development and regeneration since the last report were reported.

RESOLVED to note the success and recent progress in developing Markham Vale and the scale and nature of work required to be undertaken over the coming two to three years to complete the project.

101/20 SUPPORTING ECONOMIC RECOVERY – RE-OPENING DERBYSHIRE'S TOWN CENTRES (Highways, Transport and Infrastructure)

The Executive Director – Economy, Transport and Environment informed Cabinet of the work being undertaken to support post-COVID-19 economic recovery and specifically, the joint work with district/borough authorities on re-opening Derbyshire's main town centres, in line with Government guidance, and to set out the approach being adopted to create an immediate package of measures that would enable the re-opening of key town centres in as safe and effective way as possible within the timescales available.

As lockdown restrictions now started to be lifted, further funding and guidance had been announced to aid early recovery in key parts of the local economy; notably the re-opening of high streets and town centres. In addition to the £3.2bn package of support announced throughout March and early April 2020 to help local authorities deal with the immediate pressures of COVID-19, Government had since committed a further £50m aimed at supporting a range of safety measures (e.g. practical safety measures including new signs, street markings and temporary barriers) to help shops and other retailers get back on track and ensure that people could enjoy their time visiting their local high street safely. Councils would also be able to use this money to develop local marketing campaigns to explain the changes to the public and reassure them that their high streets and other commercial areas were safe.

The '*Reopening High Streets Safely Fund*', which came from the European Regional Development Fund (ERDF), was allocated to local authorities on a per capita basis and would be ready to spend from 1 June 2020. The Fund complements the other, recently announced, £250m '*Emergency Active Travel Fund*' which was aimed at facilitating immediate travel initiatives to get people back to work, leisure and learning safely, including pop-up cycle lanes and bus-only corridors. The travel fund forms

part of a wider package of funding targeted at generating more, long-term walking and cycling solutions which for Derbyshire would include strategic cycles routes, such as the recently approved Key Cycle Network.

These initiatives were supported by various Government policy notes such as 'Safer Public Spaces – urban centres and green spaces', 'Plans to Rebuild', Reopening High Streets Safely Guidance and Working Safely During Coronavirus – Shops and Branches which had been issued over the last few weeks. The policy notes provide various advice and guidance on the approaches and precautions to be taken on key matters, such as maintaining social distancing whilst facilitating safe use of the highway (roads, footpaths, pedestrianised areas etc). As with all things related to Coronavirus COVID-19, national guidance continued to be refined and amended and on 25 May 2020, Government set out a revised timetable for re-opening shops and town centres which extended the initial 1 June 2020 date to 15 June 2020 for certain types of premise.

It was recognised that shops, such as supermarkets and pharmacies, had been trading responsibly throughout the pandemic and that Government sees the reopening of non-essential retail as the next step in restoring livelihoods, restarting the UK's economy and ensuring vital public services continued to be funded. However, businesses would only be able to open from these dates once they have completed a risk assessment, in consultation with trade union representatives or workers, and were confident they were managing the risks, in line with the current Health and Safety legislation.

Derbyshire had a large number of town and local centres which fulfilled an economic function in supporting local communities with essential services Appendix 1 to the report, sets out the list of town centres that had been suggested as areas for concerted effort. However, the short timescales available from the policy being announced to 15 June 2020 when shops would re-open would require close and intensive work with the district/borough councils and this work would necessarily involve identifying the key/essential measures that would need to be put in place to allow safe pedestrian and vehicle movement. It was likely, therefore, that a phased approach and/or prioritisation to the introduction of measures would need to take place. As part of the Local Resilience Forum's Strategic Recovery Group (SRG), good progress had been made on setting up strong working arrangements to drive forward the economic recovery programme for Derbyshire. The County Council would chair the Economic and Business Recovery Cell constituted of key partners, such as the Local Enterprise Partnership (LEP), Job Centre Plus, further and higher education, business representatives and all the district/borough authorities.

Within these arrangements, the County Council's Economy and Regeneration and Highways services had been working with Heads of

Economic Development in the district/borough authorities since 15 May 2020 to develop safe and pragmatic plans on how to bring town centres and visitor hot spots back into active use in the immediate term. Details of the plans to be taken into account were presented.

This information was being collated and assessed by the County Council's Highways Service to understand the implications (statutory and otherwise) for the highway network. Potential measures being considered include interventions such as one-way pedestrian systems, temporary dedication of the network for cycling and walking, procedures and associated risks and the necessity for control within the highway, including civil parking enforcement. Detailed discussions were taking place between the County and district/borough councils over the period up to 1 June 2020 (and beyond to 15 June 2020) to develop and agree plans suited the individual circumstances of each town centre. Supported by the Derbyshire Chief Executives, it was proposed to confirm a core, 'Town Team' of key officers for each town centre which would include a highways lead contact, district/borough lead contact and any other appropriate officer. For those town centres which were also likely to encounter external visitor footfall, it was anticipated that other agencies may need to be involved in the Town Team, e.g. Peak District National Park, National Forest or Marketing Peak District and Derbyshire etc.

An effective Town Team was considered essential to the successful implementation of the proposals: ensuring an appropriate split of roles in line with statutory responsibilities; understanding the resource (staffing and cost) implications and how to ensure best use of all available resources; keeping stakeholders (including elected members) informed in a timely manner; identifying and resolving implementation issues; and ensuring that good practice was disseminated quickly to support a better visitor experience in the town centres. On behalf of the County Council, and to ensure compliance with highway safety requirements, the Council's Head of the Traffic and Safety Service would be instrumental in supporting the work of the Town Teams.

The Economy and Business Recovery Cell of the SRG would provide the management and delivery oversight to the work of the Town Team, ensuring liaison with other key partners such as Police and business representatives. Whilst it was clear that much work was progressing to support the immediate re-opening of town centres, for the next phase (July onwards), a more considered and strategic approach would be taken to developing Derbyshire's shared plans for town centres.

Attached at Appendix 2 to the report was a draft copy of an emerging policy note which would guide the medium to longer-term development of sustainable transport and connectivity solutions in and around the County. It was proposed this longer-term work would be overseen by the Economy and Business Recovery Cell, in close liaison with the Derby, Derbyshire,

Nottingham and Nottinghamshire (D2N2) LEP to ensure alignment to the Local Industrial Strategy and related funding programmes.

RESOLVED to note (1) the work being undertaken to support post-COVID-19 economic recovery and specifically, the joint work with district/borough authorities to develop plans to support the safe and effective re-opening of Derbyshire's main town centres, in line with Government guidance, and specifically the creation of 'Town Teams' (nominated officers) responsible for leading the implementation of those plans; and

(2) the emerging thinking in supporting longer-term revival of town centres and the joint work with district/borough authorities and the Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership (D2N2 LEP) in developing related proposals.

102/20 OUTCOME OF THE PUBLIC CONSULTATION ON THE FUTURE OF DIRECT CARE HOMES FOR OLDER PEOPLE (Adult Care)

The Executive Director – Adult Social Care and Health reported on the outcome of the consultation on the future of ten of the Council's homes for older people.

On 23 January 2020, Cabinet approved the following the commencement of consultation on the proposed closure of the following seven of the Council's homes for older people: Ladycross House (Sandiacre), Beechcroft (West Hallam), East Clune (Clowne), Holmlea (Tibshelf), The Spinney (Brimington), Goyt Valley House (New Mills) and Gernon Manor (Bakewell). Consultation was also commenced on the proposal to refurbish the following homes: Briar Close (Borrowash), Rowthorne (Swanwick), and New Bassett House (Shirebrook) and for funding for design and feasibility works to be undertaken on the three homes with funding to support market management and development activity associated with the implementation of the Older People's Housing, Accommodation and Support Strategy 2018-2035.

The consultation took place between 31 January 2020 and 24 April 2020 and Appendix 1 to the report, sets out the key themes from the consultation. The Chairman of the Scrutiny Committee (People) had been consulted and had agreed that the report was properly an urgent one and could not reasonably be deferred until the next meeting in light of the public interest in the outcome and the Covid-19 pandemic resulting in increased pressures on care homes.

The Council had taken account of the feedback received during the consultation and had determined that none of the homes should close at this time unless a direct alternative in the local community could be provided. If there were no direct alternatives in the local community the intention would be

to develop these prior to considering the future of the seven homes originally proposed for closure.

Whilst the Council understood the distress and anxiety which was caused during the consultation to residents, their relatives and staff working at these homes it was, however, essential to seek their views on the future of the homes given the condition of the buildings, the urgent need for major refurbishment and repair, the disruption which this would cause to residents and the potential cost of these repairs as well as concerns that they were not fit for purpose and not needed in the longer-term.

The Council had listened to the views of the consultees, particularly the residents and their relatives, who had asked for a different approach to be adopted. As a result, the Council would now be devising a plan for the future of the seven homes which had been proposed for closure and would be developing a new approach to develop local alternatives before consulting again on any individual home closure and/or setting aside funding where necessary to undertake works on the homes.

In respect of the consultation on the plan to refurbish the three homes, the feedback received during the consultation was positive and in agreement with the proposal. The needs analysis in the 23 January 2020 Cabinet report indicated that these homes were required in the medium-term (the next 5 years) and initial evaluation indicated that this remained the case notwithstanding the potential impact of the Covid19 pandemic). On this basis the intention was to proceed with the refurbishment proposals as planned. The Council's intention was for the refurbishment work to be undertaken with residents in situ if possible, and the Council would offer residents the choice of staying in the home or moving out while the work was carried out. A further report setting out the next stage in this process would be presented to Cabinet in due course.

As set out in the consultation proposals, a number of the homes required rewiring, and other urgent works as a priority. A plan would be devised in order to address this. Significant mitigation works had been undertaken to address the potential for an increased risk of fire at the homes, this included upgraded fire alarm systems, fire door replacement and some improved compartmentation. Further works might be required to address any further issues identified in the Technical Fire Risk Assessments in the future and this would need to be reflected in the revised strategy.

Additional night staff arrangements in those homes which required rewiring would continue until such time as it was deemed safe to scale this down. Our intention would be to maintain reduced occupancy in some of the homes in order to assist in managing risk or in preparation for refurbishment work to be undertaken. However, it should be noted some of the homes could

not be refurbished whilst residents remain living in them due to the building layout and configuration of the electrical systems.

The capital cost for the three homes to be refurbished was estimated to be £11.475m with residents remaining in situ whilst work was carried out. These costs included upfront design fees of £1.0m (as approved by Cabinet on 23 January 2020), costs associated with additional fire safety arrangements and the cost of refurbishment of the three homes. A further report detailing the business case which supported the next stage in the procurement process for refurbishment of these three homes would be presented to Cabinet in due course.

The capital costs associated with a revised plan for the seven remaining homes would be the subject of a further report to Cabinet when the plan had been developed. In the interim, costs associated with fire mitigation (additional staffing, lost income through partial occupation, any further remaining works associated with fire safety) would be met out of the balance of the £30m (£18.525m) set aside in the 23 January Cabinet report for this purpose. Whilst funding could be made available to meet the costs referred to in the report, the advice of the Council's Director of Finance and ICT was that Members must also consider the context of the current financial position referred to in the report on Covid-19 costs that had been considered and noted at the meeting in that there was a high degree of uncertainty regarding the full costs the Council would ultimately incur to meet Covid-19 pressures.

Due to the potential materiality and period over which these pressures might occur they could only be met with continued Government funding. In order to achieve its priorities over the short to medium-term, the Council would be looking to review its Medium-Term Financial Plan over the Summer and this might result in actions that were needed to maintain financial sustainability, Council Plan outcomes and essential service provision in the short to medium-term. This might affect the ability of the Council to deliver on lower priority initiatives which had an element of discretion around the timing and necessity of the expenditure to which it related.

RESOLVED to approve (1) further to the consultation none of the homes proposed for closure would close unless a local care home or alternative provision was available to replace and further consultation be undertaken as appropriate;

(2) that a further report setting out a programme of repair and refurbishment for these seven homes, to include any works required immediately to ensure their soundness and safety, would be presented to Cabinet in due course;

(3) that the plans to undertake a programme of work to refurbish New Bassett House, Briar Close and Rowthorne would continue with a further report presented to Cabinet seeking a business case and procurement approval in due course;

(4) that the Improvement and Scrutiny Committee - People be invited to consider including within its work programme, oversight of the next steps (with particular reference to the need for and type of local provision required) to ensure transparency of decision-making and to make any recommendations to Cabinet or elsewhere that might arise as a result of such scrutiny; and

(5) that a revised strategy and investment plan taking into account reviews of the Market Position Statement and of the strategic needs analysis would be presented to Cabinet by the end of 2020.

103/20 EXCLUSION OF THE PUBLIC FROM THE MEETING RESOLVED

that the public be excluded from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings.

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC HAD BEEN EXCLUDED FROM THE MEETING

1. To consider Minority Group Leaders' Questions (if any).
2. To confirm the Exempt Minutes of the meeting of Cabinet held on 14 May 2020.
3. To consider the exempt report on Markham Vale – Delegated Decisions (Clean Growth and Regeneration) (Contains Information Relation to the financial or Business Affairs of a Particular Person (Including the Authority Holding the Information)).

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER – YOUNG PEOPLE** held on 2 June 2020.

PRESENT

Cabinet Member - Councillor A Dale

Also in attendance – Councillors J Coyle and J Patten

27/20 **MINUTES** **RESOLVED** that the minutes of the meetings of the Cabinet Member for Young People held on 12 May 2020 be confirmed as a correct record and signed by the Cabinet Member.

28/20 **PETITION** **RESOLVED** (1) to receive the under-mentioned petition:-

<u>Location/Subject</u>	<u>Signatures</u>	<u>Local Member</u>
Request for New Parking Area at Hady Primary School, Hady Lane, Chesterfield	211	Councillor S Blank

(2) to note that the petition has also been received by the Cabinet Member – Highways, Transport and Infrastructure; and

(3) that the Executive Director for Children’s Services be asked to consider the matters raised.

29/20 **CONFIRMATION OF NOMINATIONS OF SCHOOL GOVERNORS** **RESOLVED** to approve the nomination of the following person to serve as Local Authority Governors:-

K Singleton - Hadfield Nursery

30/20 **ALL-WEATHER PITCH AT HIGHFIELDS SCHOOL, MATLOCK**
 Highfields School, Matlock has developed a scheme for an all-weather pitch and associated facilities, at a total cost of £873,351.25. The Authority secured £400,000 in Section 106 funding from a housing development at Bentley Bridge (reference 15/00861/FUL) which was index linked and a total of £442,352.94 has now been received. The School was making a contribution of £20,000 and was submitting an application for £413,999.25 Football Foundation funding The Authority as landowner of the school would be a party to the Football Foundation application.

The Authority will be a party to the application and have a shared responsibility for on-going maintenance and repair. However as school funding was

delegated to the school, the Authority was not in a position to commit to that ongoing revenue responsibility. If the Football Foundation Grant was approved, the Authority would enter into an indemnity agreement with the school to pass those revenue responsibilities to the school. The Section 106 funding would also be covered by a legal agreement to ensure that it is used in line with the agreement.

RESOLVED that (1) the allocation of £442,352.94 Section 106 funding towards the all-weather pitch and associated facilities at Highfields School, subject to the successful granting of Football Foundation funding, be approved; and

(2) officers ensure that as per the financial considerations contained in the report there is no ongoing liability for maintenance to the Local Authority and the school is fully aware of their responsibility for ongoing revenue and maintenance costs.

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR HEALTH AND COMMUNITIES** held on 5 June 2020.

PRESENT

Councillor C Hart – Cabinet Member

Also in attendance: Councillors G Wharmby and D Allen

12/20 **MINUTES** **RESOLVED** that the non-exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 14 May 2020 be confirmed as a correct record.

13/20 **DERBYSHIRE GYPSY LIAISON** The Cabinet Member was asked to consider a grant request of £3,500 from the Derbyshire Gypsy Liaison Group in recognition of its work with Gypsies and Travellers in Derbyshire in the year 2019-2020.

The Liaison Group's work with traditional Romany Gypsies and Irish Travellers included a supporting role with the three Council-owned Traveller sites in Derbyshire, assistance with private site planning applications and dealing with issues of education, health and welfare of Travellers. The group also co-ordinated and delivered public events to raise awareness of relevant and important issues, for example, Holocaust Commemoration.

Over the years the Authority held regular discussions with the Liaison Group on issues arising from unauthorised encampments, site management and developing good practice in dealing with unauthorised encampments. The Group relied on small annual grants to cover the baseline running costs and received £3,500 in the year 2018/2019.

RESOLVED to approve the grant of £3,500 to the Derbyshire Gypsy Liaison Group for the year 2019-2020, subject to the County Council's standard conditions of grants.

14/20 **EXCLUSION OF THE PUBLIC** **RESOLVED** that the public, including the press, be excluded from the meeting during consideration of the remaining item on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings:

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC, INCLUDING THE PRESS, WERE EXCLUDED FROM THE MEETING

1. To consider the exempt report of the Executive Director of Commissioning, Communities and Policy on the Provision of Essential Domestic Abuse Support Services, Post Lockdown (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR HEALTH AND COMMUNITIES** held on 25 June 2020.

PRESENT

Councillor C Hart – Cabinet Member

Also in attendance: Councillor G Wharmby

16/20 **DECLARATION OF INTEREST** The Cabinet Member declared a personal interest as a member of the Board of the Derby County Community Trust (minute 21/20).

17/20 **MINUTES RESOLVED** that the non-exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 5 June 2020 be confirmed as a correct record.

18/20 **URGENT DECISION TAKEN BY THE EXECUTIVE DIRECTOR OF COMMISSIONING, COMMUNITIES AND POLICY - FUNDING TO SECURE AND PROVIDE EMERGENCY ACCOMMODATION FOR ROUGH SLEEPERS IN DERBYSHIRE DURING THE COVID19 LOCKDOWN** The COVID19 pandemic and subsequent social isolation measures had placed significant pressure on, and presented many challenges for, the Council, district and borough councils, other public sector providers and communities to support those unable to meet their basic needs, not least rough sleepers and the homeless across the county. To ensure that this vulnerable group were supported during this time, it was necessary for the Council and district and borough councils to secure and provide emergency accommodation for those at greatest risk.

Due to the urgency of the support required by rough sleepers and the homeless, the speed at which the lockdown was implemented nationally and the need for district and borough councils to act quickly given the rapid removal of the supply chain, an urgent decision was sought from the Executive Director of Commissioning, Communities and Policy for permission to provide match funding to district and borough councils to support the block booking of hotel accommodation in the north and south of the county to meet demand and provide the right amount of flexibility of supply.

Discussions with two hotels initially took place to ensure provision was available for a period of four months. Accommodation was subsequently secured at one hotel in Derbyshire and approximately 80 homeless people were supported during this time. The accommodation was provided on a voluntary basis for homeless persons to utilise.

A copy of the urgent decision of 27 March 2020 was appended to the report. The urgency of support required and the need to secure funds to block book accommodation at a time when the sector was shutting down meant that

consultation with the Leader of the Council took place in advance of the decision being made.

The cost of match funding the provision of emergency accommodation for homeless people in Derbyshire during the Covid-19 pandemic was estimated to be no more than £250,000. The Council had received £37m of additional Government support towards the costs of Covid-19 which would be spent by the middle of July. The Council would require additional support from Government over the coming months.

RESOLVED for the Cabinet Member to note the Urgent Decision report.

19/20 KEEPING EVERYONE IN – DERBYSHIRE HOMELESSNESS COVID-19 RESPONSE On 23 March 2020, the Government asked all councils in England to bring in everyone who was rough sleeping, and subsequently everyone who became homeless during the lockdown period. An urgent decision, to provide funding to support district and borough councils in securing and providing emergency accommodation for rough sleepers, taken by the Executive Director for Commissioning, Communities and Policy, was the subject of a separate report to this meeting.

To date, Derbyshire, district and borough councils had brought in 80 people, the majority of which had been placed in hotel accommodation. At the start of the crisis, district and borough councils, with the County Council, worked together to collaborate on the temporary acquisition of hotels to create much needed extra housing capacity to shield a large portion of the homeless and rough sleeping cohort. This had proven to be a major success with several agencies and organisations involved, to look after some of the most vulnerable people in society through the worst times of the Covid-19 crisis.

The hotel provision could not be retained beyond the end of June 2020. In addition, partners did not expect the ‘everyone in’ initiative to continue much further and necessary resources were needed to support and re-house as many people as possible into longer term accommodation. Most of the people accommodated in hotels, guest houses and B&B’s would have nowhere to go, and support services would not be able to provide the care and expertise required for the amount of people being released onto the streets. This was unacceptable to partners involved in supporting the homeless cohort during the lockdown.

Work was taking place to build on the collaborative approach that had been nurtured over the last few months. Proposals to put in place a recovery service ‘Keeping Everyone In’ was part of Derbyshire’s Covid-19 homelessness response. Priorities for the on-going response were:

1. Put in place the necessary support to help people find accommodation and then keep them in, to prevent further homelessness and negate the impact on key services and the public purse.

2. Create the necessary housing capacity in the supply chain including council temporary accommodation, social housing, private rented accommodation, refuge spaces and supported accommodation.
3. Continue with the full collaborative approach taken between sectors and embed this into the ongoing recovery and beyond.

Proposals, which were detailed in the report, would see the current partnership provide an intensive and wrap-around support service to a cohort of approximately 60 homeless people in Derbyshire who had been placed in temporary accommodation by local authorities during the pandemic. The cohort, for which this service was intended, was a complex group for whom existing provision would not sufficiently meet their needs, and who therefore “fall between the gaps” or receive services unsuitable for their level of need and/or circumstances. Existing services were already at capacity and in many cases operating waiting lists, thus creating a barrier to timely access.

The minimum anticipated cost of proposals was estimated to be in the region of £224,000 which would support six Link Workers and one Senior Link Worker. Specialist Link Workers, including a Mental Health Nurse and a Specialist Addictions Support Worker were estimated to cost in the region of £57,000 and £45,000 respectively and were recognised as potential excellent additions to the team to provide a comprehensive service to the cohort that had been identified.

The County Council’s financial contribution was estimated to be no more than £125,000. However, as proposals were at an early stage of development, the Council would also be required to support the on-going collaborative partnership response, helping to shape and deliver proposals to support homeless people in Derbyshire. Given the nature of the emerging response and the ongoing development of the recovery service, it was recommended that further progress reports be brought to future Cabinet Member meetings.

RESOLVED that the Cabinet Member to (1) note the work taken place during the current Covid-19 pandemic to support homeless people in Derbyshire through the provision of emergency accommodation and support;

(2) support the on-going Derbyshire Covid-19 response and the County Council’s continued involvement in collaborative approaches to support homeless people across the county;

(3) approve £125,000 funding for proposals to establish a recovery service ‘Keeping Everyone In’ as set out in the report to be met from the funds received from the Government’s Covid-19 Emergency Support Fund; and

(4) receive further reports on progress in due course.

20/20 ESTABLISHING A PUBLIC HEALTH EMERGENCY FUND TO SUPPORT THE RESPONSE TO COVID19 The Cabinet Member was asked to approve the set-up of an emergency fund of up to £50,000 to support

community and voluntary sector organisations to continue their involvement in the community response to COVID19.

It had become apparent that a number of community and voluntary sector organisations had insufficient resources to maintain their current level of response to the COVID19 pandemic. The national shielding, social isolation and social distancing requirements had also compelled many organisations to quickly adapt their service delivery model to operate within the guidance, often requiring additional resources to enable this.

The creation of a Public Health Emergency Fund that supported voluntary and community sector organisations with funding up to a maximum value of £2,000 for constituted groups and £250 for non-constituted groups was proposed, allowing them to play a key role in the local response. Organisations were eligible to receive funding if they meet certain criteria, which was set-out in detail within the report.

The Fund would come from the Public Health Reserve and, as such, any proposed use of the Emergency Funding must be linked to an existing Public Health work programme in order to run concurrently with other corporate grant schemes, whilst retaining a clear focus on improving public health outcomes.

To apply for Emergency Funding, organisations would provide details to the Director of Public Health (or an Assistant Director of Public Health) of the funding required and its purpose. It was therefore proposed that the Cabinet Member delegated authority to the Director of Public Health to determine whether organisations should receive funding.

The fund would operate for a period of 12 months, and be reviewed by the Cabinet Member and the Director of Public Health. If the fund was fully allocated prior to the 12 month review then the Cabinet Member and the Director of Public Health will determine whether to extend the value of the Emergency Fund.

RESOLVED that the Cabinet Member (1) approve the establishment of a Public Health Emergency Fund of £50,000 to support the response of the community and voluntary sector to the COVID19 pandemic;

(2) delegates authority to the Director of Public Health to approve awards of no more than £2,000 to individual organisations; and

(3) receives details of recipient organisations on a quarterly basis.

21/20 EXTENSION OF GRANT TO DERBY COUNTY COMMUNITY TRUST TO DELIVER THE ‘ACTIVE CHOICES’ PROGRAMME The Cabinet Member was asked to approve the allocation of a grant extension of £35,802 to Derby County Community Trust, to continue the delivery of the Trust’s “Active Choices” sport and exercise programme from 1 July 2020 to 31 March 2021.

On 6 June 2019, Cabinet approved the award of a grant of £47,736 to the Trust to continue delivery of its Active Choices programme of sport-based activities to people working towards recovery from drug and alcohol misuse in the localities of South Derbyshire, Erewash and Amber Valley, for a period of twelve months to 30 June 2020.

The project commenced in June 2018 and was sourced in response to the success of a similar grant-funded drug and alcohol recovery programme delivered in Chesterfield and North East Derbyshire by Chesterfield Football Club Community Trust. It was recognised that professional football clubs can attract people who otherwise may not consider an exercise-based programme, because they value the association with the club.

Participants had predominantly been recruited from the adult substance misuse treatment service and had engaged with 121 individuals: 72 of these were retained for more than 3 months in activities which improved their physical and psychological wellbeing. The vast majority of participants reported an improvement in their self-esteem.

The Trust continued to adapt the programme to encourage greater participation. In January 2019 badminton sessions were added to the established football and boxercise sessions and from October 2019, it had developed social groups in Swadlincote and Ilkeston as a way for people to engage with the project before taking part in the activities that helped build their confidence and get to know other people

The Trust wished to continue funding the delivery of the programme for a further nine months to align it with the other drug and alcohol recovery projects, which will also ran to the end of March 2021.

RESOLVED that the Cabinet Member approve the award of a grant of £35,802 to Derby County Community Trust to deliver its Active Choices programme in South Derbyshire, Erewash and Amber Valley for a further nine months from 1 July 2020 to the 31 March 2021.

22/20 **EXCLUSION OF THE PUBLIC** **RESOLVED** that the public, including the press, be excluded from the meeting during consideration of the remaining item on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings:

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC, INCLUDING THE PRESS, WERE EXCLUDED FROM THE MEETING

1. To consider the exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 5 June 2020.

23/20 **MINUTES** **RESOLVED** that the exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 5 June 2020 be confirmed as a correct record.

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER – ADULT CARE** held on 11 June 2020 at County Hall, Matlock.

PRESENT

Councillor J Wharmby (in the Chair)

Also in attendance were Councillors C Dale, and S Swann.

14/20 **MINUTES RESOLVED** that the minutes of the meeting held on 16 April 2020 be confirmed as a correct record and signed by the Cabinet Member.

15/20 **PETITIONS TO BE RECEIVED** The Cabinet Member received petitions forwarded to the County Council relating to matters contained within the portfolio of the Cabinet Member for Adult Care.

In compliance with the Council's Petition Scheme, 10 petitions were presented for receipt, investigation and formal response by the Executive Director for Adult Social Care and Health.

RESOLVED that (1) the petitions listed above be received and noted; and (2) the Local Members and lead petitioners be advised that in order to alleviate the anxieties for residents, family members and staff, as well as to bring clarity for the market as a whole, an urgent report had been submitted to Cabinet on 4 June 2020 recommending that following the consultation on the future of direct care homes for older people none of the homes proposed for closure would close unless a local care home or alternative provision was available to replace and further consultation had been undertaken as appropriate; and a further report setting out a programme of repair and refurbishment for these seven homes, to include any works required immediately to ensure their soundness and safety, would be presented to Cabinet in due course.

16/20 **REVIEW OF URGENT OFFICER DECISIONS REPORTED TO CABINET 23 APRIL 2020** The challenges relating to the COVID-19 pandemic had necessitated urgent decision making processes by the Executive Director for Adult Social Care and Health and Directors to be implemented to ensure the welfare of service users and the public and to safeguard the interests of the Council. The decisions had been made under the urgent delegated powers of the Executive Directors as set out in the Constitution.

In the main, the decisions related to short-term temporary arrangements which were subject to regular review. This had been particularly important where subsequent Government guidance had been issued notably in the area of

Adult Social Care. It had been intended that as Cabinet were now able to function with meetings being held 'remotely', the need for officers to make urgent decisions would now diminish.

However, it was important that officer decisions were kept under regular review by Elected Members and officers. At the 4 June Cabinet meeting it had been agreed that Cabinet would formally delegate review decisions to the relevant Cabinet Member (CABCO) meeting as these were meetings held in public, virtually if necessary, in order to ensure maximum transparency. A summary of review decisions made by Cabinet members would be reported to Cabinet every two months.

As a further safeguard, any significant reductions in service that had been reviewed and substantially maintained over any eight week period would be referred to Cabinet as soon as possible after the eight week period for ratification.

A summary of the reviews that had taken place since Cabinet initially approved these urgent officer decisions on 23 April 2020 and at other subsequent meetings of Cabinet along with notes and suggested recommendations in relation to the decision for the next fortnight had been presented. All review decisions to date had been discussed with the Executive Director and Cabinet Member following review by SMT.

RESOLVED to (1) note the review of decisions made under urgent delegated powers arising from the COVID-19 Pandemic; and (2) agree that future review decisions be made on a fortnightly basis by the Cabinet Member for Adult Care.

17/20 **EXCLUSION OF THE PUBLIC RESOLVED** that the public be excluded from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings:-

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC WERE EXCLUDED FROM THE MEETING

1. To confirm the exempt minutes of the meeting of the Cabinet Member for Adult Care held on 16 April 2020.
2. To receive the report from the Executive Director for Adult Social Care & Health on the Review of Urgent Officer Decisions Reported to Cabinet 23 April 2020.

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR STRATEGIC LEADERSHIP, CULTURE AND TOURISM** held on 18 June 2020.

PRESENT

Cabinet Member – Councillor B Lewis

Also in attendance – Councillor P Smith

Apologies for absence were submitted on behalf of Councillor R Flatley

22/20 **MINUTES RESOLVED** that the minutes of the meeting held on 15 May 2020 be confirmed as a correct record.

23/20 **EXCLUSION OF THE PUBLIC RESOLVED** to exclude the public from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of exempt or confidential information

SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC WERE EXCLUDED FROM THE MEETING

1. To consider the exempt report of the Executive Director Commissioning, Communities and Policy on Call Derbyshire Restructure (contains information which is likely to reveal the identity of an individual)

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DERBYSHIRE COUNTY COUNCIL

CABINET

9 July 2020

**Report of the Executive Director Commissioning,
Communities and Policy**

**COUNCIL PLAN REFRESH 2020/21
Strategic Leadership, Culture and Tourism**

1. Purpose of the Report

To recommend the authority's revised Council Plan refresh 2020/21 for approval by Full Council.

2. Information and Analysis

The Council Plan sets out the future direction of the Council, the outcomes that the authority is seeking to achieve and priorities to focus effort and resource. In May 2019, Council approved a substantially revised Council Plan for 2019-21, which sets out a smaller number of focused priorities, supported by key deliverables. A review and refresh of the Plan takes place each year to ensure the Plan remains up to date and is fit for purpose. Cabinet recommended the authority's Council Plan refresh 2020/2, on 16 March 2020 for approval by Full Council.

However, the outbreak of coronavirus and the ensuing pandemic has had a significant impact on the work of the Council and as a result a further review and refresh of the Council Plan has now taken place. Key changes to the Plan reflect the vital community leadership role the Council has played and will continue to play over the next twelve months, in ensuring work with partners and local communities addresses both the challenges and opportunities presented by Covid-19 and climate change.

In particular, the Plan looks to harness the positive changes resulting from the recent disruption and will ensure the Council continues to:

- Work alongside local communities, partners and businesses, providing strong leadership, support and the reassurance needed to direct people through the crisis.
- Build on our Derbyshire Spirit and harnesses the increased number of local volunteers who have mobilised during the current pandemic, supporting local communities and the voluntary and community sector to thrive

- Maximise the opportunities presented by the increase in remote home working and the reduction in travel to accelerate our asset management proposals and reduce our carbon footprint.

The revised Council Plan refresh 2020/2 is attached at Appendix A for consideration.

The Plan is supported by a more detailed delivery plan, which has been updated and is attached at Appendix B. The delivery plan sets out clear timescales and lead responsibility. The refreshed Plan and delivery plan are recommended for approval by Full Council. The Council will continue to assess progress through regular monitoring of the deliverables and performance against the key measures set out in the Plan.

3. Financial, Human Resources and Property considerations

Considerations around empowering staff to be creative and agile, improving employee wellbeing, spending money wisely and improving the management of our land and assets are included in the Plan.

4. Transport considerations

The Plan includes deliverables on investment in well maintained roads and highways infrastructure, the development of electric vehicle charge points and maintaining high levels of customer satisfaction with highways and transport services.

5. Environmental and Prevention of Crime and Disorder considerations

Considerations around the environment and the prevention of crime and disorder are reflected in the Council Plan outcomes of happy, safe and healthy people and a great place to live, work and visit. The Plan includes a priority for a “prosperous and green Derbyshire” and deliverables to support this key area of work.

6. Health and Equality of Opportunity considerations

The Council’s commitment to enhancing the wellbeing of communities and individuals and to promoting equality and diversity have been embedded throughout the Council Plan.

7. Other Considerations

In preparing this report the relevance of the following factors has been considered: legal and human rights.

8. Key Decision - No

9. Call-in

Is it required that call-in be waived in respect of the decisions proposed in the report? No

10. Background papers

Files and supporting papers held in the Organisational Development and Policy Division, in the Commissioning, Communities and Policy department.

11. Officer's Recommendations

It is recommended that Cabinet recommend the authority's refreshed Council Plan 2020/21 for approval by Full Council.

Emma Alexander
Strategic Director Commissioning, Communities and Policy

Appendix A



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Working for Derbyshire

Council Plan 2019-21 (Refresh 2020-21)

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Foreword

Derbyshire is a wonderful place to live, work and visit and I have always been very proud to lead an organisation that works so hard and so well to support services that help to make our wonderful county what it is.

My pride has never been greater than it has over the past few months when the Council has come together with its partners and communities to work as one and help to get us all through the coronavirus pandemic.

Everyone has had to make many adjustments and the Council is no different. Huge changes to the way we do things have been made over the past few months to try to mitigate the effects of the virus outbreak in every aspect of our work and the services we provide.

We have faced the challenges with a dynamic and flexible response and there is no doubt the decisions taken have ensured the most has been made of our resources while providing the best possible services we can and protecting our most vulnerable.

It is well documented that there is a lot less money to spend than there used to be. We have had to reduce our spending by a third since 2010 and still have substantial savings to find. Coronavirus will inevitably impact on the Council's budget too, and this will be reflected in decisions we will face in the future. What will not change is our approach to delivering services, which aims to be one where we support individuals and communities to get on in life and make a difference to where they live.

Our focus as we go forward will be to support our communities through any longer-term effects of coronavirus, helping them to recover and rebuild. We already know how resilient and strong they are, and it will continue to be our job to support them any way we can to thrive and prosper.

We have an excellent base on which to build. We already have good schools for our children, relatively low crime rates across the county and beautiful countryside which we will once again enjoy. We will support our local economy to get back to full strength, particularly our hard hit hospitality and tourism industry.

And we will continue with the strong work we started on tackling climate change and reducing our carbon footprint. Our commitment is set out under the heading 'A prosperous and green Derbyshire', and our goal remains the same – by 2032 your council intends to be carbon neutral in terms of the property we run, street-lighting and our vehicles.

The council's carbon footprint makes up just one per cent of Derbyshire's emissions however, and we will continue to work together with district and boroughs, the City Council, businesses and communities to bring about radical change.

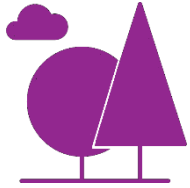
The impact of coronavirus on our residents, businesses and the Council is reflected in this refreshed plan, and the virus hasn't changed the fact we remain ambitious for our county.

Our refreshed plan makes clear that our continued energy and resources will be focused on working with you to make that difference. This includes repairing and maintaining Derbyshire's roads to a high standard, supporting our schools to raise the achievement bar even higher and helping people who are more vulnerable to live and flourish in their own communities. Our efforts will also continue to concentrate on encouraging investment and growth, to bring about greater prosperity which will benefit us all.

We will work to deliver what we set out to do in an enterprising way with value for money at the heart of this, protecting and nurturing what we love about living and working here, strengthening and supporting recovery where it's needed and constantly trying to make life better for everyone.

**Cllr Barry Lewis,
Leader of Derbyshire County Council**

About Derbyshire



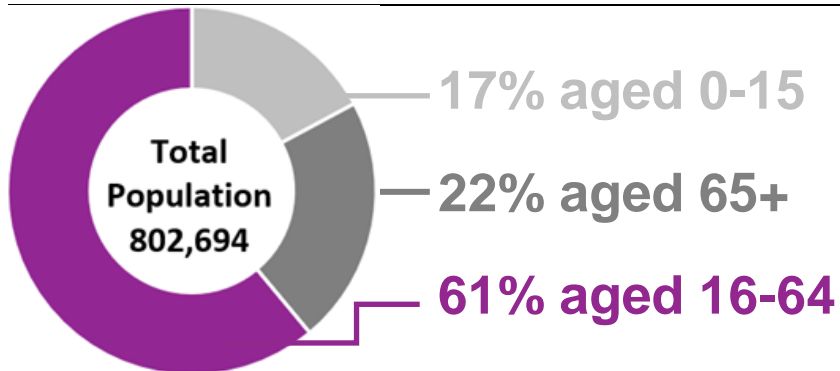
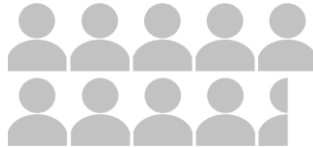
A county with a **rich**, diverse heritage with **spectacular** landscapes such as the Peak District National Park and other unique attractions

Derbyshire is a largely **rural** county with many sparsely populated areas alongside larger built-up urban conurbations



Derbyshire's population is expected to increase by **13%** by **2043**

Around **9.5 million** people live within easy reach of Derbyshire in the surrounding cities of Derby, Sheffield, Nottingham, Manchester and Leicester



Population growth varies across the county ranging from just **5.2%** in Derbyshire Dales to **30.1%** in South Derbyshire

Derbyshire's economy is worth **£15.4 billion** and prior to Covid-19 had grown significantly over recent years



4.2% or **32,652** people living in the county are from Black and Minority Ethnic groups

28 market towns play a significant role in the local economy. Chesterfield is the area's largest town, with a population of **104,600**



People aged 65 and over

About the Council



Has **64** elected members who represent the residents of Derbyshire



Provides services to almost **17,000** older, vulnerable and disabled people and supports **21,000** carers and over **270** young carers across Derbyshire

Runs **45** branch libraries, **2** mobile libraries, **1** museum and **1** record office which together welcome over **2 million** visits each year



Runs **21** children's centres and supports **146** day nurseries, **112** pre-schools, **221** out of school clubs, **8** creches, **22** holiday schemes and over **480** childminders providing early years support



Maintains almost **3,335** miles of roads and **2,796** miles of footway each year



Looks after **1,182** bridges, **1,000** footbridges, **3,093** rights of ways and over **610** miles of retaining walls

Employs more than **13,000** people and has a budget of more than **£500 million**



Runs **nine** household waste recycling centres and disposes of more than **389,000** tonnes of waste each year



Working with **416** schools (including academies) with approx. **6000** teachers (full-time equivalents), teaching **107,000** children



Maintains **89,650** streetlights and **76,984** traffic signs

Ambition

We will strive to be:

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

Values

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The way we work – we will:

- **Be open, honest and accountable** ensuring the decisions that we make are fair and transparent
- **Spend money wisely** making the best use of the resources that we have
- **Work with partners and local communities** because we know that we cannot tackle complex problems on our own
- **Listen to local people** ensuring we are responsive and take account of the things that matter most to them

Outcomes

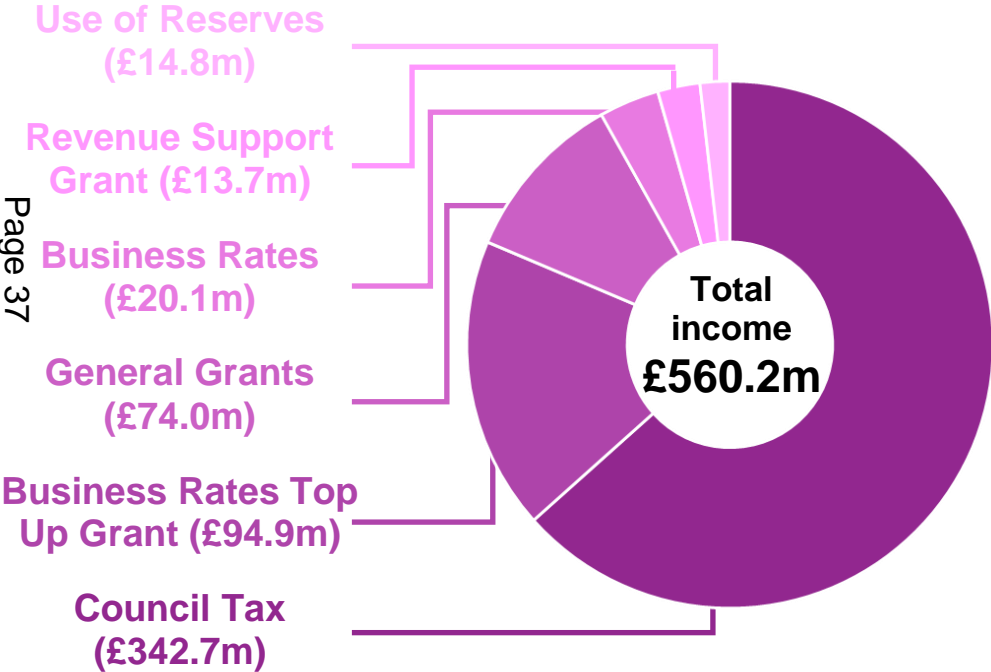
We want Derbyshire to have:

- **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 vibrant schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all
- **High quality public services** that work together and alongside communities to deliver services that meet people's needs

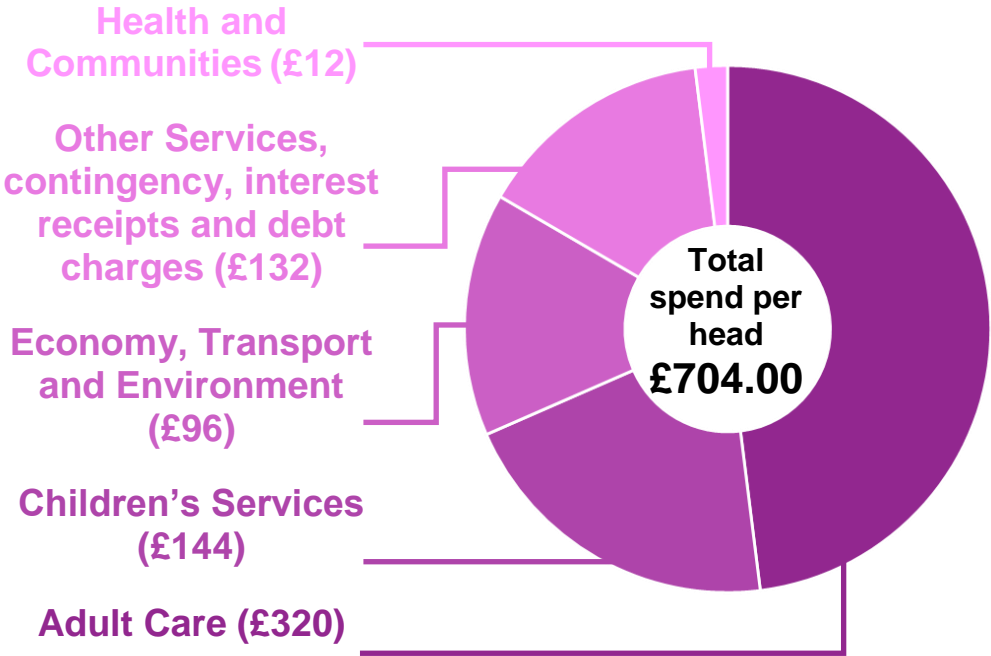
Budget

In 2020/21, the Council's budget of £560.2m will be used to deliver a broad range of services including its statutory responsibilities. This money comes from six main sources. The Council will spend £704 for every resident in Derbyshire to support the delivery of services.

Where the money will come from (£m)



How the money will be spent (£/head of population)



Our Strategic Approach

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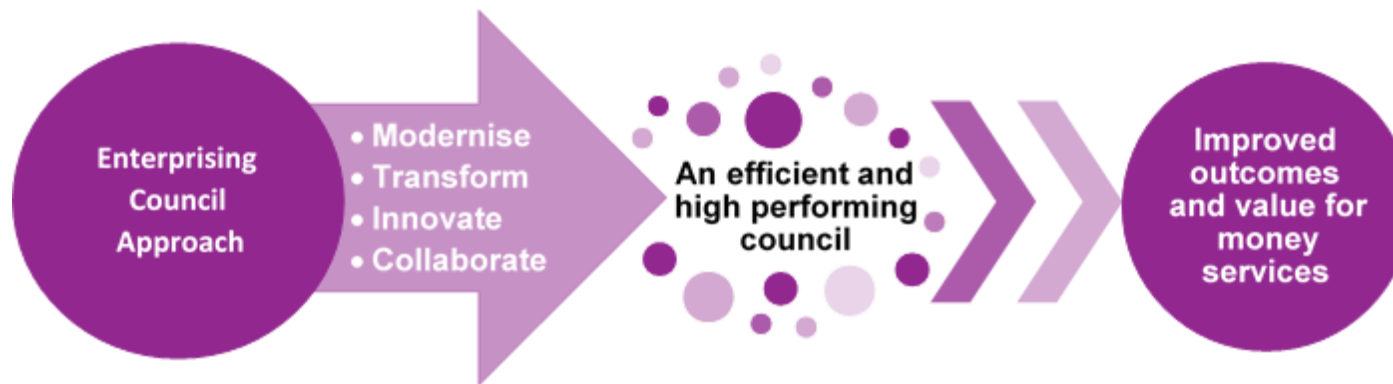


Enterprising Council

The role and shape of public services has changed dramatically over recent years. Reduced public sector funding and increasing demand for services driven by demographics and long standing social, health and economic pressures mean that the Council, like many other authorities across the country, continues to face significant challenges in providing the services that local people need and want with available resources.

The Council has made huge progress in recent years. However, more needs to be done to drive forward the radical transformation needed to continue to improve performance and ensure the sustainability of the organisation in the short, medium and long term. Moving forward, the Council will need to be innovative, think differently about the way services are delivered and not be afraid to make the bold decisions that are ahead.

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The Council has committed to becoming an **Enterprising Council**, taking forward an ambitious programme of whole Council transformation and cultural change. Our One Council approach will ensure we have the necessary plans in place to modernise, innovate, transform and collaborate to meet our ambitions, making identified savings whilst continuing to deliver priorities and achieve better outcomes for local people.

Key Challenges & Opportunities

Coronavirus Pandemic

The coronavirus pandemic is challenging how the Council works in ways never experienced before. The Council recognises that many people are facing uncertain times with health or financial worries. Some people are unable to work, and others are having to adapt to new ways of working. It is also a really difficult time for employers across the county with whole sectors of the economy coming to a standstill and others that have had to modify how they operate.

These new challenges require a dynamic and flexible response. The Council is prepared to work differently to ensure we make the most of our resources to provide the best possible services for local businesses and communities.

Across Derbyshire both residents and businesses have shown great community spirit and resilience. Local communities have mobilised to support one another and the significant increase in the numbers of people volunteering demonstrates the powerful impact that can be made when local communities and public services join together to work in partnership.

As the county emerges from the pandemic it is vital that the Council continues to provide strong leadership through its community leadership role, working alongside partners, businesses, local communities and volunteers to offer the support and reassurance needed to direct people through the crisis. Strengthening partnership working between public services and local communities, particularly through our thriving communities approach and Vision Derbyshire will therefore be key.

The Council will drive forward plans for recovery and renewal over the next 12 months, ensuring that businesses embrace the recent changes and new ways of working will be essential in rebuilding a stronger and greener local economy. Looking to the future it will be important to harness all of these strengths and any other opportunities that arise.

Climate Change

Climate change is one of the major issues of our time. The work is essential, not just to limit the impact of global warming by tackling harmful carbon emissions, but also to help in adapting to the changing climate. Locally, the effects of rising global temperatures have led to more frequent extreme weather events such as heatwaves, droughts, storms and extreme rainfall resulting in flooding as seen when the River Derwent burst its banks. The Council is committed to developing a Good Growth Strategy that will help mitigate the devastating impact such events can have upon local businesses and communities.

The Council is working with partners to reduce emissions across the county through the Derbyshire Environment and Climate Change Framework. The aim is to reduce emissions from the Council's estate and operations to net zero carbon by 2032 through the Carbon Reduction Plan. Over the last 10 years the Council has already cut its emissions from estate and operations by 48%.

Derbyshire County Council has committed to net zero carbon emissions by 2032



The coronavirus pandemic has affected most people's way of life, leading to behaviour changes that have had a positive impact upon the climate. There have been significant changes in travel patterns over recent months with more people now shopping locally, walking and cycling due to social distancing measures. Less people are using their cars as a result of the increase in home working and online meetings. This has led to a reduction in carbon emissions and improved air quality.

Such positive changes provide an opportunity to accelerate our plans for the future and review and transform how we operate. The pandemic has offered unique insight into how we can work differently. Expanding our short-term emergency strategy into a long-term asset led transformation strategy will be vital in reducing our operational and carbon footprint, as well as, improving employee work/life balance and enabling dynamic service delivery.

We're making good progress.....

Continued to spend money wisely, funding high quality, value for money services which people rely on. We are on track to achieve £11 million of savings to our budget in 2019/20, taking the total saved between 2010 and 2020 to £247 million



Made £100,000 available to help residents and businesses affected by flooding and took part in a multi-agency response at Toddbrook Reservoir preventing the dam breaching and ensuring the safety of thousands of local residents



Supported, since 2017, 394 new apprenticeships in a wide variety of occupations with Derbyshire County Council. These include surveying, horticulture, ICT, trading standards, road working, civil engineering, health and social care and catering

Awarded £632,000 in Action Grants to community groups to support 712 projects across Derbyshire, since the scheme launched in May 2018



Delivered faster broadband to over 106,000 premises, of which over 99,000 have access to superfast (in excess of 24Mbps) broadband



Helped fund a £2 million project 'Invest in Derbyshire' supporting businesses looking to move to Derbyshire

The project has helped more than 40 firms bring more than 100 new jobs to the county and will be extended for a further three years with the aim of supporting 80 more businesses relocate to or start-up in the county



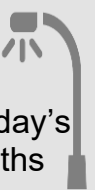
Approved the Council's draft Carbon Reduction Plan and adopted the aim to have net zero greenhouse gas emissions by 2032. Set aside more than £4 million to tackle climate change and continued to implement energy efficiency measures in our buildings, reducing emissions by 54% from the 2010 baseline

Set up a Value for Money Board with representatives from local businesses to ensure Council contracts deliver value for money



Supported students to achieve their potential, 65% of students achieved grade 4-9 in English and Maths GCSE and 43.6% achieved the higher benchmark of grade 5-9, both significantly better than national figures for the last 3 years

Progressed our LED street lighting project which has saved 4.6 million kWh of electricity, 2,000 tonnes of CO2 emissions and £690,000 at today's energy prices, over the last 12 months



Priorities

The Council provides a wide range of services to support residents and businesses in Derbyshire to thrive. The following five strategic priorities have been identified to direct improvement activity over the coming years.



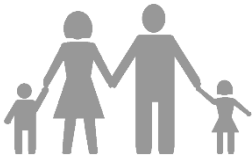
Value for money



A prosperous and green Derbyshire



Empowered and self-sufficient communities



A focus on prevention and early intervention



High performing council services

Value for money

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Deliverables

In the next year we will have:

- Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures
- Achieved all planned budget savings in the medium term
- Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19
- Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners
- Lobbied Government to secure a better funding settlement
- Reviewed and transformed key services - highways, libraries and countryside services - to ensure a mix of in-house and commissioned provision
- Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce
- Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets
- Improved employee well-being redefining and reprioritising the Wellbeing Action Plan
- Ensured contract decisions deliver value for money through our Value for Money Board
- Achieved key milestones in the implementation of the Procurement Strategy to help the Council to procure goods and services which achieve value for money

In four years we will have:

- Maintained the lowest possible Council Tax, recognising that Covid-19 has created unplanned cost pressures
- All budget savings have been identified and delivered by 2024/25
- Reviewed every service to improve efficiency and effectiveness
- Delivered the Information and Communications Technology Strategy 2018-2023 to streamline service delivery and embed modern working practices
- Significantly reduced our land and building assets and improved the management of those that remain
- Achieved excellence in contract management
- Gained national recognition as an excellent Council

A prosperous and green Derbyshire

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Deliverables

In the next year we will have:

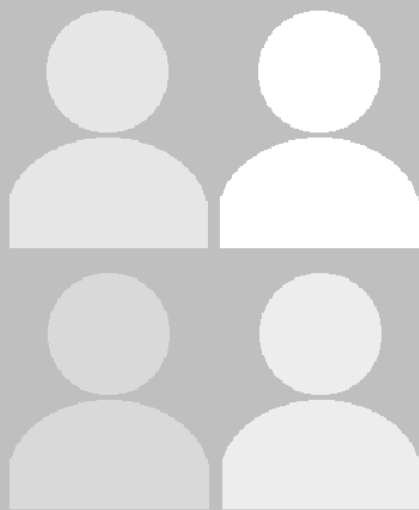
- Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal
- Worked to maximise growth opportunities arising from HS2 and mitigated impact
- Delivered the new “Invest in Derbyshire” programme
- Delivered the Employment and Skills Strategy action plan in line with programmed timescales, including improved co-ordination of Council activity
- Assisted in the successful implementation of a manufacturing zone in North Derbyshire
- Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale
- Increased fibre enabled broadband coverage across Derbyshire for homes and businesses
- Invested in well maintained roads and highways infrastructure
- Completed the development and started the implementation of The Derbyshire Infrastructure Plan to support good growth
- Implemented the Carbon Reduction Plan, accelerating changes to working practices introduced during the pandemic
- Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour
- Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions

In four years we will have:

- Rescoped and redefined the Derbyshire economy fit for the 21st Century, embracing low carbon sectors and low carbon development in the drive for good growth
- Secured significant domestic and international inward investment into the County
- Supported lower carbon emissions through implementing improved sustainable innovations in digital connectivity such as charging for electric vehicles and 5G mobile
- Supported the creation of growth zones at Chesterfield and Toton
- Sustained investment in well maintained highways infrastructure
- Supported economic renewal in Derbyshire through the effective use of the Midlands Engine Strategic Programme Development Fund
- Increased social mobility in Derbyshire with a focus on South Derbyshire and Amber Valley
- Brought forward redevelopment of the former Coalite site in Bolsover
- Implemented renewable energy generation for both large scale and microgeneration on our land, buildings and in our communities

Empowered & self- sufficient communities

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Deliverables

In the next year we will have:

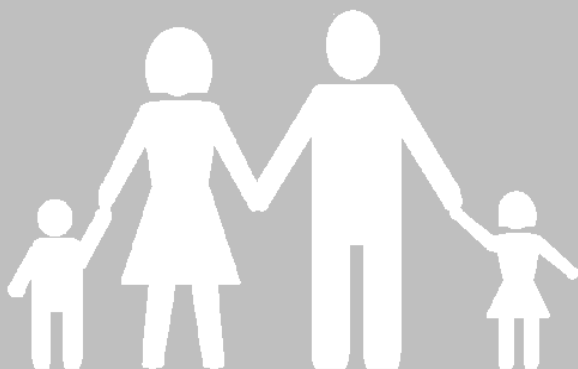
- Rolled out the Thriving Communities programme across 13 localities
- Reviewed grants and developed a new offer to voluntary and community groups, learning from the remarkable response to the pandemic and supporting the sector to recover well, retain new volunteers and thrive
- Co-designed our offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals
- Enabled residents to self-serve using an optimal combination of communication channels
- Implemented the transfer of a minimum of five libraries to community management
- Helped people furthest from the labour market into sustainable employment
- Supported communities to take action to tackle climate change within their local areas through our new green action grants programme

In four years we will have:

- Mainstreamed the thriving community approach to enable people to lead bigger and better lives
- A thriving voluntary sector that is less dependent on Council funding
- Become an excellent enabling Council, with communities taking responsibility for their areas, assets and environments
- Expanded the range of communication channels through which customers can access Council services
- Enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on statutory services
- Supported individuals to feel like valued members of their local community, using the thriving communities approach
- Embedded a successful community managed library approach by implementing the Derbyshire Library Strategy

A focus on prevention & early intervention

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Deliverables

In the next year we will have:

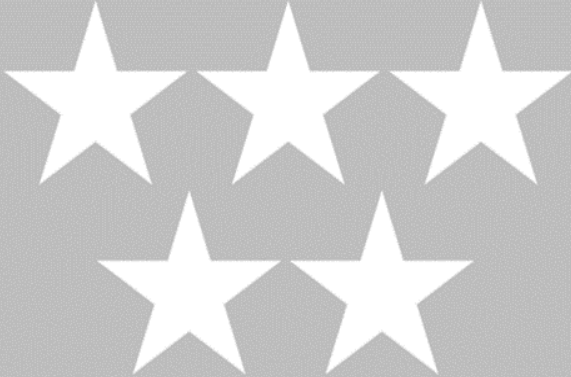
- Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing
- Continued the implementation of the Older People's Housing, Accommodation and Support Strategy
- Reviewed our care and support offer for adults and children with special educational needs and disabilities to improve efficiency, value for money and customer outcomes
- Better supported people to live at home longer and feel part of their local communities using the thriving communities approach
- Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint
- Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes
- Embedded our newly redesigned Early Help Offer for Children, Young People and Families
- Embedded our newly redesigned Universal and Targeted 0-5s Offer through our Health Visiting services and Children's Centres in partnership with the NHS
- Embedded the '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

In four years we will have:

- Continued the implementation of the Older Peoples Housing, Accommodation and Support Strategy
- Ensured older and disabled people are able to live better lives with increased independence and connectedness to our thriving communities
- Put in place a new model for Assistive Technology Supported more people to manage their own physical and mental health and wellbeing
- Embedded a culture of prevention and demand management across the Council

High performing council services

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Deliverables

In the next year we will have:

- Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners
- Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services
- Maintained our high performance in reducing delayed transfers of care from hospital
- Ensured all Council run adult care homes have Quality of Care graded as good or outstanding
- Continued to drive improvements in the delivery of children's social care services
- Strived to ensure that all Council run children's homes are good or outstanding
- Worked with Schools to ensure they increase the percentage of children in schools which are good or outstanding, so Derbyshire is in line with the national average
- Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services
- Develop a new Customer Experience Strategy setting out how we will meet people's needs
- Developed and embedded a more robust performance management framework
- Developed an integrated approach to reporting performance aligned to corporate priorities

In four years we will have:

- Ensured all Council run adult care homes are good or better
- Maintained effective children's social care services
- Strived to ensure all Council run children's homes are good or outstanding
- Continued to work with Schools to ensure they increase the percentage of children in good or outstanding schools to above the national average

Measuring Impact

We will monitor and report on the delivery of the Council Plan through progress on the deliverables described above and on the key performance measures which are set out below. These measures will be reviewed and updated on a regular basis to ensure they are the most appropriate measures and that timely data is available.



Value for money

- Percentage of identified annual budget savings achieved
- Amount of money raised from the disposal of land and buildings
- Average number of days per employee lost to sickness absence
- Percentage of residents agreeing the Council provides good value for money

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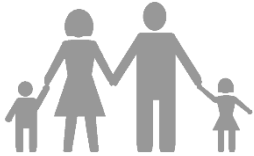
A prosperous and green Derbyshire

- Amount of investment into the county
- Number of businesses and start-ups supported by the Council
- Percentage of homes and businesses with fibre enabled broadband
- Percentage reduction in greenhouse gas emissions from Council land and operations from 2010 baseline
- Percentage of road defects repaired within target
- Percentage of 16-17 year olds who are in education, employment or training



Empowered and self-sufficient communities

- Number of services accessed via e-forms on the Council websites
- Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area
- Percentage of residents who agree that they have enough people around them to avoid a crisis
- Percentage of residents who have given unpaid help to an individual, group or club in the last 12 months



A focus on prevention and early intervention

- Rate of permanent admissions to residential and nursing homes for adults aged 18-64 and for those aged 65 and over
- Percentage of people remaining at home 91 days after discharge from hospital and provided with reablement services
- Increased the percentage of clients agreeing that care and support services improve quality of life
- Percentage of children at the early year's foundation stage achieving a good level of development
- Number of participants in Council delivered weight management programmes who lose weight
- Number of participants in Council delivered Stop Smoking Programmes who stop smoking

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High performing council services

- Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by the Care Quality Commission
- Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted
- Percentage of children in schools rated 'Good' or 'Outstanding' by Ofsted
- Rate of delayed transfer of care from hospital to social care
- Percentage of residents satisfied with highways and transport services
- Percentage of residents who are satisfied with the Council
- Percentage of residents agreeing that they feel informed about Council decisions

Have your say

We would very much welcome your views on our priorities and the Council Plan.

If you would like to discuss any part of it, are interested in getting involved, have any comments or require more information then please contact:

Policy and Research
Derbyshire County Council
County Hall
Matlock
Derbyshire DE4 3AG

Email: policy@derbyshire.gov.uk

Telephone: **Call Derbyshire: 01629 533190**

Restricted



Council Plan Delivery Plan

2019-2021

Appendix B

Derbyshire County Council

Delivery Plan 2019-21

This Delivery Plan has been developed to provide more detail on the implementation of the Council Plan 2019-21. It will also help the Council monitor the progress of its work. Timescales are provided though these sometimes extend outside the period of this plan reflecting the long-term ambition and implementation periods required.

Key

- * These columns will be used for internal monitoring only
- ASC&H Adult Social Care and Health
- CCP Commissioning, Communities and Policy
- CS Children's Services
- ETE Economy, Transport and Environment

Priority: Value for money

Deliverable	Dept	Start/ Expected Start	Expected Completion	Stage
Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures	All depts	April 2019	March 2022	In progress
Achieved all planned budget savings in the medium term	All depts	March 2019	March 2024/25	In progress
Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19	All depts	May 2020	March 2021	In progress
Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners	All depts	May 2017	March 2021	In progress
Lobbied government to secure a better funding settlement	CCP	April 2019	Short-term - Lobby for additional funding to cover Covid- 19 by December 2020 March 2021	In progress
Reviewed and transformed key services to ensure a mix of in-house and commissioned provision	All depts	-	-	-
- Highways review	ETE	April 2018	March 2021	In progress
- Corporate Property review	CCP	February 2019	September 2020	In progress
- Countryside Services review	ETE	October 2018	Tbc	Activity currently paused

Deliverable	Dept	Start/ Expected Start	Expected Completion	Stage
				following the Covid-19 outbreak
- Library Service review	CCP	January 2019	2024	In progress
- Procurement review	CCP	2018	March 2021	In progress
- Communications review	CCP	July 2018	December 2019	Completed
Embedded a new constitution and scheme of delegation to speed up decision making	CCP	July 2018	May 2019	Completed
Review constitution and scheme of delegation to speed up decision making	CCP	June 2020	June 2021	In Progress
Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce	CCP	Started	March 2023	In progress
Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets	CCP	March 2019	March 2022	In progress
Improve employee well-being by redefining and reprioritising the Wellbeing Action Plan	All	March 2019	July 2020 – with agreed actions undertaken by end March 2021	In progress
Ensured Council contract decisions deliver value for money through the Council Value for Money Board	CCP	April 2019	March 2021	In progress

Deliverable	Dept	Start/ Expected Start	Expected Completion	Stage
Achieved key milestones in the Implementation of the Procurement Strategy to help us to procure goods and services at reduced costs without compromising quality	CCP	2018	2021	In progress

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Priority: A prosperous and green Derbyshire

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal	ETE	Started	March 2021	In progress
Worked to maximise growth opportunities arising from HS2 and to mitigate impact	ETE	May 2017	2037	In progress
Delivered the new “Invest in Derbyshire” programme	ETE	June 2018	March 2025	In progress
Delivered the Employment and Skills Strategy action plan in line with programmed timescales, including improved co-ordination of Council activity	ETE	April 2019	March 2025	In progress
Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	ETE	March 2019	March 2021	In progress
Completed the clean-up of polluted land at the former Coalite works in Bolsover further developed Markham Vale	ETE	Markham 2006	2023	In progress
		Coalite 2017	2030	
Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses	ETE	April 2014	December 2021	In progress
Invested in well maintained roads and highways infrastructure	ETE	Ongoing	Ongoing	In progress
Completed the development and started the implementation of The Derbyshire Infrastructure Plan to support good growth	ETE	September 2019	December 2020	In progress
Implemented the Carbon Reduction Plan, accelerating changes to working practices introduced during the pandemic	All depts	October 2019	March 2021 and ongoing to deliverable	In progress

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
			deadline of 2032	
Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour	ETE/ CCP	October 2019	October 2021 and ongoing to deliverable deadline of 2050	In progress
Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions	ETE	May 2020	March 2021 (Initial emergency active travel fund)	In progress

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Priority: Empowered and self-sufficient communities

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Rolled out the Thriving Communities programme across 13 localities	CCP	July 2019	March 2021	In progress
Reviewed grants and developed a new offer to voluntary and community groups, learning from the remarkable response to the pandemic and supporting the sector to recover well, retain new volunteers and thrive	CCP / ASC&H	October 2018	September 2021	In progress
Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals utilising the community networks built during the pandemic	ASC&H	September 2019	March 2021	Not started
Enabled residents to self-serve using an optimal combination of communication channels	CCP	June 2019	June 2021	In progress
Implemented the transfer of a minimum of five libraries to community management	CCP	January 2019	October 2021	In progress
Helped people furthest from the labour market into sustainable employment	ETE	June 2019	March 2021	In progress
Supported communities to take action to tackle climate change within their local areas through our new green action grants programme	Tbc	Tbc	Tbc	Not started

Priority: A focus on prevention and early intervention

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing	ASC&H	August 2020	September 2021	Not started
Continued the implementation of the Older People's Housing, Accommodation and Support Strategy	ASC&H	February 2020	March 2035	In progress
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	ASC&H / CS	May 2019	March 2022	In progress
Better supported people to live at home longer and feel part of their local communities using the thriving communities approach	ASC&H	January 2020	March 2024	In progress
Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint	ASC&H	June 2019	March 2021	In progress
Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes	ASC&H	April 2019	March 2021	In progress
Embedded our newly redesigned Early Help Offer for Children, Young People and Families	CS	Started	September 2021	In progress
Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS	ASC&H / CS	Started	March 2021	In progress
Embedded the "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	ASC&H / CS	Started	September 2024	In progress

Priority: High performing council services

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Deliver priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners	All depts	January 2019	March 2021	In progress
Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services	All depts	May 2017	December 2020	In progress
Maintained the Council's high performance in reducing delayed transfers of care from hospital	ASC&H	April 2019	March 2021	In progress
Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	ASC&H	April 2019	March 2021	In progress
Continued to drive improvements in the delivery of children's social care services	CS	Started	September 2021	In progress
Strived to ensure that all Council run children's homes are 'Good' or 'Outstanding'	CS	Started	March 2021	In progress
Worked with schools to ensure they increased the percentage of children in schools which are 'Good' or 'Outstanding', so that Derbyshire is in line with the national average	CS	Started	August 2021	Activity currently paused due to Covid-19
Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services	ETE	April 2008	Ongoing	In progress
Began to develop a new Customer Experience Strategy setting out how we will meet people's needs	All depts	March 2019	December 2021	In progress

Deliverable	Dept	Start / Expected Start	Expected Completion	Stage
Developed and embedded a more robust performance management framework	All depts	April 2019	June 2021	In progress
Developed an integrated approach to reporting performance and cost information aligned to corporate priorities	CCP	April 2019	March 2021	In progress

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DERBYSHIRE COUNTY COUNCIL**CABINET****9 July 2020****Report of the Executive Director Commissioning, Communities and Policy****DEPARTMENTAL SERVICE PLANS 2017-2021 (2020-21 UPDATE)
(Strategic Leadership, Culture and Tourism)****1. Purpose of the Report**

To recommend the 2020-21 updates to Departmental Service Plans 2017-21 for approval by Full Council.

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 vibrant schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable 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 and green 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 and on 16 March 2020, Cabinet recommended the refreshed departmental Service Plans 2020/21 for approval by Full Council. The outbreak of coronavirus and the ensuing pandemic has had a significant impact on the work of the Council and as a result a further review and refresh of departmental Service Plans has taken place.

The revised departmental Service Plans 2020/21, attached to this report, have now been amended to ensure there is a continued focus on the Council's work with partners and communities to tackle both coronavirus and climate change.

3. Financial Considerations

The capital and revenue programmes included in Service Plans accord with the revenue and capital budgets approved by Council in February 2020.

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. Key Decision - No

6. Call-in

Is it required that call-in be waived in respect of the decisions proposed in the report? No

7. Background Papers - None

8. Officer's Recommendations

It is recommended that Cabinet:

1. Approve the revised 2020-21 update to Departmental Service Plans 2017-21

2. Approve the Service Plans to be submitted to Full Council for endorsement.

Emma Alexander
Executive Director Commissioning, Communities and Policy

Adult Social Care and Health

Service Plan 2017-2021

2020/21 update

**Helen Jones
Executive Director – Adult Social Care and Health
FINAL.**

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Council Ambition

We will strive to be:

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

Values

The way we work – we will:

- **Be open, honest and accountable** ensuring the decisions that we make are fair and transparent
- **Spend money wisely** making the best use of the resources that we have
- **Work with partners and local communities** because we know that we cannot tackle complex problems on our own
- **Listen to local people** ensuring we are responsive and take account of the things that matter most to them.

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 2020/21

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 has two key components:

- **Adult Social Care consisting of:**
 - **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** delivers in-house care and support services, including reablement, homecare, residential care and day opportunities, prevention and community social work responsibilities and safeguarding
 - **Transformation** is responsible for ensuring all of our service improvement activity is managed in one place – and managed in line with Council's programme management approach. It also supports the One Council approach in building up a skills-base to support wider transformation projects
- **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 people's outcomes efficiency and value for money and people's outcomes;
- 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.

During 2020-21 the department will begin to implement the 'Better Lives' transformation programme, which will deliver on our ambition to provide both improved outcomes for people and make more effective use of resources within the current framework in which the department operates. Specific attention is being given to improving greater consistency in decision making, mobilising and developing people's strengths and stream-lining processes and removing perceived barriers that can prevent ideal outcomes for clients being achieved.

Additionally, the department will focus activity of continuing to respond to and recover from the impact of the COVID-19 pandemic. This will include working across the health and social care system to provide support to people who have been impacted by COVID-19.

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

- Ongoing marketing and events activity to promote care opportunities 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;
- Continuing refocusing Direct Care activity to provide short-term capacity and flexibility;
- Maintaining workforce capacity within our social work offer utilising the Better Care Fund (iBCF);
- Work proactively with the private and independent sector to support the recruitment, retention and development of staff;
- Strengthening leadership development across Adult Social Care and Health;
- Implement the Workplace Wellbeing Strategy to ensure all Adult Social Care and Health staff are well supported.
- Supporting staff with their emotional health and wellbeing as part of recovery from the COVID-19 pandemic response.

Achievements

During 2019-20 Adult Social Care and Health achieved the following that supported the delivery of both the Council Plan and Department Service Plan priorities:

- Adult Social Care (ASC) has procured an external specialist partner to accelerate progress made to date on asset based/ enablement/ reablement approach – the programme is currently in the design phase, and will start in earnest, no later than April 2020. There are two pathways under development: Older People and All Age Disability that is being worked on together with colleagues in the Children’s and Families Department.
- Our Welfare Rights Service supported residents to gain £20.8 million in benefits to which they were entitled.
- Time Swap, our community skill share scheme where people swap their time and talents to help each other in their communities, expanded across Derbyshire and now has 603 members, 95 member organisations, and has completed a total of 5,863 swaps/exchanges amounting to 15,048 hours of time.
- The Disability Employment Service helped 284 people with a variety of personal challenges to achieve their work goals.
- Our Safe Places Scheme for people with Learning Disabilities has continued to expand and now has 241 safe places registered and its associated ‘Keep Safe Card’ has been issued to 1,601 people.

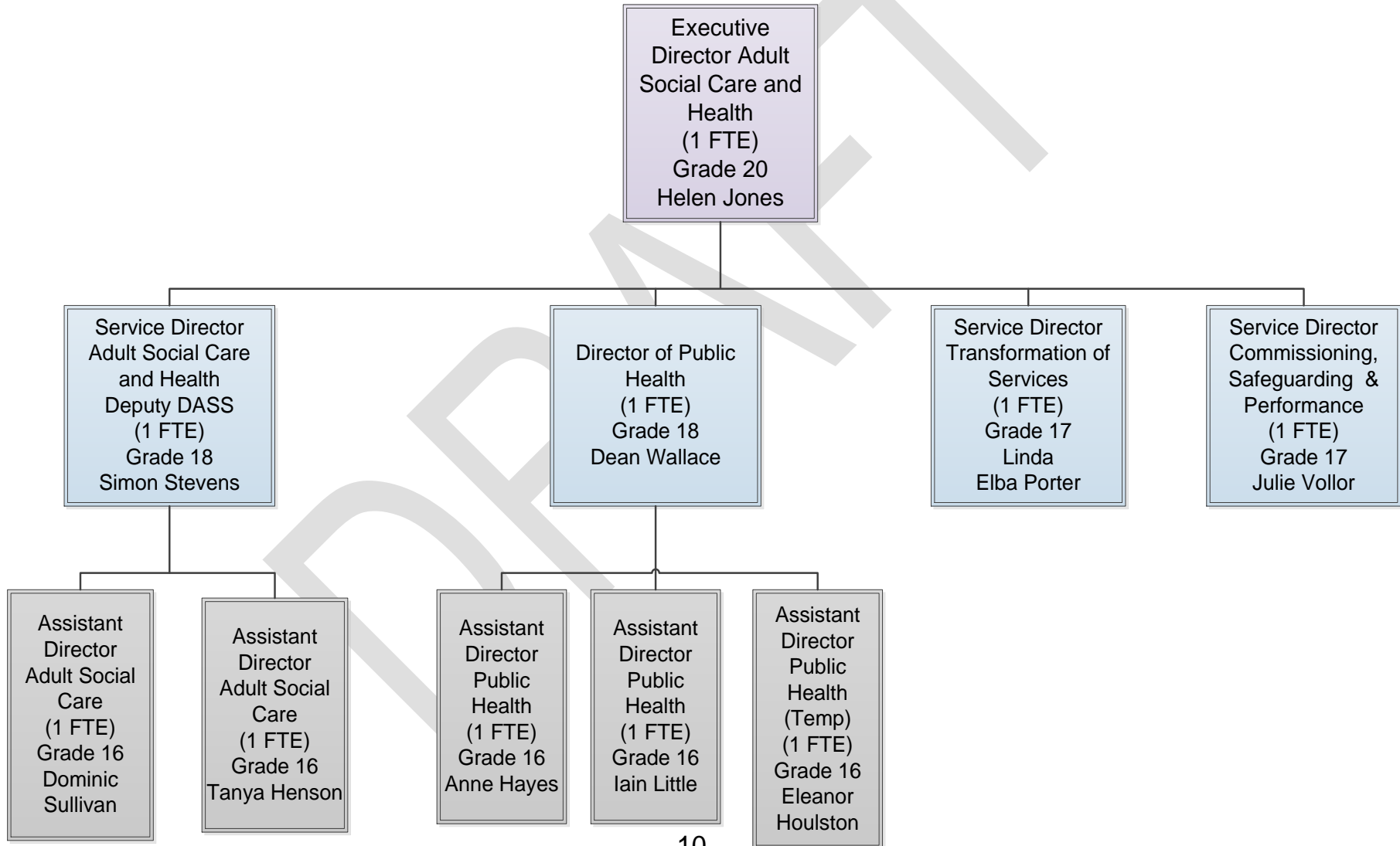
- Over 2019, the Derbyshire 50+ Forum Network continued to help older people to help themselves to share information, take action on issues important to them, to connect and socialise. We supported 56 Open Forum events, attended by over 2,000 people.
- Adult Social Care has procured a new activity recording tool, to provide real-time information on domiciliary care activity, and to streamline the payment of invoices to the independent sector; the roll out is due to be completed in 2020.
- The Adult Care Assessment and Triage Team, who are the first point of contact for referrals into Adult Social Care from people who may have care needs, managed 11,541 referrals over the 2019 calendar year (40% up on 2018), and 61% were resolved at this first point of contact.
- The Older People's Housing and Accommodation Strategy 2019 -2035 was developed, approved and published. The strategy is now being implemented.
- Reviewed, procured and implemented an Independent Living Service for Older People and also one for People with Mental Ill Health.
- Reviewed and re-procured the external day services framework, including market development to encourage new providers.
- The Specialist Accommodation and Support Strategy 2019-2024 was developed, approved and published. The strategy is now being implemented.
- Joint Dementia Strategy 2020-2025 developed, published and being implemented.
- Development of new service specification and procurement of a Derbyshire Autism Advice and Information Service.
- Extension of the 'Living Well with Autism Service' to be available to those aged 16 years and upwards (previously 18 years and upwards).
- Agreement to purchase 'Brain in Hand' (Assistive Technology) app licences and to carry out a pilot with 30 adults and young people in transition.
- Successful launch, implementation and system wide take up of the Home from Hospital Service.
- Re-procurement of care provision for Waltham House Extra Care with a community focus.
- Implementation of the new eligibility criteria for the Derbyshire Community Alarm and Telecare Service, which came into effect on 1 November 2019.

- We have built a new Residential and Community Care Centre in Belper, which will replace Ada Belfield House. This will temporarily operate from 1 June as the Florence Nightingale home to support our response to hospital discharge and COVID-19.
- We are building a new residential resource in Cotmanhay, Erewash to replace Hazelwood Home for Older People.
- Redesigned our training delivery service to ensure both in-house and contracted voluntary and independent staff have access to appropriate resources to enable safer and more productive care delivery whilst enhancing the wellbeing of the clients, family and friends.
- Redesigned our Delayed Transfer of Care from Hospital to Home, to enable staff to more effectively relocate patients from acute settings to reduce pressure on health partners, whilst aiming to increase the comfort, care and support of people with the highest need.
- 44,056 people attended the Sexual Health Service, the Sexual Health Promotion Team engaged with 9,822 individuals, the Your Sexual Health Matters website had 296,323 unique page views and 9,208 sexually transmitted infection tests were carried out.
- 35,657 people were offered an NHS Health Check, 20,139 Health Checks were completed and 1,347 people were identified as being at increased risk of heart and circulatory problems and received appropriate support, treatment and advice.
- There were 6,610 new birth reviews, 5,417 mothers received an antenatal appointment and 7,526 toddlers had a 2-2.5 year review provided by the Public Health Nursing Service.
- Public Health staff operated 116 School Crossing Patrol Sites.
- The Adult Substance Misuse Treatment Service supported 3,631 clients, 535,219 syringes were issued by the pharmacy needle and syringe programme and 872 Hepatitis C tests were carried out.
- 27 champion midwives at Chesterfield Royal Hospital were trained to talk about contraception choices, focusing on women with vulnerabilities - aiming to prevent unplanned pregnancies and/or repeat terminations.
- Derbyshire Sexual Health digital offer: sexually transmitted disease testing online (chlamydia, gonorrhoea, syphilis, HIV), a growth of 77% in completed tests compared to 2018. A total of 8,209 tests were completed and returned.
- 4,902 people have used the Live Life Better Derbyshire MOT Tool to identify how they can improve their health and wellbeing, 1157 people have been helped to stop smoking and 718 people have been supported to increase their levels of physical activity.

- Joint breastfeeding policy and training package developed for Derbyshire Community Health Services NHS – Foundation Trust and Derbyshire County Council Children’s Centres and we increased the number of local businesses achieving the ‘Breastfeeding Welcome Here Award’ across the county.
- The successful transfer of staff into the Public Health Department to deliver the National Child Measurement Programme (NCMP) across primary schools in Derbyshire.

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Fig. 1 Adult Social Care and Health Directorate Senior Management Team Structure



Directorate Policy Context

Adult Social Care and Health supports the delivery of a wide range of national policies, statutory functions and legislative requirements that promote population health and wellbeing, but also works with some of the most vulnerable adults within Derbyshire. The ASC department commissions a range of services which are outcome focused, including accommodation and support for older people and people with learning disabilities, information and support for carers, people with mental ill health, who are autistic or live with autism, sensory impairment, dementia or physical disabilities. Public Health has responsibility for commissioning statutory services in relation to NHS Health Checks, sexual health and the National Child Measurement Programme. Within this programme of work the Directorate is seeking to develop strategic commissioning approaches which are aligned with Health 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 mental ill health.

Adult Social Care provides social work, personal care, safeguarding and support services to adults who are vulnerable or at risk due to age, illness, poverty or being disabled. It also provides information, advice and guidance to family carers. The department works within the legal framework of the Care Act 2014. Social care staff work in close partnership with other colleagues in health, district and borough councils and the voluntary and independent sector, to provide personalised services to promote people's wellbeing, independence and dignity, and to enable them to have greater control over their lives.

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 ring-fenced grant and this will remain in place for a further year at least, 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.

Joined Up Care Derbyshire NHS England has 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 in accordance with overarching plans signed off by the Health and Wellbeing Board.

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Risk Overview

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

Key risks – risks scoring 15 or more in the departmental registers. If there are no key risks against a priority 'none' is denoted.

Adult Care

Priority	Key Risks	Mitigations
Value for money	Continuing Health Care (CHC): cost pressures on Adult Care	Social care staff trained and supported to contribute to assessment meetings in which eligibility for CHC services is determined. Work taking place with the CCG and Derby City to develop opportunities for joint funding and a new dispute resolution process.
Prosperous Derbyshire	Workforce: recruitment and retention to meet needs	A range of initiatives including: marketing and events to raise the profile of careers in the social care sector; use of apprenticeships and work experience opportunities; participation in East Midlands' pilots funded by the LGA and Health Education England; use of the ASC Workforce Data Set. Additional activity to respond to COVID-19 will need to be incorporated into existing programmes of work.

Priority	Key Risks	Mitigations
Empowered and self-sufficient communities	Provider resilience and market failure of domiciliary and care homes	Close working with the CQC; maintain market intelligence; monitor provider business continuity plans; pro-active market management. Understand impact of COVID-19 for the sector and continue to engage and liaise with the market.
A focus on prevention and early intervention	Building the Right Support (previously Transforming Care): implementing the national plan to reduce over reliance on hospital based care for people with the highest needs	A Specialist Accommodation and Support Strategy has been produced to underpin the development of an enhanced service jointly with the CCG. A Dynamic Purchasing System is being developed to allow greater flexibility and closer scrutiny of the market.
High performing Council services	None	None

Public Health

Priority	Key Risks	Mitigations
Value for money	None	None
Prosperous Derbyshire	None	None
Empowered and self-sufficient communities	None	None
A focus on prevention and early intervention	None	None

Priority	Key Risks	Mitigations
High performing Council services	None	None

Section One – Council Priorities

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
1. Achieved budget savings of £46.8m (£20m departmental)	Helen Jones	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	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	Simon Stevens	March 2019	Ongoing	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. Complete the review of grants to the voluntary and community sector and develop a new offer specifically for infrastructure support to enable the sector to grow	Julie Vollor/ Sarah Eaton	October 2018	September 2021	5a) New council wide grant system/ arrangements in place 5b) New council wide VCS infrastructure model and contract in place	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. Continue to work in partnership with key stakeholders to implement the Older People's Housing, Accommodation and Support Strategy 2019-2035	Julie Vollor	Ongoing	Ongoing to 2025	7) Engage with a range of local and national stakeholders, to identify and take forward opportunities that support the ongoing implementation of the strategy throughout 2020/2021.	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	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 and feel part of their local communities using the thriving communities approach	Simon Stevens	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

Actions	Lead	Start	Complete	Success Measures	Council Plan Priority
10. Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint	Julie Vollor	June 2019	March 2021	10) Commissioned a new approach to provide innovative technological solutions to support people with social care needs 10a) Reduction in staff travel.	A focus on prevention and early intervention
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) Number of 4 week quits (smoking) 11c) 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. Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing	Ellie Houlston	August 2020	September 2021	13) Service offer reconfigured and aligned with Public Health and Adult Social Care services 13a) Actively contributed to delivery of the Council's requirements under the Care Act	A focus on prevention and early intervention
14. Maintained the Council's high performance in reducing delayed transfers of care from hospital	Simon Stevens	Ongoing	Ongoing	14) Reduced delayed transfers of care from hospital	High-performing council services
15. Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	Simon Stevens	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

Key performance measures

Please note:

- Adult Social Care Outcomes Framework (ASCOF) indicators are reported retrospectively – as such, the 2019/20 figures are not available until they are released by NHS Digital.
- 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	13
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%	1.0%	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%	77.8%	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	19.3	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	28.9	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	696.6	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%	81.0%	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 and proportion of completers achieving 5% weight loss	N/A	183 (29%)	281 (30%)	185 (30%)
11b) Number of 4 week quits (smoking)	879	854	1050	1050
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%
12e) Total number of centres audited as complaint across the County with UNICEF Baby Friendly Standards.	100%	100%	100%	100%

Description	Actual 2017-18	Latest 2018-19	Target 2019-20	Target 2020-21
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
14a) The total number of days lost to delayed transfers of care	15,610	13,020	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
15a) Total Number of compliments received by Adult Social Care and Health	331	402	Monitor	Monitor
15b) Total number of complaints received by Adult Social Care and Health	195	227	Monitor	Monitor

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Section Two – Departmental Priorities

Actions	Lead	Start	Complete	Success Measures	Departmental Priority
1. Ensure carers in Derbyshire have access to the support, advice and information to best meet their needs	Julie Vollar	Ongoing	Ongoing	1a) Overall satisfaction of people with adult social care services: Carers 1b) The proportion (%) of carers who report they have been included or consulted in discussions about the person they care for 1c) The proportion (%) of social care (user and) carers who find it easy to find information and advice about services	Healthy Population
2. Work with partners to implement the Joint Dementia Strategy	Julie Vollar	Ongoing	Ongoing	2) Progress in implementing the Joint Dementia Strategy	Healthy Population
3. Encourage more active lifestyles, developing more opportunities for walking, cycling and public transport	Dean Wallace	Ongoing	Ongoing	3) The proportion (%) of physically inactive adults	Healthy Population

Actions	Lead	Start	Complete	Success Measures	Departmental Priority
4. 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	4a) Sexual health – Chlamydia detection rate/100,000 people aged 15-24 4b) Sexual health – HIV late diagnosis (%) 4c) Substance misuse - Percentage of successful completions as a proportion of all in treatment 4d) Substance Misuse - Percentage of representations within six months	Healthy Population
5. We will continue to have a clear focus on protecting vulnerable people as part of a strong multi-agency approach to safeguarding	Julie Vollar	Ongoing	Ongoing	5) 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
6. Work in partnership with local communities to co-design and secure better services for local people	Julie Vollar	Ongoing	Ongoing	6) We will have worked in partnership with local communities when designing services for local people	Keeping Adults Safe

Actions	Lead	Start	Complete	Success Measures	Departmental Priority
7. Work with partners to deliver the Substance Misuse Strategic Plan	Dean Wallace	Ongoing	Ongoing	7) Progress in delivering the substance misuses strategic plan	Keeping Adults Safe
8. Support businesses so they have an active, healthy and productive workforce	Dean Wallace	Ongoing	Ongoing	8) Number of Workplace Health Champions participating in the Healthy Workplace programme	Healthy Environments
9. Work with partners and local people to reduce the health impact of air pollution in the County.	Dean Wallace	April 2019	Ongoing	9) Establish a Working Group to develop an Action Plan in support of the implementation the Derbyshire County Air Quality Strategy.	Healthy Environments

Key performance measures

Description	Actual	Latest	Target	Target
	2017-18	2018-19	2019-20	2020-21
1a) Overall satisfaction of carers with social services (%) (ASCOF 3B)	37.3% (2016-17)	42.6%	Monitor	Monitor
1b) 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)	74.1%	Monitor	Monitor
1c) The proportion (%) of social care (user and) carers who find it easy to find information and advice about services (ASCOF 3D1)	75.5%	71%	Monitor	Monitor
2) Progress in developing and implementing a Joint Dementia Strategic Overview (RAG rating)	N/A	Green	Green	Green
3) The proportion (%) of physically inactive adults (PHOF)	24.7% (2017-18)	N/A	Monitor	Monitor
4a) Sexual health – Chlamydia detection rate/100,000 people aged 15-24	1,527	1,799	1,900	2,100
4b) Sexual health – HIV late diagnosis (%)	50%	43.1%	35%	30%
4c) Substance misuse - Percentage of successful completions as a proportion of all in treatment:	N/A		Monitor	Monitor
bi) Opiate		4.53%		
bii) Non-opiate		31.19%		
biii) Alcohol		39.95%		
biv) Alcohol & non-opiate		32.39%		

Description	Actual	Latest	Target	Target
	2017-18	2018-19	2019-20	2020-21
4d) 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
5) The proportion of people that responded who report that they are satisfied that they achieved the Outcomes they wanted at the end of the Safeguarding.	N/A	94%	Monitor	Monitor
6) 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
7) Progress in delivering the substance misuses strategic plan (RAG Rating)	N/A	Green	Green	Green
8) Number of businesses participating in the Healthy Workplace programme	19	20	32	32
9) 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	2,345,659	0	204,359,648	0	0	41,679,429	248,384,736	(51,611,856)	0	196,772,880
Assistive Technology & Equipment	56,866	0	500	11,363,259	255,879	0	0	337,343	12,013,847	(5,386,132)	0	6,627,715
Social Care Activity	22,620,299	203	582,740	387,324	54,458	31,965	0	15,800	23,692,789	(179,866)	0	23,512,923
Information & Early Intervention	155,477	1,200	7,000	954,173	5,415,151	64,164	0	261,000	6,858,165	(586,840)	(27,470)	6,243,855
Commissioning & Service Delivery	4,401,348	2,000	40,250	4,332,350	324,000	0	0	1,678,063	10,778,011	0	0	10,778,011
Transformation	739,584	3,121	11,000	17,741	0	0	0	0	771,446	0	0	771,446
Housing Related Support	0	0	0	0	3,646,893	0	0	0	3,646,893	(130,662)	0	3,516,231
Prevention	2,859,188	10,171	77,198	128,411	22,500	1,445,284	0	(7,500)	4,535,252	(10,000)	0	4,525,252
Direct Care	57,591,346	1,599,471	1,435,635	3,850,822	35,277	2,809	3,000,000	(40,963,241)	26,552,119	(1,392,571)	0	25,159,548
Better Care Fund	0	0	0	0	6,960,721	0	3,450,045	(1,727,967)	8,682,799	(35,348,316)	(6,960,721)	(33,626,238)
Unallocated Budgets	0	0	0	0	0	0	1,153,394	0	1,153,394	0	0	1,153,394
Business Support												
Finance	3,721,316	0	25,700	2,800	0	0	0	29,400	3,779,216	(216,422)	0	3,562,794
Performance & Efficiency	740,281	1,000	8,200	675,106	0	0	0	165,600	1,590,187	0	0	1,590,187
Administration	3,099,860	15,000	15,255	422,370	6,400	0	0	0	3,558,885	(204,000)	0	3,354,885
Public Health (N.B. As of 17/2/20 final settlement from DoH&SC still awaited)	5,819,452	100,055	145,881	31,828,194	526,187	0	(391,362)	2,164,996	40,193,403	(223,519)	(39,477,000)	492,884
TOTAL BUDGET	101,805,017	1,732,221	4,695,018	53,962,550	221,607,114	1,544,222	7,212,077	3,632,923	396,191,142	(95,290,184)	(46,465,191)	254,435,767

Forward Plan of Procurement Projects – up to 31 March 2022: Adult Care

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 2022

Contract Title	Estimated Value (£)	Estimated Start Date
NIL	N/A	N/A
TOTAL:	£	

Table Two: Forward Plan of Procurements (above £50K less than OJEU threshold) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date
Smoke detectors for deaf people and people who are hard of hearing people	£160,000	01/04/2021
Deaf Communication Support Service	£155,000	01/04/2022
Client Finance system	£160,000	01/09/2021
Deputyship Money and Case Management System	£50,000	01/11/2021
Long term accommodation for people with mental health problems	£150,172	01/04/2022
TOTAL:	£675,172	

Table Three: Forward Plan of Procurements (above OJEU threshold) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date
Pre-paid card services	£192,000	01/01/2021
Healthy Homes Contractors	£2,400,000	TBA
Provision of high quality and affordable specialist residential accommodation at Bennerley Avenue Ilkeston, which may include bungalows for older people and Extra Care housing provided and managed by an RSL Housing provider.	£15,000,000	15/08/2020
Healthwatch service for Derbyshire	£1,284,456	01/10/21
Specialist Residential Dynamic Purchasing System	£128,000,000	TBA
Community Alarm monitoring across Derbyshire	£3,400,000	TBA
Handyvan Services	£1,196,476	TBA
Assistive Technology service provider.	£4,000,000	TBA
Homecare services	£160,000,000	TBA

Contract Title	Estimated Value (£)	Estimated Start Date
Telephone Support (mental health)	TBA	TBA
Enhanced housing support for complex mental health (as part of CCG pathway for complex care)	TBA	TBA
Independent living services for older people in Bolsover, Chesterfield, High Peak, South Derbyshire and Amber Valley	£6,373,744	01/11/2021
Specialist Framework of Supported Living Providers	£68,000,000	01/04/2022
Carers Assessments	£3,405,768	01/04/2022
Advocacy - independent community and statutory	£3,688,436	01/04/2022
Recovery & Peer Support (mental health)	£2,480,000	01/04/2022
Rehab & Advice Service for Blind & Visually Impaired	£913,964	01/04/2022
Wellbeing Advice and Support service - Whitfield House and Stonelaw Court	£241,460	01/04/2022
Wellbeing Advice and Support service - Oaklands	£249,984	01/04/2022
Short terms support for people with disabilities	£1,183,852	01/06/2022
Crisis intervention for people with disabilities	£998,640	01/07/2022
TOTAL:	£403,008,780	

Forward Plan of Procurement Projects – up to 31 March 2022: Public Health

Table One: Forward Plan of Procurements (above £25K less than £50K) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date of Procurement
Supported employment	£25,000	April 2021
Social Marketing for Sexual Health	£25,000	April 2021
Vision Screening Social Marketing	£25,000	April 2021
Flu Clinics	£50,000	Jan 2021
Workplace Health Initiatives	£50,000	April 2021
TOTAL:	£211,000	

Table Two: Forward Plan of Procurements (above £50K less than OJEU threshold) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date of Procurement
Self-Management Programme	£100,000	Jan 2021
Referrals Management System for LLBD	£170,000	April 2021
Supporting Smoke Free Initiatives	£90,000	Oct 2021
Family Focused Obesity Project	£150,000	Oct 2021
Healthy Lifestyles behavioural intervention app	£150,000	Oct 2021
Bowel Cancer Screening Awareness	£75,000	June 2021
Offender Health Initiatives	£75,000	June 2021
TOTAL:	£810,000	

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Table Three: Forward Plan of Procurements (above OJEU threshold) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date of Procurement
Residential Rehab for Drug and Alcohol Misuse	£2,200,000	Sept 2021
Volunteering	£450,000	Oct 2021
Integrated specialist intensive home visiting service	£2,900,000	Jul 2020
Pharmacy based supervised consumption	£375,000	April 2021
Needle and Syringe exchange programme	£500,000	April 2021
Substance misuse outreach service 16 – 25 yrs.	£565,000	Nov 2020
Substance Misuse Recovery	£850,000	Oct 2020
Physical Activity Services	£2,500,000	Oct 2021
Health Check Programme	£2,750,000	Jan 2022
Derbyshire Healthy Family Service (breastfeeding peer support)	£2,100,000	Oct 2021
Oral Health Promotion	£430,000	April 2021
NRT for Smoking Cessation	£1,250,000	June 2021
Provision of Advisory Service	£5,387,150	Feb 2021
Suicide Prevention	£603,000	April 2021
Childhood Obesity and population nutrition	£1,320,000	Dec 2020
Shaping Places for Healthier Lives Programme	£320,000	Dec 2020
Falls Prevention Services	£735,000	Sept 2021
TOTAL:	£25,235,150	

Children's Services

Service Plan 2017-2021 2020/21 Update

**Jane Parfremment
Executive Director – Children's Services**

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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 Values

We will:

- **Be open, honest and accountable** ensuring the decisions that we make are fair and transparent
- **Spend money wisely** making the best use of the resources that we have
- **Work with partners and local communities** because we know that we cannot tackle complex problems on our own
- **Listen to local people** ensuring we are responsive and take account of the things that matter most to them

Council Outcomes

We want Derbyshire to have:

- **Resilient and thriving communities** which share responsibility for improving their areas and supporting each other
- **Happy, safe and healthy people**, with good 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 vibrant 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 2020/21

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'.

The coronavirus pandemic is challenging how the whole Council works and the Department has had to adapt to different ways of working. Maintaining essential services to protect some of the most vulnerable children and families in our communities during this pandemic has been a key area of work.

These new challenges require a dynamic and flexible response. The Department is prepared to work differently to ensure we make the most of our resources to provide the best possible services for children, families, schools and our other local partners.

Across Derbyshire both families and our local partners have shown great community spirit and resilience. It is vital that the Department continues to work alongside local communities, building on the Thriving Communities approach to provide the support and reassurance needed. Looking to the future it will be important to harness these strengths and any other opportunities that arise as we continue to deliver our Children's Services vision.

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. Having re-modelled and significantly increased capacity and supervisory

roles within our social care teams, the focus of our improvement activity is now to further develop our workforce to ensure consistent good quality practice to meet our child protection and safeguarding responsibilities. We will continue to develop strategies to address the challenges in relation to recruitment of permanent social workers and retention of existing workers, 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. Having established and embedded a new holistic service for care leavers, we will continue to drive and strengthen the service this year to improve the experiences and outcomes for our care leavers.

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 providers. 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), and improving outcomes for children in their early years.

Ensuring that children and young people with SEND receive the support they need to fulfil their potential and maximise independence is a key priority. We are spending more on education and support for children with SEND, but we are not doing as well as we should in helping them to achieve independence and secure paid employment. This year we will be working with our partners, including children, young people and their families, to implement the recommendations from reviews on high needs funding and support for children with SEND that we commissioned during 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 continue to explore the use of technology and other opportunities to increase flexible, agile and efficient working. We will continue to ensure our traded services 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.

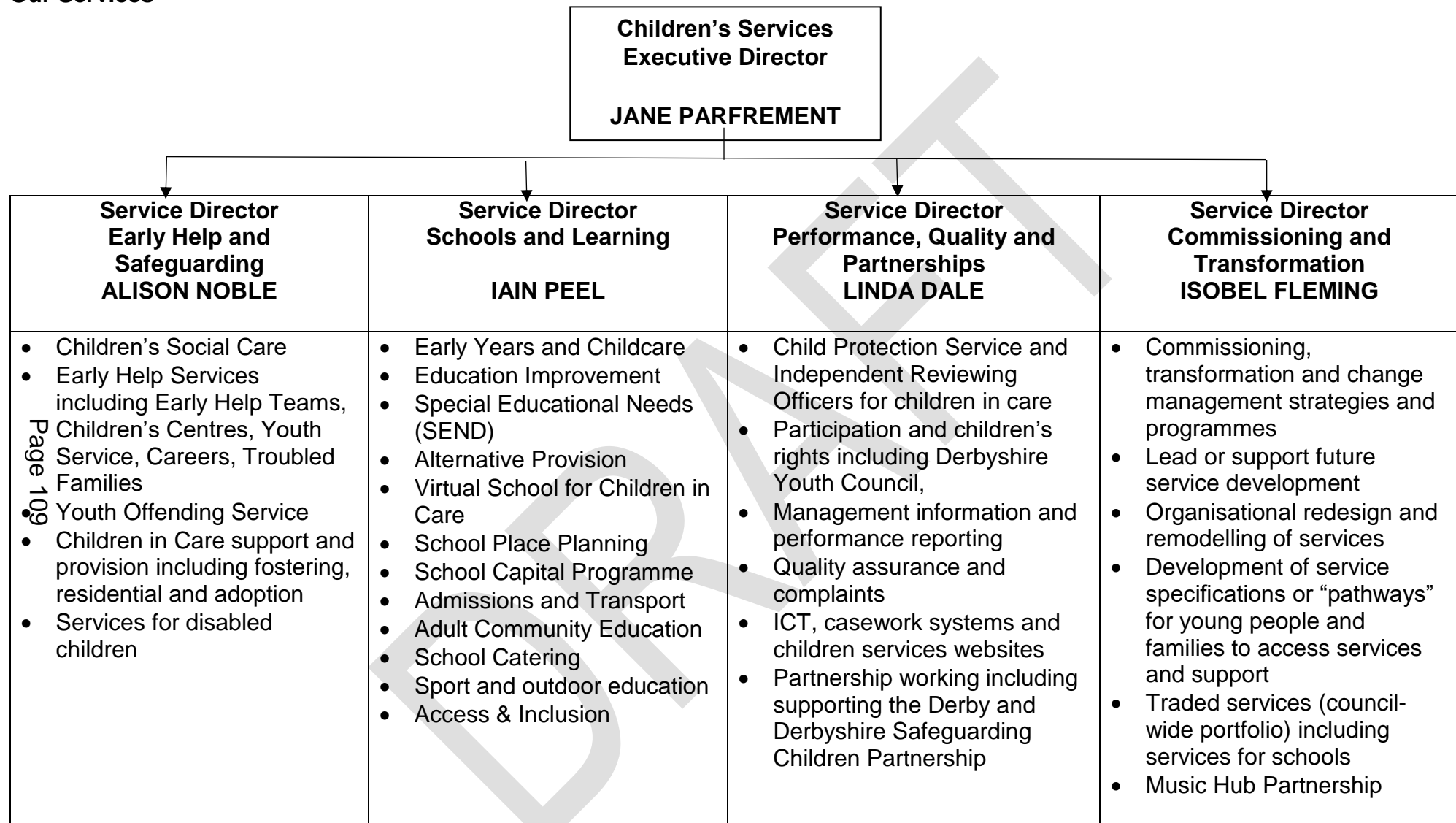
Last year we worked collaboratively with schools and other local partners to re-shape the future delivery of Early Help support. This year we will be continuing to support our partners, including schools, health and police, with embedding this approach and we will be evaluating the impact of these changes. We will continue to work with partners to ensure that thresholds for support 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.

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.

Our plans for 2020-21 build on a number of key achievements during 2019-20 when we:

- Re-modelled and increased capacity and supervisory roles within our social care teams to strengthen the quality of practice and respond to increasing demand.
- Implemented a new holistic, in-house, Leaving Care service and increased the accommodation and support available to our care leavers.
- Improved the quality and timeliness of planning for children in need of help and protection – as recognised during our Children’s Services inspection in July 2019.
- Worked jointly with key safeguarding partners to implement new multi-agency safeguarding arrangements across Derby City and Derbyshire – the “Derby and Derbyshire Safeguarding Children Partnership”.
- Established effective joint working and governance arrangements with Adoptions East Midlands, our Regional Adoption Agency (RAA), which became operational on 1st April 2019.
- Reviewed our Early Help offer to deliver a more targeted, evidence-based approach to early help working alongside our partners.
- Achieved outcomes significantly better than national figures for the third consecutive year for the percentage of Derbyshire pupils achieving the key benchmark in English and Maths GCSE’s at Key Stage 4.
- Commissioned two wide-ranging reviews of SEND, one in conjunction with Adult Services, and developed a comprehensive delivery plan from the consolidated learnings.
- Consistently lobbied Government on a wide range of Education and Children’s Services issues, including funding.

Our Services



Key risks (Risks scoring 15 or more in the Departmental Register. If there are no key risks against a priority, put “none”)

Priority	Key Risks	Mitigations
Value for money	<ul style="list-style-type: none"> Financial pressures from increased demand for services and/or reduction in income generated. Financial pressures from overspend of the Dedicated Schools Grant (DSG). 	<ul style="list-style-type: none"> Service pressures have been identified and additional funding identified. Effective programme management approach to ensure delivery of savings targets. Increased targeting of resources and services. Effective benchmarking of services to ensure continued affordability. Demand Management approaches being explored.
A focus on prevention and early intervention	<ul style="list-style-type: none"> Risk of death or serious injury to a child receiving help or protection 	<ul style="list-style-type: none"> Robust policies and procedures, continued workforce training and development. Continued focus on effective partnership working and embedding early help assessments. Robust management of health and safety
High performing and council services	<ul style="list-style-type: none"> Increasing demand, complexity and expectations on SEND services. 	<ul style="list-style-type: none"> Commissioned reviews completed, SEND strategy and comprehensive action plan in place.
	<ul style="list-style-type: none"> Inability to recruit and retain key staff. 	<ul style="list-style-type: none"> Various initiatives implemented with impact being closely monitored.
	<ul style="list-style-type: none"> Failure to secure sufficient capital to maintain buildings of DCC Children’s Homes. 	<ul style="list-style-type: none"> Securing additional capital programme funding.
	<ul style="list-style-type: none"> Failure to ensure adequate education provision for children missing from education for more than 15 days – risk of adverse outcomes for children. 	<ul style="list-style-type: none"> Robust senior management oversight and monitoring process in place.
	<ul style="list-style-type: none"> Inappropriate use of unregulated/unregistered provision. 	<ul style="list-style-type: none"> Robust senior management oversight and monitoring process in place. Robust contract and quality monitoring in place for use of semi-supported accommodation (not required to be regulated).

- Strengthening commissioning activity to ensure sufficiency of provision.

As part of the Departmental Risk Register, in response to the COVID-19 pandemic, Children's Services are recording specific COVID-19 related risks and are keeping these under regular review to mitigate and reduce the risk level.

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Section One – Council Priorities

Priority: Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Provide strategic leadership and work alongside communities and partners to support the county's recovery and renewal from Covid-19	Jane Parfremment	May 2020	March 2021	<ul style="list-style-type: none"> • Renewal and recovery plans in place • Work alongside local communities to support Derbyshire's recovery from COVID-19; building on the Thriving Communities approach to increase community resilience and provide the support and reassurance needed 	Yes
Strengthen joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners	Jane Parfremment	May 2017	March 2021	<ul style="list-style-type: none"> • Strategic Alliance established • Developed and implemented new overarching partnership arrangements to bring partners together across Derbyshire • Derby and Derbyshire Safeguarding Children's Partnership embedded and effective • Newly revised Corporate Parenting Board embedded and effective 	Yes
Achieve budget savings identified for Children's Services	Jane Parfremment	Underway	March 2025	<ul style="list-style-type: none"> • Achieve departmental budget savings 	Yes
Improve employee well-being through a new strategy that also increases productivity and reduces absence	Jane Parfremment	March 2019	March 2021	<ul style="list-style-type: none"> • Reduce the average number of days lost to sickness absence 	Yes

Continue to improve recruitment and retention of Children's Social Workers to reduce reliance on agency staff	Alison Noble	Underway	March 2021	<ul style="list-style-type: none"> Reduce expenditure on agency staff 	No
Improve value for money in relation to children in care placements	Isobel Fleming	Underway	March 2023	<ul style="list-style-type: none"> Reduce average placement costs Increase utilisation of in-house provision 	No
Ensure the traded services offered by the Department achieve good quality, operate efficiently and are financially sustainable	Isobel Fleming	Underway	March 2021	<ul style="list-style-type: none"> Customer satisfaction Services financially sustainable and trade on the basis of recovering appropriate costs 	No

Key Performance Measures

Page 133 Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Percentage of year-end budget savings targets achieved	N/Av	82.9%	75.1% (Aug 19)	TBC
Average number of days lost to sickness absence (non-schools)	8.25	7.9	8.54 (Dec 19)	7.0 days per employee (set last year)
Spending on agency social workers	£229,121	£406,291	£425,623 (Nov 19)	Less than £155,000
Average cost of children in care placements	£40,485	£42,132	n/a (annual only)	Less than £41,000
Utilisation rate – DCC foster care - % of places filled (excluding places reserved for short breaks and those unavailable)	N/Av	N/Av	90% (Dec 19)	Maintain above 90%
Utilisation rate – DCC residential children's homes	81%	78%	73.1% (Dec 19)	80%

Financial sustainability of traded services – % of services achieving cost recovery.

N/Av

N/Av

N/Av

TBC

Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed

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Priority: A prosperous Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Implement the Carbon Reduction Plan, accelerating changes to working practices trialled during the pandemic	Jane Parfremment	October 2019	March 2021 and ongoing to deliverable deadline of 2032	<ul style="list-style-type: none"> Percentage reduction in greenhouse gas emissions from Children's Services sites and operations from 2010 baseline Implementation plans are in place, costed and resourced by March 2021 Key projects to reduce emissions are being progressed On track to meet target of net zero greenhouse gas emissions by 2032 	Yes
Achieve high rates of participation in education, employment and training to ensure that young people are well-equipped with employment skills	Alison Noble	Underway	January 2022	<ul style="list-style-type: none"> Low % of young people who are not in education, training or employment Work with education providers and young people to address any barriers to engagement as a result of COVID-19, helping young people to remain in learning and achieve good outcomes 	No

Key Performance Measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Proportion of 16 and 17 year olds not in education, employment or training (NEET) (3 month average)* ¹	2.7%	2.8%	2.4% (Dec 19)	2% or less
Proportion of 16 to 17 year olds NEET and Not Known (3 month average)* ¹	3.8%	3.5%	17.5% (Dec 19)	4% or less

Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed

*¹Performance in this area has been temporarily impacted significantly following the implementation of new internal structures and processes.

Priority: Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Continue to work with partners and communities to develop prevention, early intervention and build resilient communities	Linda Dale	Underway	Reviewed annually with partners	<ul style="list-style-type: none"> • Locality Children's Partnerships (LCPs) are inclusive of local partners, children and families • LCPs can demonstrate impact within their communities • LCPs work together with local partners and communities to encourage and support Derbyshire's recovery from COVID-19; enabling local communities to respond effectively to emerging issues and risks for children 	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	Iain Peel	Underway	Sept 2021	<ul style="list-style-type: none"> • Maintain high % success rates. • Achieve high levels of satisfaction from learners 	No

Priority: A focus on prevention and early intervention

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Support the implementation of opportunities identified to improve efficiency, value for money and customer outcomes for children and adults with disabilities	Jane Parfremment	May 2019	March 2022	<ul style="list-style-type: none"> 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
Embed the re-designed Early Help Offer for children, young people and families	Alison Noble	Underway	September 2021	<ul style="list-style-type: none"> Partner organisations are helped and supported to develop their early help provision A full evaluation of the impact of the Early Help re-design completed. The council's Early Help and Transition service supports recovery from COVID-19 by working alongside local health, education and other partners, to ensure that emerging needs for children are identified and responded to at the earliest opportunity 	Yes
Embed our newly re-designed 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	<ul style="list-style-type: none"> An increase in the proportion of children achieving 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 and embed the “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	September 2024	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 • Work with partners and communities enables a clear understanding of the impact of COVID-19 on vulnerable children and families, with plans in place to respond to increased levels of need • Opportunities identified to further embed flexible and mobile working, building on learning during COVID-19 	No
Work collaboratively with partners to improve children’s emotional wellbeing	Jane Parfremment	Underway	Reported annually with partners	<ul style="list-style-type: none"> • 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 • Support is available for children who have experienced loss or trauma as a result of COVID-19 	No

Key Performance Measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Percentage of SEND young people with support plans who feel they are being encouraged and enabled to develop skills that will lead to independence	N/Av	N/Av	AD	TBC
Percentage of SEND young people with support plans who feel that they are being encouraged and enabled to prepare for the future	N/Av	N/Av	AD	TBC
Percentage of children's centres audited as compliant with UNICEF Baby Friendly Standards (reported bi-annually)	100%	100%	-	100%
Percentage of women participating in the Pause programme who do not become pregnant during the 18 months	N/Av	N/Av	<i>Data not available until approx. mid 2021</i>	TBC
Percentage of women participating in Pause who do not experience further care proceedings for 18 months following the programme	N/Av	N/Av	<i>Data not available until approx. mid 2021</i>	TBC
Percentage of children returning home after a period of being looked after	32%	35%	27% (Dec 19)	To remain above national figures
Rate of child protection plans per 10k population	63 per 10k	61 per 10k	64 per 10k (Dec 19)	Monitor (no target to be set)
Rate of children in care per 10k population	47 per 10k	52 per 10k	55 per 10k (Dec 19)	Monitor (no target to be set)

Percentage of children with identified mental health needs receiving support	N/Av	36%	AD	41%
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Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed

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Priority: High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Continue to drive improvements in the delivery of children's social care	Alison Noble	Underway	September 2021	<ul style="list-style-type: none"> 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 strive for all Council run children's homes to be judged as good or outstanding	Alison Noble	Underway	March 2021	<ul style="list-style-type: none"> Percentage of children's homes rated good or outstanding. (Aspiration is for all homes to be judged good or outstanding. Target set at 91% due to specific challenge re one home which is undergoing a rebuild that is unlikely to be resolved by March 2021). 	Yes
Continue to work with schools and partners to increase the percentage of children in schools which are good or outstanding, so that Derbyshire is in line with the national average	Iain Peel	Underway	August 2021	<ul style="list-style-type: none"> 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	Iain Peel	Underway	March 2021	<ul style="list-style-type: none"> Plans demonstrate holistic, person centred approaches that enable children and young people to achieve agreed outcomes More plans are completed within timescale 	No
Implement recommendations from the independent review of high needs funding	Iain Peel	Underway	March 2022	<ul style="list-style-type: none"> Services and support are effective in meeting needs, sustainable and achieve value for money 	No

Key Performance Measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Average social worker caseload - overall	20	19	18 (Dec 19)	15-21
Maximum social worker caseload – overall	41	35	41 (Dec 19)	30
Average social worker caseload – specialist teams	N/Av	N/Av	14 (Dec 19)	14-18
Percentage of children in care who have had 3 or more social workers in the last 12 months	14.7%	13.3%	20.7% (Dec 19)	Less than 15%
Social work workforce stability measures				
- % of social worker vacancies (including agency)	18.9%	24.7%	27% (Dec 19)	20%
- % of social workers who are agency workers (based on FTE counts)	4.3%	9.3%	22% (Dec19)	10%

Proportion of social care audits graded good or better (including care leavers and children in care)	N/Av	44%	61% (Dec 19)	70%
Percentage of DCC-run children's homes judged good or better*	80%	100%	81.8% (Nov 19)	91%
Percentage of EHC plans completed within timescale (excluding exceptions)	52.9% (2017 calendar yr)	34.0% (2018 calendar yr)	37.3% (p) (2019 calendar yr)	To achieve lower middle quartile performance
Percentage of pupils in good or better primary schools*	78.8% (31/08/18)	79.1% (31/08/19)	80.8% (Dec 19)	Increase national ranking by 10 places
Percentage of pupils in good or better secondary schools*	59.7% (31/08/18)	57.9% (31/08/19)	55.1% (Dec 19)	Increase national ranking by 10 places
Percentage of support centres judged good or better*	100% (31/08/18)	66.7% (31/08/19)	66.7% (Dec 19)	Maintain 66.7% or above
Percentage of special schools judged good or better*	100% (31/08/18)	90.0% (31/08/19)	90.0% (Dec 19)	Maintain 90% or above
Percentage of early years providers judged good or better*	95.4% (31/08/18)	96.6% (31/08/19)	AD	98% or above

Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed; * subject to inspections resuming following suspension due to Covid-19

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 Parfremment	Underway	March 2021	<ul style="list-style-type: none"> 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

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Key Performance Measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Percentage of children participating in their initial child protection conference (rolling 12 months)	N/Av	N/Av	37.0% (Dec 19)	75%
Number of children going missing from home or care (overall total, rolling 12 months)	216	380	411 (Dec 19)	Less than 380
Number of missing episodes (overall total, rolling 12 months)	439	810	842 (Dec 19)	Less than 810

Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed

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 2021	<ul style="list-style-type: none"> • Increase partnership contribution and offer of employment and training opportunities for care leavers • 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
Increase the choice and quality of fostering and residential care placements available to children in care	Alison Noble ¹ Isobel Fleming ²	Underway	March 2021 ¹ Reviewed annually through the Sufficiency Review ²	<ul style="list-style-type: none"> • Improved utilisation of council foster carers and children's homes¹ • Improved access to external provision through new commissioning approaches and market development²
Increase the choice and quality of adoption opportunities available to children in care.	Alison Noble (with Adoption East Midlands)	Underway	March 2021	<ul style="list-style-type: none"> • Timely and efficient recruitment of adopters • Increased choice of adoption placements across D2N2
Continue to promote timely, good quality permanence planning for children in care	Alison Noble	Underway	March 2021	<ul style="list-style-type: none"> • 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	Sept 2021	<ul style="list-style-type: none"> • 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 • Ensure that children in care benefit fully from the COVID-19 learning catch-up programmes announced by Government
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Key Performance Measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Percentage of children in care who had 3 or more placements within the year	7.9%	8%	7.3% (Dec 19)	4-8%
Average number of days between a child entering care and moving in with an adoptive family (A1) 3 year average	568	492 (p)	496 (Dec 19)	480 (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	556 (Dec 19)	350
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	244 (p)	228 (Dec 19)	200 (121 DfE target)
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	245	148	251 (Dec 19)	150

Percentage of CiC with at least one fixed term exclusion	13.33% (p) (2017/18 a/y)	10.76% (p) (2018/19 a/y)	4.67% (Nov 19) (cumulative over a/y)	To achieve lower middle quartile performance
Percentage of CiC classed as persistent absentees	10.8% (2017/18 a/y)	12.21% (p) (2018/19 a/y)	9.09% (Nov 19) (cumulative over a/y)	To be better than the national average
Percentage point gap between children in care achieving a standard pass in English and Maths at GCSE and all pupils*	50.2 (2017/18 a/y)	46.9 (p) (2018/19 a/y)	-	43
Percentage of care leavers in suitable accommodation (age 19-21)	95%	93%	93.0% (Dec 19)	95% or above
Percentage of care leavers in education, employment or training (age 19-21)	47.0%	46.2%	45.9% (Dec 19)	55%

Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed; *measure subject to change depending on how GCSE attainment for the 2019-20 academic year will be collected.

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Be an effective champion for high standards in education

Actions	Lead	Start	Complete	Success Measures
Strive for attainment in all key benchmarks and at all key stages that is above national averages	Iain Peel	Underway	Sept 2021	<ul style="list-style-type: none"> Derbyshire pupil attainment levels are above national average across all key stages Support schools and settings to deliver high quality, full-time programmes of blended learning, which reflect local and national best practice
Continue to improve educational outcomes for disadvantaged pupils	Iain Peel	Underway	Sept 2021	<ul style="list-style-type: none"> Reduction in attainment gap for children in receipt of free school meals Ensure that all disadvantaged pupils benefit fully from the COVID-19 learning catch-up programmes announced by Government
Reduce the number of pupils receiving exclusions from school, both fixed term and permanent, and continue to achieve good levels of attendance	Iain Peel	Underway	Sept 2021	<ul style="list-style-type: none"> 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	Iain Peel	Underway	Sept 2020	<ul style="list-style-type: none"> 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	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Percentage achieving a standard pass (grades 4-9) in English and Maths at GCSE*	64.2% (2017/18 a/y)	65.1% (p) (2018/19 a/y)	-	To remain significantly better than national figures
Reduce the attainment gap between disadvantaged pupils in Derbyshire and other pupils nationally achieving a standard pass (grades 4-9) in English and Maths at GCSE*	32.0 (2017/18 a/y)	28.4 (p) (2018/19 a/y)	-	Gap to be smaller than the national gap
Attendance at primary school	96.1% (2017/18 a/y)	96.2% (p) (2018/19 a/y)	-	Maintain top quartile national performance
Attendance at secondary school	94.5% (2017/18 a/y)	94.5% (p) (2018/19 a/y)	-	To maintain above national performance
Secondary school persistent absence rate	13.7% (2017/18 a/y)	13.3% (p) (2018/19 a/y)	-	To maintain above national performance
Rate of permanent exclusions from school	0.17 (2017/18 a/y)	0.15 (p) (2018/19 a/y)	0.06 (Nov 19) (cumulative over a/y)	0.12
Rate of fixed term exclusions from school	4.60 (2017/18 a/y)	4.48 (p) (2018/19 a/y)	1.51 (Nov 19) (cumulative over a/y)	4.35
Percentage of children and young people who are offered their first preference of primary school	94.8%	83.2%*2	-	Maintain 2018-19 performance
Percentage of children and young people who are offered their first preference of secondary school	94.6%	95.4%	-	Maintain 2018-19 performance

Key: AD Awaiting Data; N/Av Not available; TBC To be confirmed; *measure subject to change depending on how GCSE attainment for the 2019-20 academic year will be collected.

*2 Please note that there is a discrepancy between the figures reported internally (92.3%) and those published by the DfE (83.2%). Data submitted to the DfE appears to have omitted a number of offers to Derbyshire applicants where the offer was from a school in another LA.

Additional Information:

Due to Covid-19, the DfE have cancelled the majority of school attainment assessments and tests for the 2019-20 academic year. This has resulted in a number of performance measures usually included in the Children's Services having to be removed from this year's plan.

These include:

- Percentage of children achieving a good level of development.
- Percentage point gap between children in care achieving the expected standard at Key Stage 2 in combined reading, writing and maths and all pupils.
- Percentage of pupils reaching the expected level in Year 1 Phonics.
- Percentage of pupils achieving the expected standard at Key Stage 1 - Reading, Writing and Maths.
- Percentage achieving the expected standard at Key Stage 2 combined Reading, Writing and Maths.

Approved Controllable Budget 2020/21

Division	Employees (£)	Premises (£)	Transport (£)	Supplies and Services (£)	Agency and Contracted Services (£)	Transfer payments (£)	Unallocated budget (£)	Controllable Recharges (£)	Gross Budget (£)	Income (£)	Grants (£)	Net Budget (£)
Strategic Services	6,914,057	28,658	43,164	92,587	265	-	-278,115	-4,161,320	2,639,296	-209,816	0	2,429,480
Early Help and Safeguarding	46,437,663	528,996	1,984,077	3,678,518	39,205,722	1,939,788	-2,031,214	-9,009,825	82,733,724	-1,950,532	-2,314,093	78,469,099
Schools & Learning	29,679,278	1,354,930	16,970,089	11,209,005	256,288	-	26,689	-19,258,675	40,237,605	11,529,389	-9,128,308	19,579,908
Performance and Quality	5,811,718	570	102,488	1,034,995	112,576	-	-822,229	-33,007	6,207,112	-63,148	-	6,143,964
Countywide Commissioning	1,500,784	-	6,993	97,079	5,090,485	-	-	-1,043,937	5,651,404	-1,785,500	-	3,865,904
Unallocated budget reductions	101,596	-	-	-	-	-	3,839,312	500,272	4,441,180	-	-	4,441,180
Total controllable budget	90,445,095	1,913,154	19,106,812	16,112,185	44,665,336	1,939,788	734,443	-33,006,491	141,910,321	-15,538,385	-11,442,401	114,929,535

Forward Plan of Procurement Projects – up to 31 March 2022

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 2022

Contract Title	Estimated Value (£)	Estimated Start Date
Supply and Delivery of Morning Goods and Confectionery	36,000.00	01/11/2020
Synergy EISi Upgrade	35,000.00	01/04/2021
GDPRiS Data Protection Management System for Schools	30,000.00	01/04/2020
Development: Support of a technical advisor for PFI Benchmarking Exercise	20,000.00	03/2020
Participation and Feedback App for Children and Young People	45,000.00	01/01/21

Table Two: Forward Plan of Procurements (above £50K less than OJEU threshold) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date
Supply and Delivery of Catering Disposables	55,000.00	01/03/2021
Secure Information Exchange with Schools	50,000.00	01/09/2020
Local Offer Website	60,000.00	01/06/2020
School MI Data Transfer for Central Pupil Database	50,000.00	01/09/2020

CSE/CRE	175,000.00	16/8/2019
Regional Mediation	75,000.00	01/05/2022
Safeguarding Recording System for Schools	150,000.00	01/04/2020
Schools Payments System	100,000.00	01/11/2020
Schools Data (Tracking & Assessment) Systems	100,000.00	01/04/2020
DACES: Procurement of MIS software 5 year licence	175,000.00	2021/2022
Schools Advisory Service Records Management	50,000.00	01/04/2020
Independent Travel Training Grant	62,000.00	01/10/2020
Supported Internship Grant	90,000.00	01/11/2020

Table Three: Forward Plan of Procurements (above OJEU threshold) Due to commence prior to April 2022

Contract Title	Estimated Value (£)	Estimated Start Date
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 Fresh Produce and Potatoes	4,000,000.00	01/01/2021
Supply and Delivery of Groceries and Provisions	10,000,000.00	28/02/2021
Supply and Delivery of Pre-packaged filled bread products	320,000.00	31/01/2021
Catering Heavy Equipment	1,000,000.00	01/10/2020
Light Equipment	400,000.00	01/10/2020
Children's Accommodation and Support Services (CASS)	14,140,000.00	01/10/2021

Support Service for Young Carers	800,000.00	01/04/2021
Framework for Disabled Children and Young People	4,000,000.00	01/11/2020
Framework for Young People Accommodation	5,000,000.00	01/04/2021
Stepping Down Children with disabilities/complex needs from Residential Care to Foster Care	8,000,000.00	01/04/2021
PAUSE Derbyshire	860,000.00	01/02/2020
Creative Mentors	410,000.00	01/09/2021
Mosaic Mobilise	260,000.00	01/09/2020
Services for Schools and SchoolsNet Portal	300,000.00	01/04/2020
Virtual School Supply Staff	320,000.00	01/04/2019
Positive Behaviour Support	375,000.00	01/10/2020

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Commissioning, Communities and Policy

Service Plan 2017-2021 2020/21 Update

Emma Alexander
Executive Director – Commissioning, Communities and Policy

Update: 18 June 2020

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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 Values

The way we work – we will:

- **Be open, honest and accountable** ensuring the decisions that we make are fair and transparent
- **Spend money wisely** making the best use of the resources that we have
- **Work with partners and local communities** because we know that we cannot tackle complex problems on our own
- **Listen to local people** ensuring we are responsive and take account of the things that matter most to them.

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 2020/21

Our Council priorities are:

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

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Departmental Overview

The Commissioning, Communities and Policy Department provides a broad range of services for the Council, local people, communities and partner agencies. With **1,954 FTE staff** (at December 2019) and an annual **budget exceeding £59 million** (2020/21), 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 delivery of the agreed Council Plan outcomes for Derbyshire.

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

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.

The coronavirus pandemic is challenging how the whole Council works and the Department has had to adapt to different ways of working. Maintaining essential services to protect some of the most vulnerable people in our communities during this pandemic has been a key area of work.

These new challenges require a dynamic and flexible response. The Department is prepared to work differently to ensure we make the most of our resources to provide the best possible services for local businesses and communities.

Across Derbyshire both residents and businesses have shown great community spirit and resilience. It is vital that the Department continues to work alongside local communities, building on the thriving communities approach to provide the support and reassurance needed. Looking to the future it will be important to harness these strengths and any other opportunities that arise as we continue to deliver our enterprising council approach.

Achievements

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

- Prepared the Council's Statement of Accounts by the statutory deadlines, meeting the requirements of new accounting standards; and maintained unqualified auditor opinions on the accounts, Value for Money and financial standing
- Generated an additional £2.6 million to support the Council's Revenue Budget by investing £70 million in Strategic Pooled Funds
- Lobbied central government for a fairer funding deal for the Council
- Developed a new five-year Procurement Strategy (2019-24) focused on delivering Chartered Institute of Purchasing and Supply best practice and strategic projects
- Implemented and improved collaborative working tools, including four Microsoft Teams pilots and extended the WiFi network
- Secured approval to a new operating model for Corporate Property based on an approved Asset Management Framework; commenced the recruitment of a new senior management team and established a partnership with Public Sector PLC to rationalise the Council's property portfolio
- Completed the new property operating model business case

- Reviewed statutory compliance for council assets, revised the operating model and embedded the process
- Completed an extensive review of the Council's Constitution to support development of the enterprising council approach, ensuring the Council is fit for purpose in the modern world
- Made the Derbyshire Registration Office in Chesterfield fully operational and co-located the Coroners premises, improving services for local people
- Developed and started the roll out of a new leadership development programme for the Council
- Completed Phase 1 of the HR Review, including consolidating resources and restructuring the HR function and commenced implementation of activity to support Phases 2 and 3
- Developed the Council's Employee Wellbeing Strategy and commenced the implementation of a range of activities to support employee wellbeing
- Worked with partners to develop a new collaborative and innovative approach – Vision Derbyshire – to improve outcomes for people and communities in Derbyshire
- Developed a Carbon Reduction Plan and new Climate Change and Environment Framework for Derbyshire in collaboration with partners
- Undertaken a review of voluntary and community sector infrastructure provision and commenced work on the development of a new grants framework for the Council
- Completed Phase 1 of the Enterprising Council Strategy, reviewing the approach and putting in place plans for Phase 2
- Agreed a strategic roadmap for communications and customers and developed a new Internal Communications Strategy
- Developed a new Channel Shift Strategy and established the Channel Shift programme in liaison with council departments
- Supported over 1,300 victims of domestic abuse with an estimated 10,000 calls taken by the countywide Domestic Abuse Support Line; and recommissioned the Derbyshire Domestic Abuse Support Service
- Completed proactive inspections of 287 businesses, seized counterfeit/illicit tobacco with a retail value of over £600,000 and developed Primary Authority partnerships with 20 Derbyshire-based businesses
- Built a new library in Belper

- Delivered over 370 group visits to libraries; reading engagement, services and products to over 27,600 children; and computer help sessions to over 12,000 people.

Priorities

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

- Achieving its share of allocated budget savings, totalling £6.235 million for 2020/21
- Lead the organisation's recovery and renewal response, ensuring future plans address the opportunities and challenges presented by the current coronavirus pandemic.
- Further developing and strengthening collaborative working across Derbyshire through a new innovative partnership approach – Vision Derbyshire - with the county's district and borough councils, to improve outcomes for people and place.
- Delivering commitments set out in the Council's Carbon Reduction Plan to ensure a reduction in the Council's emissions to zero by 2032, maximising the opportunities presented through the current pandemic in relation to the reduction of the council's operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets; implementation of digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce; and accelerating changes to working practices introduced during the pandemic.
- Working with partners in Derbyshire to deliver the Derbyshire Climate Change and Environment Framework to support the achievement of zero carbon emissions across the county by 2050
- Implementing Phase 2 of Enterprising Council Strategy focussing on three key priorities aimed at improving modern ways of working, demand management and workforce and leadership behaviour across the Council
- Developing a new approach to programme and project management and establishing a new programme management office within the Council
- Maximising the effectiveness of the Council's operating model and strengthening the One Council approach

- Rolling out and mainstreaming the Thriving Communities approach across the Council to help drive the Council's transformation journey, harnessing the potential for increased community collaboration and involvement created as a result of the recent coronavirus pandemic
- Continuing to transform key services – Property Services, Library Services, Procurement, HR, Legal and Communications - to deliver service improvements and ensure a mix of in-house and commissioned delivery
- Implementing the Procurement Strategy 2019-24 and Delivery Plan 2020
- Continuing the delivery of the Council's ICT Strategy 2018-2023, including the roll out of service and technologies to support mobile and agile working
- Delivering the strategic roadmap for communications and customers, including greater integration of communications across the Council and greater emphasis on digital communications, public affairs and the customer experience
- Generating income from advertising on Council websites and key publications
- Undertake a review of the Voluntary and Community Sector introducing a new VCS infrastructure offer and developing a new Grants Framework for the Council, recognising the vital role the sector has played in the current pandemic
- Continuing to act against rogue traders, support vulnerable consumers and victims of doorstep crime and scams and protect consumers from dangerous and harmful products
- Delivering key HR strategies, including leadership development, talent management, performance management, employee wellbeing and learning and development, to support Council transformation and employee engagement
- Developing a more robust corporate performance management framework and putting in place more integrated processes for monitoring and reporting performance, risk, cost information and major projects
- Reviewing the scrutiny function of the Council to ensure that it acts as a critical friend to the Council's Executive
- Considering models for greater centralisation of information governance in the Council
- Implementing the new Legal Services delivery model to improve transparency and accountability to all Council departments for legal work
- Completing the Corporate Property 2020 programme and establishing the new operating model to implement the Asset Management Framework (AMF).
- Expand our short-term emergency strategy into a long-term asset led transformation strategy, to reduce our operational and carbon footprint as well as improving employees work/life balance and enabling dynamic service delivery.

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 can respond to the challenges and opportunities that lie ahead, a number of key departmental workforce priorities have been identified, including:

- Reviewing and developing further the new leadership framework and competencies
- Improving employee communication and engagement
- Undertaking strategic workforce planning to address the following:
 - Putting in place measures which respond to the Department's ageing workforce and identified gender workforce imbalances;
 - 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
- 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
- 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 2020/21 is **£59,625,879**, full details of which are set out in Appendix A. The Department will be managing the delivery of total proposed budget savings for 2020/21 of **£6.235 million** as follows:

- **Administration and employee savings – £2,081,000**

The number of staff in finance and ICT, communications, human resources, policy, trading standards and community safety will be reduced by not replacing some people when they leave and by restructuring services. Back office costs will also be regularly reviewed. There are also a number of new initiatives, such as channel shift, and procurement exercises being carried out to reduce costs.

- **Insurance reductions – £350,000**

This money will be saved by reducing the contribution to the insurance fund, which means the Council accepting a higher level of risk against the fund.

- **Interest receipts – £250,000**

By managing the Council's cash balances in a more pro-active manner, it is anticipated that this would increase interest receipts. One way that this could be achieved is by looking to invest in longer term, pooled funds which would generate a higher return.

- **ICT – £275,000**

Existing IT contracts and systems will be reviewed, and the Council will seek to rationalise the number of systems in use across the authority.

- **Property Services – £1,893,000**

The Council will reduce running costs by rationalising its land and property and releasing the resulting surplus assets. Fees will also be generated from capital schemes.

- **Legal services – £375,000**

A new delivery model will be introduced to manage the demand for Legal Services across the Council.

- **Additional income – £278,000**

The Council will look to raise additional income, e.g. by charging for advertising, increasing income from the Registration Service and the Derbyshire Business Centre and by introducing a charge for the free training currently provided by Community Safety.

- **Trade Union (TU) Facilities Time – £50,000**

The Council is looking to reduce its expenditure on TU Facilities to bring the Council in line with similar county councils which have the lowest percentage of TU Facility Time as a proportion of their pay bill.

- **Libraries – £320,000**

The multi-year programme to transfer 20 libraries to community management, together with regularly reviewing staffing levels and opening hours, will continue, as well as the review of the Mobile Library Service.

- **Arts – £208,000**

The Council will look at alternative ways to deliver the arts service and also review the current arrangements for awarding grants to organisations.

- **Buxton Museum – £70,000**

In line with the proposals to transfer libraries to community management the Council will investigate using volunteers to help to deliver services at Buxton Museum.

- **Derbyshire Record Office – £60,000**

Opening hours and staffing levels will be reviewed.

- **Trading Standards – £25,000**

Further efficiencies will be found from the trading standards budget.

Key Departmental Risks

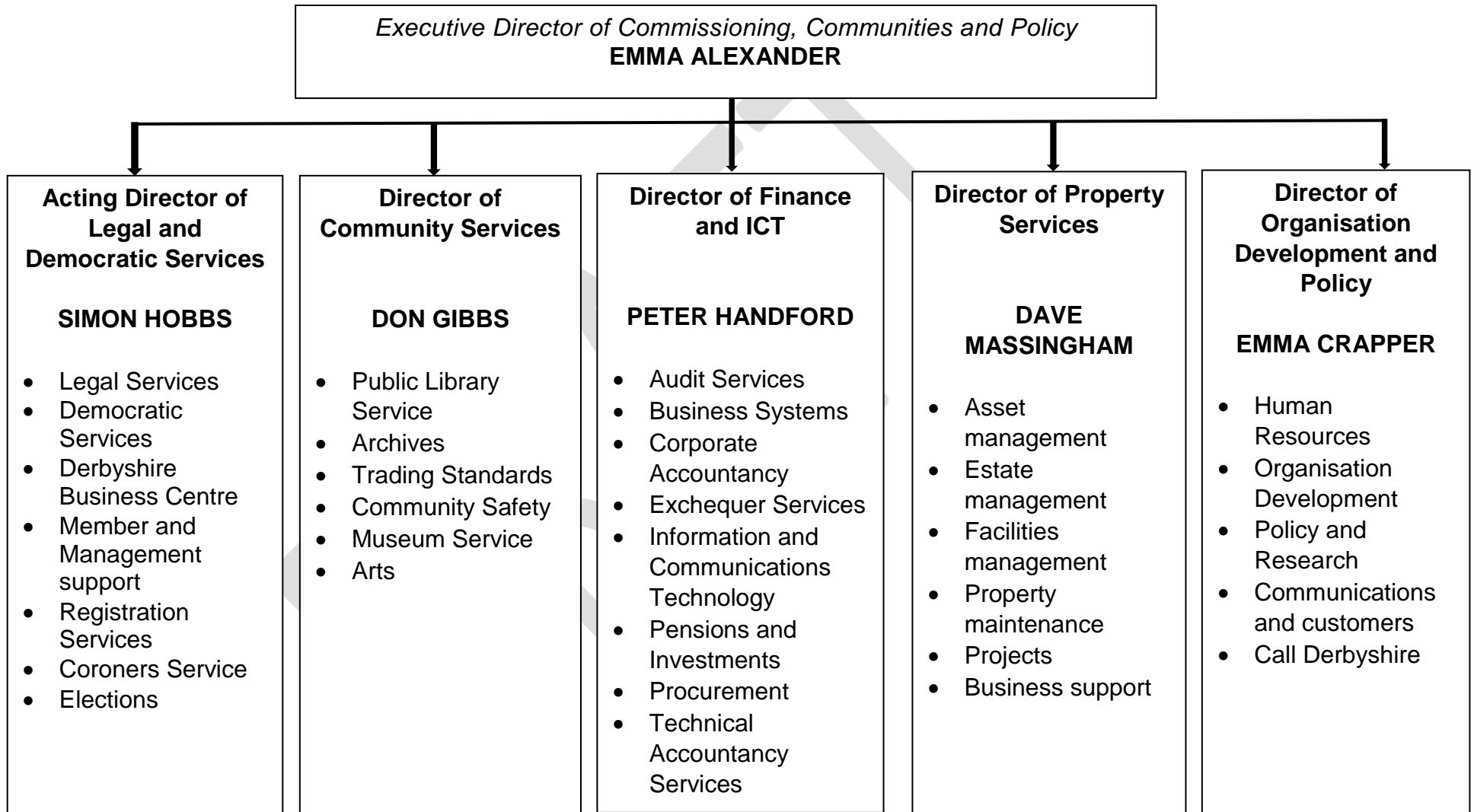
The Department will be undertaking actions to manage effectively and mitigate risks affecting services that would impact on delivery of the Council's priorities. Key risks are as follows:

Council Priority	Key Risks	Mitigations
Value for money	<p>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. Following the closure of many schools and the prolonged impact of social distancing due to the coronavirus pandemic income will be lost across all traded services, however, services will still incur operational costs such as staffing that will lead to deficits. Although schools had purchased services prior to the closure; many services have not been delivered or are at a reduced level and whilst government guidelines advise schools to pay their suppliers; this does not appear to apply to local government services.</p>	<p>Key mitigations include an annual review of services provided to schools and the development of a Council Trading Policy.</p>

Council Priority	Key Risks	Mitigations
Prosperous and green Derbyshire	None	
Empowered and self-sufficient communities	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.
A focus on prevention and early intervention	None	
High performing and council services	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 and a review of/reduction of Council services provided.	Key mitigations include the five-year financial plan, departmental budget reduction programme, and budget monitoring processes and procedures.

Council Priority	Key Risks	Mitigations
	<p>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 and lead to unforeseen costs if not effectively managed.</p>	<p>Key mitigations include 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.</p>
	<p>Information governance, GDPR, 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 significant financial penalties and reputational damage.</p>	<p>Key mitigations include maintaining ISO 27001 accreditation, an ongoing programme of training and communication, and independent health checks and testing.</p>
	<p>Lessons learnt – the Council has compiled a comprehensive cross departmental list of lessons learnt following the coronavirus pandemic. If the Council does not undertake a timely review of all lessons learnt and implement all applicable changes the Council may not have the appropriate business continuity plans and procedures in place to respond effectively to a further incident.</p>	

Departmental Structure and Leadership Team



Section One – Council Priorities Delivery Plan

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
1. To achieve agreed budget savings for 2020/21	Emma Alexander	April 2020	March 2021	<ul style="list-style-type: none"> All budget savings for the year 2020/21 have been identified and delivered 	✓	Value for money
2. Agree budget for 2021/22 and identify areas to make cost savings	Emma Alexander	April 2020	March 2022	<ul style="list-style-type: none"> All budget savings for the year 2021/22 have been identified and delivered 	✓	Value for money
3. Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19	Emma Alexander	May 2020	March 2021	<ul style="list-style-type: none"> Renewal and recovery plans are in place 	✓	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
4. Lobby government to secure a better funding settlement	Peter Handford	April 2019	Lobby for additional funding to cover Covid-19 costs by December 2020 March 2021	<ul style="list-style-type: none"> The Council's case has been conveyed to ministers as part of representations by members and officers 	✓	Value for money
5. Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners	Emma Alexander	May 2017	March 2021	<ul style="list-style-type: none"> New over-arching Derbyshire partnership arrangements in place. 	✓	Value for money
6. Develop the Council and partner agencies approach to non-structural reform through Vision Derbyshire	Emma Alexander	April 2019	June 2020 (Phase 2)	<ul style="list-style-type: none"> Overarching framework for progression of non-structural reform in place 	✗	Value for money/High-performing council services
7. Review and transform key services to ensure a mix of in-house and commissioned provision						

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
- Corporate Property 2020 programme	Dave Massingham	February 2019	September 2020	<ul style="list-style-type: none"> Partnership with PSP completed by February 2020 New operating model in place and Phase1 externalisation by September 2020 	✓	Value for money
- Library Services – implementation of the <i>Libraries for Derbyshire</i> Public Library Service Strategy	Don Gibbs	January 2019	March 2024	<ul style="list-style-type: none"> Transferred five libraries to community management by October 2021 Transferred 20 libraries and two mobile libraries to community management by 2024 	✓	Value for money/ Empowered and self-sufficient communities
- Procurement – implementation of the Procurement Strategy 2018-21	Peter Handford	2018	March 2021	<ul style="list-style-type: none"> Achieved key milestones in the implementation of the Procurement Strategy 2018-21, supported by a Procurement 	✓	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				Improvement Plan which sets out the actions to be delivered		
8. Deliver the ICT Strategy 2018-23	Peter Handford	2018	March 2023	<ul style="list-style-type: none"> ICT Strategy delivered Reduced spend on systems and contracts Introduced digital platforms for service delivery Supported embedding of remote working 	✓	Value for money
9. Improve employee well-being by redefining and reprioritising the Wellbeing Action Plan	All departments/ Emma Crapper	March 2019	July 2020 – with agreed actions undertaken by end March 2021	<ul style="list-style-type: none"> Reduced the average number of days lost to sickness absence Reduced average number of sickness absences due to mental ill health 	✓	Value for money
10. Understand and facilitate any changes required to the Derbyshire Package provisions as a result of	Emma Crapper	April 2019	October 2020	<ul style="list-style-type: none"> Outcome of the review implemented 	✗	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
Covid-19, in conjunction with facilitating the pay award for 2020/21						
11.Ensure Council contract decisions deliver value for money through the Council's Value for Money Board	Peter Handford	April 2019	March 2021	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Positive feedback from External Auditor in Annual Audit Letter 	✗	Value for money
13.Embed a new constitution and scheme of delegation to speed up decision making	Simon Hobbs	April 2019	May 2020	<ul style="list-style-type: none"> New constitution and scheme of delegation operational by May 2019 Positive feedback from External Auditor in Annual Audit Letter 	✓	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
14. Review constitution and scheme of delegation to speed up decision making	Simon Hobbs	June 2020	June 2021	<ul style="list-style-type: none"> Revised constitution and scheme of delegation operational by June 2021 Positive feedback from External Auditor in Annual Audit Letter 	✓	Value for money
15. Implement modern.gov system	Simon Hobbs	April 2019	March 2021	<ul style="list-style-type: none"> 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
16. Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of	Dave Massingham	March 2019	March 2022	<ul style="list-style-type: none"> Partnership established with PSP Maintenance backlog and outstanding repairs reduced 	✓	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
our land and building assets				<ul style="list-style-type: none"> • Capital receipts for disposal of land and buildings • Reduction in the percentage of land and buildings identified as surplus 		
17. Embed the One Public Estate (OPE) Programme into the Asset Management Framework, including the creation and appointment of an Assets Management Team	Dave Massingham	April 2019	May 2020	<ul style="list-style-type: none"> • Engagement with OPE programme • Clear governance arrangements • Derbyshire projects integrated with broad stakeholder groups 	✗	Value for money
18. Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour	Emma Alexander	October 2019	December 2021	<ul style="list-style-type: none"> • Reduction in tonnes of CO2 emissions in Derbyshire • Implementation plans are in place, costed and resourced • The Energy Strategy, Good Growth Strategy and Natural Capital Strategy have been approved by December 2021 	✗	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				<ul style="list-style-type: none"> Key projects to reduce emissions are being progressed 		
19. Support the Council and partner agencies to develop their strategy to improve social mobility across the county	Emma Alexander	April 2019	March 2021	<ul style="list-style-type: none"> 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 and green Derbyshire/ Empowered and self-sufficient communities
20. Implemented the Carbon Reduction Plan, accelerating changes to working practices introduced during the pandemic	Emma Alexander	October 2019	March 2021	<ul style="list-style-type: none"> Percentage reduction in greenhouse gas emissions from Council land and operations from 2010 baseline Implementation plans are in place, costed and resourced. Key projects to reduce emissions are being progressed 	✓	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
21. Develop communication plans to support the economic recovery of Derbyshire following Covid-19, including the visitor economy and tourism sector	Emma Crapper	April 2019	Timescales for work to be driven by Local resilience Forum	<ul style="list-style-type: none"> Major attractions promoted, working with partners (Visit Derbyshire) Promotional plan around major milestones, such as the launch of Buxton Crescent, developed with partners Communication and marketing plan aimed at local, regional and national audiences developed and delivered 	X	A prosperous and green Derbyshire
22. Support the delivery of the Employment and Skills Strategy						
- Support apprenticeships within CCP and the Council	Emma Crapper	April 2019	March 2021	<ul style="list-style-type: none"> Number of apprenticeships and percentage of employees that are apprentices 	X	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
23. Support the development and opening of The Crescent, Buxton	Dave Massingham	April 2019	A change to timescales will be required as the opening is deferred as a result of supply chain difficulties and temporary suspension of service industries at a national level	<ul style="list-style-type: none"> • 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 and green Derbyshire
24. Introduce property development opportunities in partnership with PSP	Dave Massingham	April 2021	March 2022	<ul style="list-style-type: none"> • Improve management of our land to maximise revenue generation from underutilised assets 	✗	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
25. Mainstream the Thriving Communities approach ensuring it drives the Council's transformative approach	Sarah Eaton	Nov 2018	March 2022	<ul style="list-style-type: none"> • 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
26. Roll out the thriving communities programme across 13 localities	Sarah Eaton	July 2019	March 2021	<ul style="list-style-type: none"> • 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 	✓	Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				utilising publicly-owned spaces <ul style="list-style-type: none"> 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 an individual, group or club in the last 12 months 		
27. Support community activity by enhancing the use of council-owned community buildings and outdoor spaces	Sarah Eaton	April 2020	March 2021	<ul style="list-style-type: none"> Sustainable approach in place at a Council level 	✗	Empowered and self-sufficient communities
28. Reviewed grants and developed a new offer to voluntary and community groups, learning from the remarkable response to	Sarah Eaton / Julie Vollar (ASC&H)	October 2018	September 2021	<ul style="list-style-type: none"> New council wide grants system/ arrangements in place 	✓	Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
the pandemic and supporting the sector to recover well, retain new volunteers and thrive				<ul style="list-style-type: none"> New council wide VCS infrastructure model and contract in place 		
29. Invest in new technology and develop self-serve options in local libraries	Don Gibbs	April 2020	March 2021	<ul style="list-style-type: none"> Replace self-service machines in 25 DCC libraries 	✗	Empowered and self-sufficient communities/ Value for money
30. Build the capacity of, and support local communities in the transfer of designated libraries to community management	Don Gibbs	January 2019	March 2021	<ul style="list-style-type: none"> Transferred five libraries to community management by 2021 	✓	Empowered and self-sufficient communities/ Value for money
31. 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	<ul style="list-style-type: none"> 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

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
32. Develop a corporate approach to demand management across the Council	Emma Alexander	May 2019	March 2021	<ul style="list-style-type: none"> Corporate approach and strategy developed 	✗	A focus on prevention and early intervention
33. Deliver priority actions from the Enterprising Council Strategy and embed the approach with staff and partners	Emma Alexander	January 2019	March 2021	<ul style="list-style-type: none"> Received positive feedback from the Corporate Peer Challenge follow-up visit in 2020 regarding staff and partners' understanding of the Enterprising Council approach 	✓	High-performing council services
34. Maximise the effectiveness of the Council's operating model and strengthen the One Council approach to enable high-performing services	Emma Alexander	March 2017	December 2020	<ul style="list-style-type: none"> Received positive feedback from the Corporate Peer Challenge follow-up visit in 2020 regarding clarity of the operating model and implementation of the One Council approach 	✓	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
35. Review communications activity (structures and processes) and implement resulting actions	Emma Crapper	July 2019	July 2022	<ul style="list-style-type: none"> Increased engagement through communication channels 	✗	High-performing council services/Value for money
36. Embed improved resident focus through the development of a new Customer Experience Strategy	Emma Crapper	March 2019	December 2021	<ul style="list-style-type: none"> Increased resident satisfaction with the Council Increased the number of compliments about Council services Monitored customer complaints 	✓	High-performing council services
37. Deliver the new Channel Shift Strategy	Emma Crapper	July 2019	March 2021	<ul style="list-style-type: none"> Reduced incoming call volumes into Call Derbyshire Increased number of services accessed via Council websites and other digital channels 	✓	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
38. Develop and embed a new Consultation, Engagement and Involvement Strategy for the Council	Sarah Eaton	January 2019	September 2020	<ul style="list-style-type: none"> • New strategy and action plan developed and in place • More effective consultation and engagement with local communities taking place 	✗	High-performing council services
39. Undertake phase 2 of HR Review	Emma Crapper	April 2019	March 2021	<ul style="list-style-type: none"> • Clear objectives for future HR/Organisational Development delivery model • New structure implemented that delivers within a budget that achieves the necessary savings 	✗	High-performing council services/ Value for money
40. Review and develop the Council's approach to leadership and development across the organisation	Emma Crapper	April 2019	April 2021	<ul style="list-style-type: none"> • Leaders are equipped to deliver Enterprising Council outcomes 	✗	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
41. Develop and embed the Council's approach to strategic workforce planning	Emma Crapper	April 2019	April 2022	<ul style="list-style-type: none"> People Strategy developed and implemented 	✗	High-performing council services
42. Develop and define the Council's People Strategy	Emma Crapper	April 2019	June 2021	<ul style="list-style-type: none"> 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

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
43. Improve internal communications and engagement across the Council	Emma Crapper	April 2019	April 2020	<ul style="list-style-type: none"> • Communications Strategy 2019/2020 approved • Develop, approve and embed an Employee, Engagement and Communications Strategy 	✗	High-performing council services
44. Put in place a robust, integrated performance, finance, risk and major projects reporting and challenge system	Peter Handford	April 2019	March 2021	<ul style="list-style-type: none"> • Corporate business case approach embedded across the Council 	✗	High-performing council services
45. Develop and embed a more robust performance management framework	Sarah Eaton	April 2019	March 2021	<ul style="list-style-type: none"> • Developed a framework by June 2020 • Produced reports in accordance with framework timescales • Received positive feedback from Corporate Peer 	✓	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				Challenge follow up visit in 2020		
46. Develop an integrated approach to reporting performance and cost information aligned to corporate priorities	Peter Handford/ Sarah Eaton	April 2019	March 2021	<ul style="list-style-type: none"> • Production of an annual report and interim monitoring information throughout the year 	✓	High-performing council services
47. Secure greater public access to scrutiny and strengthen democratic accountability	Simon Hobbs	May 2019	September 2020	<ul style="list-style-type: none"> • 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	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
Percentage of land and buildings identified as surplus	N/Av	1.36	7.5	2.5	Dave Massingham
Capital receipts for disposal of land and buildings	£1.784m	£5.893m	£2.9m	£33m	Dave Massingham
Property maintenance backlog	£70.496m	£72.561m	£73.538m	£50m	Dave Massingham
Average number of days lost per appointment to sickness – CCP	8.0	8.4	9.5	8.5	Emma Crapper
Average number of days lost per appointment to sickness – Council (excluding schools)	9.96	9.87	10.4	10.0	Emma Crapper
Spend on agency staff – CCP	£386,502	£908,081	£1.281m	£1.1m	Emma Crapper
Spend on agency staff – Council	£4.372m	£6.002m	£8.903m	£9m	Emma Crapper
Number of new apprenticeship starts – CCP	54	33	62	30	Emma Crapper
Number of new apprenticeship starts – Council	131	126	133	56	Emma Crapper
New apprenticeships as a percentage of total appointments – CCP	1.7%	1.0%	1.9%	0.9%	Emma Crapper
New apprenticeships as a percentage of total appointments – Council	1.0%	0.9%	1.0%	0.4%	Emma Crapper
Overall percentage of employees responding to the Employee Survey	-	22.0% (May 2018)	21.0% (Spring 2019)	30.0%	Emma Crapper

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
Number of libraries and mobile libraries transferred to community management	-	-	0	5	Don Gibbs
The percentage of residents who believe the Council provides value for money	N/Av	N/Av	34.1% (Dec 2019)	40.0%	Peter Handford
The percentage of residents who trust the Council	N/Av	N/Av	30.0% (Dec 2019)	32.0%	Emma Crapper
Percentage of residents who are satisfied with the Council	N/Av	N/Av	47.4% (Dec 2019)	49.0%	Emma Crapper
Percentage of residents agreeing that they feel informed about Council decisions.	N/Av	N/Av	40.8% (Dec 2019)	43.0%	Simon Hobbs
The number of local support services co-designed and run collaboratively by staff and local people in Thriving Communities areas	N/Av	N/Av	N/Av	Establish baseline in 20/21	Sarah Eaton
The number of community members and/or groups utilising local spaces in Thriving Communities areas	N/Av	N/Av	N/Av	Establish baseline in 20/21	Sarah Eaton
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	57.0%	56.7% (Dec 2019)	58.0%	Sarah Eaton
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area - County	N/Av	57.5%	55.0% (Dec 2019)	58.0%	Sarah Eaton
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%	64.2% (Dec 2019)	70.0%	Sarah Eaton

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
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%	69.9% (Dec 2019)	74.0%	Sarah Eaton
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	28.2%	29.7% (Dec 2019)	32.0%	Sarah Eaton
The percentage of residents who have given unpaid help to an individual, group or club in the last 12 months - County	N/Av	55.4%	54% (Dec 2019)	56.0%	Sarah Eaton
Incoming call volumes into Call Derbyshire	338,740	354,183	275,996 (Jan 2020)	311,680	Emma Crapper
The number of services accessed via e-forms on the Council website	N/Av	N/Av	AD	AD	Emma Crapper
Number of complaints - CCP	75	105	25 (Sep 2019)	Monitor	Sarah Eaton
Number of complaints - Council	778	1,001	AD	Monitor	Sarah Eaton
Percentage of complaints responded to within target - CCP	63.8	76.4	AD	Monitor	Sarah Eaton
Percentage of complaints responded to within target - Council	67.7	63.9	AD	Monitor	Sarah Eaton
Number of compliments - CCP	335	229	104 (Dec 2019)	Monitor	Sarah Eaton
Number of compliments - Council	2,084	2,014	AD	Monitor	Sarah Eaton
Number of complaints upheld by the Local Government Ombudsman	8	12	AD	Below national average for county councils	Sarah Eaton

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
Percentage of budget savings achieved - CCP	N/Av	94%	96.2% (End year projection at Oct 2019)	100%	Emma Alexander
Percentage reduction in CO2e emissions from 2009-10 baseline - CCP	25.1%	42.6%	AD	50.2%	Dave Massingham
Percentage reduction in CO2e emissions from 2009-10 baseline – Council (excluding schools)	33.9%	48.1%	AD	55.0%	Dave Massingham
CO2e Emissions (tonnes) from Grey Fleet mileage - CCP	357	383	AD	255	CCP DMT

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	Don Gibbs		Ongoing	<ul style="list-style-type: none"> 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	Don Gibbs		Ongoing	<ul style="list-style-type: none"> 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	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Number of people accessing training on counter terrorism	1,118 delegates	890 delegates*	900 (Dec 2019)	900

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

Approved Controllable Budget 2020/21

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	14,597,983	2,202,773	377,930	9,087,456	609,599	0	(365,386)	(4,590,228)	21,920,128	(2,009,804)	0	19,910,324
Legal and Democratic Services	6,813,668	121,876	58,129	1,987,183	0	0	(499,672)	(865,691)	7,615,493	(2,239,142)	(35,550)	5,340,801
Organisation, Development and Policy	13,289,753	100,094	149,260	1,130,637	236	0	(400,871)	(2,270,810)	11,998,299	(659,860)	0	11,338,439
Property	4,125,386	1,784,813	136,940	711,765	21,150	0	(1,041,132)	8,086,303	13,825,225	(2,579,756)	0	11,245,469
Communities	8,658,703	881,076	124,531	2,108,176	0	0	(1,607,630)	(42,377)	10,122,479	(1,210,528)	0	8,911,951
Strategic Management	843,048	0	6,080	13,641	10,099	0	(938,067)	0	(65,199)	0	0	(65,199)
Members	82,098	1,000	56,500	1,364,174	8,948	0	0	25,100	1,537,820	0	0	1,537,820
Miscellaneous	1,025,255	16,578	0	378,562	0	0	10,349	0	1,430,744	(24,470)	0	1,406,274
TOTAL	49,435,894	5,108,210	909,370	16,781,595	650,032	0	(4,842,408)	342,297	68,384,990	(8,723,560)	(35,550)	59,625,880

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. The table shows the estimate procurement start date. The projects identified will be the subject of a procurement process as per the procedures set out in the Council's financial regulations.

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
CCP Joint Corporate Projects		
Supply of Janitorial Supplies	£1,500,000.00	01/01/2020
Supply of Gas	£12,250,000.00	01/02/2020
Electricity to Street Lighting	£9,100,000.00	01/02/2020
Electricity to Half Hourly Sites	£7,700,000.00	01/02/2020
Electricity to Non-Half Hourly Sites	£1,575,000.00	01/02/2020
Supply & Delivery of Gloves	£545,084.00	01/02/2020
Electricity to Un Metered Supplies	£390,650.00	01/02/2020
Stationery and Desktop Delivery of Paper	£1,250,000.00	01/04/2020
External Venue Hire	£800,000.00	01/06/2020
Supply of Commercial Fridges & Freezers	£405,000.00	01/07/2020
Supply of Locks and Keys	£455,000.00	01/09/2020
Provision of Removal Services (CCP)	£45,000.00	01/09/2020

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Supply of Work Wear	£1,400,000.00	06/01/2021
Social Value Portal	£70,000	01/06/2020
Pensions		
US Equity Discretionary Portfolio Manager	£4,000,000.00	01/04/2020
Tax Advisory Service	£80,000.00	01/04/2020
Fixed Income Research	£50,000.00	01/04/2020
Macro-Economic Research	£25,000.00	01/04/2020
Sustainable Global Equities Portfolio Managers	£1,200,000.00	01/05/2020
Actuarial Services	£460,000.00	01/06/2020
Property Valuation	£35,000.00	01/12/2020
Finance		
Cash Collection	£450,000.00	17/01/2020
Supplier Early Payment Discount Provider	£500,000.00	01/02/2020
Treasury Management Advisor	£80,000.00	01/02/2020
Redesign & Hosting of Source East Midlands	£50,000.00	01/03/2020
Loss Adjuster Tender (Finance)	£40,000.00	01/04/2020
Provision of Rail Travel	£480,000.00	01/09/2020
E-payments hosted PCI Software & hardware Supplier	£300,000.00	01/12/2020
BACS hosted system & software Supplier (Finance)	£45,000.00	01/12/2020
SAP upgrade - Epi-use, data archive management software (Finance)	£60,000.00	01/01/2021
Broker Tender	£100,000.00	01/04/2022

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
East Midlands eProcurement Shared Portal	£100,000.00	28/02/2023
Banking Services	£250,000.00	01/01/2024
ICT		
Supply of Microsoft Desktop Licensing and Extension of the Intermediary Contract for Licence Solutions Provider	£5,000,000.00	01/03/2020
Insurance Claims Management Solution	£450,000.00	01/08/2019
Supply of Support and Maintenance for Document Management System	£170,000.00	31/03/2021
Supply of Mobile Phone Voice and Data Services	£2,000,000.00	01/04/2020
Supply and Maintenance of GIS Solution and Associated Services	£280,000.00	01/04/2020
Replace ICT network cabinets and cabling where necessary at sites across the county to enable the replacement of end of life equipment	£84,000	01/04/2020
Supply of Data Centre Converged Infrastructure (Non SAP)	£1,500,000.00	31/05/2020
Supply of Data Centre free Air-Cooling System	£150,000.00	31/05/2020
Supply of Services to Support of Review of the Council's ICT Software Licences	£50,000.00	01/06/2020
Supply of User Hardware (PCs, Laptops etc)	£5,000,000.00	01/10/2020
Supply of Hardware for SAP Upgrade project	£2,000,000.00	01/10/2020
SAP Upgrade - Systems Implementers (Consultant support)	£1,500,000.00	01/10/2020
Supply of Service to Support Network Security Services (SIEM)	£80,000.00	01/10/2020
Supply of Microsoft Advanced Support Service	£140,000.00	01/12/2020
Supply of Data Storage Analysis and Reporting Solution and Associated Services (ICT)	£45,000.00	01/12/2020
Supply of SAP - PSLE Application support and maintenance	£532,000.00	01/01/2021

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
SAP - Preferred Care Support Pack	£80,000.00	01/01/2021
Supply of Microsoft Server Licensing and Procurement of Licence Solutions Provider Server Cloud Enrolment	£1,000,000.00	31/08/2020
Supply of Telephony Solution (Calls and Hardware)	£500,000.00	01/09/2020
Supply of Internet Connectivity and Associated Services	£1,600,000.00	30/06/2021
Supply of Software for IT Service Desk	£530,000	01/06/2020
Supply of PC Components	£720,000	01/07/2020
Supply of Vulnerability Scanning Solution	£100,000.00	31/07/2020
Supply of SSL Certificates and management solution	£50,000.00	31/03/2021
Legal Services		
Print Services Framework	£2,200,000.00	01/02/2020
Provision of Mortuary Services	£2,500,000.00	01/09/2020
Provision of Funeral Directors for Coroners	£290,000.00	01/09/2020
Multifunctional Devices and Print Room Equipment for the Council and Derbyshire Schools	£2,208,000.00	04/09/2020
Supply of printer consumables	£120,000.00	14/10/2021
Provision of Toxicology Services	£360,000.00	31/09/2020
System for the live streaming of Council meetings	£35,000.00	31/01/2021
Organisation, Development & Policy		
(a) Policy		
Thriving Communities	£150,000	01/07/2020
Vision Derbyshire	£200,000	01/07/2020

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
(b) Communication Services		
Channel Shift Programme x3	£1,600,000.00	01/07/2020
Distribution of The Derbyshire Residents Publication	£352,000.00	01/09/2020
Email Alert and Newsletter Solution	£150,000.00	01/09/2020
Web Quality Assurance - Site Improve	£32,000	01/04/2020
Media and Stakeholder Distribution System (currently Vuelio)	£80,000	01/09/2020
Income Generation Through Advertising and Sponsorship - Procurement of Agency	Concession Contract	01/06/2020
(c) Human Resources		
Supply And Maintenance of an E-booking System And Associated Services	£90,000.00	01/12/2019
Provision of First Aid Training	£600,000.00	01/02/2020
Dyslexia Assessments, Training & Tuition	£120,000.00	01/02/2020
Apprenticeship Providers (Dynamic Purchasing System) – 5-year contract	£7,500,000.00	01/03/2020
ad-hoc Apprenticeship Providers – 1-year contract	£1,000,000.00	01/03/2020
Higher & Degree Level Apprenticeship Provider (Via Nottingham DAAP) - 3-year contract	£1,410,000.00	01/04/2020
Provision of Interpretation, Translation & Transcript Services	£230,000.00	01/09/2020
Occupational Physiotherapy Contract	£120,000.00	01/09/2020
Physician Contract	£150,000.00	30/09/2021
E Payslips phase 2 (3-year contract + 1 +1)	£250,000.00	01/02/2021
Implementation partner and tax advisor in relation to the implementation of Shared Cost AVC (3 year contract + 1 +1)	£230,000.00	01/07/2020

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
HR case management system for Advice and Support team (3-year contract)	£150,000.00	01/09/2020
Community Services		
Made in Derbyshire and Arts Derbyshire Website (Community Services)	£46,000.00	01/06/2019
Library Self-Service Kiosks	£450,000.00	30/09/2019
Supply of a Library RFID Tags and Detection Equipment Solution and Associated Services	£130,000.00	03/10/2019
Provision of Furniture for Domestic Properties in Derbyshire & Home Preparation Service	£150,000.00	31/03/2020
Derbyshire Records Office Database	£65,000.00	01/04/2020
Provision of Integration and Support Service for VPR scheme for Derbyshire	£600,000.00	01/11/2020
Provision of Offsite Document Storage	£270,000.00	02/01/2021
Security at Chesterfield Library	£160,000.00	01/04/2021
Independent Domestic Violence Advisors Service	£1,375,000.00	01/04/2022
Renewal/replacement of Trading Standards CIVICA database (Community Services)	£42,000.00	01/06/2022
Provision of school programme relating Prevent (Counter Terrorism)	£150,000.00	01/06/2020
Property Services (Above OJEU)		
Boulton Moor - New build 2FE	£6,000,000.00	20/04/2019
Ormiston Enterprise Academy & Bennerley Avenue School - New Build	£26,000,000.00	01/06/2019
Risley Lower Grammar Primary School - Renew timber windows	£220,000.00	17/06/2019
Killamarsh Infant School - Replacement of defective trusses, purlins and roof finishes	£450,000.00	24/06/2019
Grassmoor Primary School - Electrical rewire and upgrade	£190,000.00	05/07/2019
Ladywood Primary School - One additional modular classroom	£425,000.00	09/07/2019

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Bramley Vale Primary School - Windows and Doors replacement	£250,000.00	05/08/2019
Fairfield Community Centre - Replacement Windows and Cladding	£320,000.00	19/08/2019
Supply of Signage	£640,000.00	01/09/2019
Breadsall Primary School - New Build School	£4,000,000.00	13/09/2019
Buxton Community - Phase 1 of windows roof replacement & assoc. work	£500,000.00	30/09/2019
County Hall - Replace Pitched Roofing to West Wing of South Block	£450,000.00	30/09/2019
Willington Primary School - To extend both the GT (General Teaching) area and the library area	£191,000.00	30/09/2019
St Andrews CE Junior, Hadfield - Structural repairs to floors	£250,000.00	26/11/2019
Bramley Vale Primary School - Renewal of flat & pitched felt roof coverings	£250,000.00	18/02/2020
The Brigg Infant School - Renewal of flat roof coverings	£250,000.00	18/02/2020
Contract for the Supply of Electrical Materials	£3,800,000.00	31/03/2020
Design, Installation & Commissioning of Kitchen Ventilation Systems	£3,600,000.00	31/03/2020
Washroom Services – including schools	£1,300,000.00	31/03/2020
Contract for the Provision of Legionella Control Services	£900,000.00	31/08/2020
Service & Repair of Automatic Doors	£400,000.00	31/08/2020
Autodesk Subscriptions (Autocad) (ICT)	£190,000.00	19/03/2021
Modular Building Framework	£10,000,000.00	31/03/2021
Contract for the Supply of Building and Plumbing Materials	£2,200,000.00	31/03/2021
Contract for Repair and Maintenance of Heating Equipment - Lot 1 & 2 North/South Derbyshire	£2,000,000.00	31/03/2021
Demolition Framework	£1,000,000.00	31/03/2021

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Contract for Servicing and Maintenance of Air Conditioning Equipment	£400,000.00	31/03/2021
Framework for Landscape Machinery	£1,000,000.00	03/04/2021
Contract for the Servicing of Gas and Electric Catering Appliances - Lot 2 South Derbyshire	£800,000.00	06/04/2021
Portable Appliance Testing (PAT) Framework	£280,000.00	31/05/2021
Servicing and Testing of Gas Pipeline and Equipment	£600,000.00	30/06/2021
Contract for Fixed Wire Testing	£340,000.00	31/08/2021
Contract for the Servicing and Maintenance of Passenger and Disability Lifts	£200,000.00	30/09/2021
Contract for the Supply of Softwood, Hardwood and Sheet Timber Materials	£500,000.00	31/12/2021
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
Construction and Alterations Framework / DPS - to deliver capital schemes on behalf of Property Services		
Lot/Category 1 - works/alterations £50K - £2M Lot/Category 2 - £2M - £12M	TBA	TBA
Asbestos Analytical and Bulk Sampling Services	TBC	TBC
Gas Training, Technical Advice and Audit Service	TBC	TBC
Provision of Labour Services (Plumbing, Electrical, Landscape, Construction, Painters, Plasterers, Joiners)	TBC	TBC
Tibshelf Primary School - New primary school	£7,000,000.00	TBC
Spire Lodge - Capital Bid approval (Includes £1.9m from 2016/2017)	£4,125,000.00	TBC
Supply, Erecting and Dismantling of scaffolding for DCC and Police sites	£2,300,000.00	TBC
Winter Gardens Refurbishment - Winter Gardens Refurbishment	£1,700,000.00	TBC

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Dunston Primary School - Contribution towards expansion of the school to at least a 1.5 form entry.	£482,000.00	TBC
Etwall Primary School - 2 classrooms and toilets	£422,000.00	TBC
Tibshelf Community - Additional SEN Accommodation	£326,000.00	TBC
Chinley Primary School – Replacement of temporary 2 classroom block	£317,818.00	TBC
Draycott Primary School – Phase 1: Renew defective slate	£300,000.00	TBC
County Hall (South Complex) - Veranda Refurbishment	£250,000.00	TBC
Servicing and maintenance of Stair lifts	£250,000.00	TBC
High Peak Junction Visitors Centre - Slate pitched roof renewal to visitors centre	£225,000.00	TBC
Supply and Servicing of Fire Alarms, Emergency Lighting and Fire Extinguishers	£220,000.00	TBC
Christ Church C of E Primary School - Classroom	£202,000.00	TBC
Whitemoor Centre - Roof repairs	£200,000.00	TBC
Contract to provide call out capability regarding heating controls.	£200,000.00	TBC
Hartington Primary School – Rosemary-tiled roof recover	£200,000.00	TBC
Ripley Junior School – Boiler room and roof structural repairs	£200,000.00	TBC
Heanor Langley (Laceyfield Academy) - Remodel	£196,000.00	TBC
Parkside Community School - Replacement concrete floor	£190,000.00	TBC
Property Services (£50K - < OJEU)		
Kilburn Infant School -Timber glazed windows decorations poor condition, repairs required to frames, glazing beads missing & numerous casements defective.	£80,000.00	05/03/2019
Highfield Hall Primary School - Replace concrete floor	£110,000.00	15/04/2019
William Levick Primary School - Electrical rewire and upgrade	£110,000.00	03/05/2019

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Pilsley Primary School - Remove underground boiler house and all associated structures	£150,000.00	13/05/2019
High Peak and Derbyshire Dales Area Education Office - repairs to Car Park and Footpaths	£55,000.00	13/05/2019
Killamarsh Infant School - Roof recover	£80,000.00	16/05/2019
Deer Park Primary School - Upgrade wiring & lighting	£100,000.00	17/05/2019
Linton Primary - Replacement of timber-framed windows	£70,000.00	03/06/2019
Linton Primary - Replacement of Flat Roofing Coverings	£55,000.00	03/06/2019
Hasland Infant School - Electrical rewire and upgrade	£165,000.00	21/06/2019
Community House, Long Eaton - Repairs to Boundary Retaining Wall	£90,000.00	24/06/2019
Offices at School Lane Chesterfield - Replacement Windows	£150,000.00	08/07/2019
Contract for the Supply of Herbicides	£80,000.00	30/11/2019
Long Eaton Library - Replace Flat Roofing	£132,000.00	23/12/2019
Victoria Street Brimington - Replace Flat Roof	£98,000.00	03/03/2020
Anthony Gell - Repairs/replacement of flat roof and associated works	£150,000.00	13/04/2020
Contract for the Supply of Arboriculture Equipment	£100,000.00	30/06/2020
Contract for the Supply of Paint & Painting Sundries	£170,000.00	31/08/2020
Contract for the Supply of Glass and Glazing Sundries	£180,000.00	31/03/2021
Servicing and Maintenance of Mixing Valves	£120,000.00	31/03/2021
Property Market Information Solution (ICT19007)	£96,000.00	01/04/2021
New Hilton Primary - Contribution to Developer for furniture & equipment	£171,000.00	TBC
Hayfield Primary - Electrical rewire and upgrade	£155,000.00	TBC

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Alfreton Park - Renew Deer Shed roof	£150,000.00	TBC
Stenson Fields Primary – Patent glazing roof lights & Teleflex	£150,000.00	TBC
Bolsover / Clowne reorganisation - Reorganisation & Rationalisation	£137,600.00	TBC
Crich CE Infant School – Renew pitched roof	£135,000.00	TBC
Specialist Vehicle Hire	£135,000.00	TBC
Rosliston Primary School - Small extension to create new toilets and refurb existing	£130,000.00	TBC
St Andrews Junior - Structural repairs to boiler room	£120,000.00	TBC
Highfield Upper School – Replacement of obsolete system throughout	£120,000.00	TBC
Highfield School – Kitchen equipment	£110,000.00	TBC
East Clune HOP - Replace life expired rooflights to first floor roof with suitable alternative	£100,000.00	TBC
Lady Manners - Window replacements	£100,000.00	TBC
Newhall Junior School - Upgrade existing heating system	£100,000.00	TBC
Hayfield Primary – Phase 2 wiring scheme	£100,000.00	TBC
Geoffrey Allen Centre - Replacement Windows and Doors to Front Elevation	£90,000.00	TBC
Chatsworth Hall - Replacement Lift	£88,000.00	TBC
Pilsley Primary School – Phase 2 wiring scheme	£85,000.00	TBC
Repton Primary School – Strip and replace aged timber framed windows	£85,000.00	TBC
Long Row Primary School – Fire alarm, emergency lighting, to include distribution	£80,000.00	TBC
Newhall Day Centre - Update kitchen ventilation system	£77,660.00	TBC
Lea Primary School – Renew pitched roof	£75,000.00	TBC
Ridgeway Primary School – Phase 1: Renew defective slate	£75,000.00	TBC

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Highfields School - Fencing	£72,000.00	TBC
Darley Dale Primary School - Kitchen Ventilation	£71,500.00	TBC
Glebe Junior - Update kitchen ventilation system	£71,000.00	TBC
Whitfield St James Primary School – Replace & relocate boilers	£70,000.00	TBC
The Curzon Primary School - Funding towards multi-use game area and fitness trail	£68,000.00	TBC
Overseal Primary School - Secure Lobby and new Toilet	£65,000.00	TBC
Anthony Gell Sports Hall - Sports Hall	£62,000.00	TBC
Newhall Junior School – Phase 2 heating work	£62,000.00	TBC
Aldercar Infant School - Kitchen Ventilation	£60,500.00	TBC
Holmlea HOP - Fire Alarm	£60,500.00	TBC
Brockwell Junior School – Kitchen roof recover including replacement of roof	£60,000.00	TBC
Fairview Childrens Home - Pitched roof recover	£60,000.00	TBC
Ironville & Codnor Park Primary – Remodel	£60,000.00	TBC
Newton Primary School - Kitchen Ventilation	£56,650.00	TBC
Poolsbrook Primary School - Kitchen Ventilation	£56,100.00	TBC
Christ The King Primary School - Kitchen Ventilation	£55,000.00	TBC
Community House, Long Eaton - Replacement Windows and Cladding to Youth Centre	£55,000.00	TBC
Harpur Hill Primary School - Kitchen Ventilation	£55,000.00	TBC
Long Row Primary School - Kitchen Ventilation	£55,000.00	TBC
Solomon House -Bathroom / Toilets Refurbishment	£55,000.00	TBC
Town End Junior School - Damp remedial works	£55,000.00	TBC

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Ripley Junior School -Security Work	£50,516.40	TBC
Ashbourne Hilltop Primary - school expansion	£50,000.00	TBC
Bamford Primary School – Renew defective single-glazed timber windows	£50,000.00	TBC
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 - school expansion - design	£50,000.00	TBC
Hazelwood HOP - Upgrade kitchen ventilation to current standards.	£50,000.00	TBC
Heathfields Primary School – Renew defective single-glazed timber windows	£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
St Johns, Belper – Internal remodelling	£50,000.00	TBC

Please note: The above includes for the replacement of existing contracts and also an early indication 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.***

Economy, Transport and Environment

Service Plan 2017-2021 2020/21 Update

Mike Ashworth
Executive Director – Economy, Transport and Environment
V4.0

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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 Values

The way we work – we will:

- **Be open, honest and accountable** ensuring the decisions that we make are fair and transparent
- **Spend money wisely** making the best use of the resources that we have
- **Work with partners and local communities** because we know that we cannot tackle complex problems on our own
- **Listen to local people** ensuring we are responsive and take account of the things that matter most to them

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 2020-21

Our Council priorities are:

- Value for money
- A prosperous and green 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 £76.4 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 and green 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.

Delivering 'good growth' in the local economy of Derbyshire is an important consideration in all aspects of the Department's work, whether through providing a sustainable and efficient transport system – including public transport, a well maintained highway network, encouraging low carbon industries or supporting sustainable mineral extraction through planning decisions. The Department will always look to balance economic growth whilst protecting what makes Derbyshire special, such as its heritage and landscape, which themselves are major economic assets.

These priorities will be delivered through a mix of local authority, LEP or private sector funding.

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, Vehicle Replacement Programme, 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.

DRAFT

**Economy, Transport and Environment
Executive Director**
MIKE ASHWORTH

Service Director Economy and Regeneration JOE BATTYE	Service Director Highways GEOFF PICKFORD	Assistant Director (Interim) Environment CLAIRE BRAILSFORD	Assistant Director Resources & Improvement ANGELA GLITHERO
<ul style="list-style-type: none"> • Economic Development • Transport Infrastructure and Programme Management • Highways Development Control • Transport and Accessibility – public transport • Sustainable Transport – walking and cycling • Planning • Conservation, Heritage and Design • Markham Vale Enterprise Zone 	<ul style="list-style-type: none"> • Highway Strategy • Network Planning • Highways Design • Highways Construction • Derby and Derbyshire Road Safety Partnership and Road Safety • Emergency Planning Service 	<ul style="list-style-type: none"> • Waste • Flood Risk Management • Countryside Service 	<ul style="list-style-type: none"> • Finance and accountancy • Performance and quality management • Customer service and engagement • Business services • Fleet services • ICT, HR, Procurement client • Change and improvement

Budget savings

The Department will contribute to the Council's priority of providing **Value for Money** during 2020-21 and will deliver savings of **£1.576m** as follows:

Waste	The cost of disposing of waste will be reduced through restricting use of household waste recycling centres by businesses and people who live outside of Derbyshire*	£230,000
Public Transport	Following the additional investment in 2017, the amount the Council spends on subsidised bus services will reduce. This will be achieved by retendering services to get a better price and by reviewing some services to make sure they are still used	£450,000
Countryside Service	The Council is looking for a combination of alternative sources of funding to generate income through commercial activity or to reduce the cost of this service*	£400,000
Staffing	Staff budgets will be reduced by identifying other sources of income to pay for staff costs	£258,000
b_line	The Council will no longer provide a public transport discount card for young people, although some operators will continue to provide discounted rates on their trains and buses**	£88,000
Digital Derbyshire	The team responsible for ensuring superfast broadband is available across the County will be funded from the Council's reserves instead of a revenue budget	£150,000

* will not be achieved within the current financial year

** budget saving under review

Key Departmental Risks

Priority	Key Risks	Mitigations
Value for money	Failure to deliver budget savings or income targets	The department has a robust five-year plan for delivery of budget savings with regular monitoring in place
Prosperous and green Derbyshire	<p>Failure to maintain assets including roads, pavements, bridges, retaining walls, street lighting columns, safety fencing, gullies, countryside assets, canals, reservoirs</p> <p>Management of DCC water bodies - Serious injury to the public or employees and/or severe damage to land or infrastructure as a result of failure of asset</p> <p>Ash dieback - Serious injury to the public or employees on Council owned land, Highway Network, Public Rights of Way (PRoW) Network , Countryside Sites and premises</p>	<p>A risk based approach to asset management is in place in accordance with the Code of Practice - "Well Managed Highway Infrastructure". Approach to managing network resilience being developed during 2019-20.</p> <p>The County Council owns and operates water bodies of varying types (canals, reservoirs, lakes) condition and ages. Many of these assets are managed by the Countryside Service on behalf of the Corporate Landlord. Management of the assets by Countryside Service Staff includes arranging inspections; maintenance works; vegetation management; waterbody structural checks; specialist flood studies; investigations to identify engineering solutions, including engagement of specialist consultants, and securing funding.</p> <p>The Countryside Service is initiating a programme to quantify the scale of the problem; plan an inspection regime for roadside trees; provide training to all site based staff and establish escalation procedures; undertake a desk-based assessment of the location of ash trees utilising detailed site knowledge; use latest research to assess individual trees and make management decisions; establish a corporate working group to oversee ash dieback management and progress the development of a Corporate Ash Dieback Action Plan with appropriate funding options.</p>

Priority	Key Risks	Mitigations
<i>Empowered and self-sufficient communities</i>	None identified	
<i>A focus on prevention and early intervention</i>	Failure to safeguard children and vulnerable adults using Economy, Transport and Environment services	DBS checks are undertaken on all relevant employees, drivers and passenger assistants. Any necessary health and safety checks for visits and activities comply with DCC requirements.
<i>High performing and council services</i>	Failure to meet waste management targets increasing environmental and financial costs and reputational impacts.	Working closely with key partners and stakeholders increase waste minimisation, reuse and recycling of waste. Deliver a range of educational work and campaigns to educate and raise awareness and understanding of the need to reduce, reuse and recycle waste. Deliver long term waste management solutions. Manage and monitor waste contracts to maximise diversion of waste from landfill and ensure appropriate management of waste. Ensure accurate and regular budget monitoring and performance reviews. Monitor and take account of broader waste management issues, government and European influences.

Achievements during 2019-20

A summary of the key achievements for the Department during **2019-20** are detailed below:

- **Flooding events and Toddbrook Reservoir** – during 2019-20, there have been a number of major flooding events which have affected properties and infrastructure Countywide. The Toddbrook Reservoir was one of the major incidents involving a multi-agency response which working together prevented the dam breaching and ensuring the safety of thousands of local residents
- **Pot Hole Fund** - Completed the £8.4m pot hole fund investment programme
- **New Code of Practice** - introduced new Code of Practice for the maintenance of the highway network
- **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
- **Association of Community Rail Partnership Award (ACORP)** – the Derwent Valley Community Rail Partnership received an award from ACORP for its work with the Derbyshire Wildlife Trust on rejuvenating the Whistlestop Centre at Matlock Bath Station
- **Planning Services** - received the East Midlands Royal Town Planning Institute Local Planning Team of the Year (2019)
- **Gold Modeshift Stars accreditation achieved by 3 Derbyshire schools** - Alfreton Nursery School, Riddings Infant and Nursery School both claimed awards at the Midlands and North West Modeshift Sustainable Travel Accreditation and Recognition for Schools (STARS) ceremony held in Birmingham
- **1000th Cycle to Work certificate issued during 2019**
- **Low Emission Vehicle Infrastructure Strategy (LEVI) and Action Plan** - approved by Cabinet with 38 fast and 11 rapid charge units confirmed for installation across the County in all district and borough council areas. An application has also been successful for £200k funding from the Office for Low Emission Vehicles(OLEV) to provide 20 dual Electric Vehicle charge points in Ashbourne, Bakewell, Matlock, Buxton and Glossop
- **New Mills - Natural Flood Risk Management Scheme** – successfully completed a scheme on Ollersett Moor which was designed to slow and store the flow on an existing watercourse, thereby reducing the flood risk to properties further down the valley in New Mills. This is the first scheme of its kind that the Council has undertaken and delivered in partnership with the Environment Agency, the Mersey Forest and the Landowner. A volunteer day was held which attracted over 50 local people planting trees as part of the scheme
- **Derbyshire Environmental Studies Service** - awarded 'Highly Commended' in the Community Development Award Category in the national Outdoor Learning Awards 2019 from the Council for Learning Outside the Classroom (CLOtC) for the engagement work as part of the New Bolsover Model Village Heritage Project

- **Electric Vehicle Pool Fleet** – the Council has introduced eight electric pool cars and three electric bikes in an attempt to reduce the Council's carbon emissions
- **Digital Derbyshire** – since its launch in 2014, Digital Derbyshire has made better, faster broadband available to more than 102,000 Derbyshire homes and businesses. Of these, more than 97,000 can now get download speeds in excess of 24Mbps - which UK Government classifies as 'superfast'
- **Streetlighting** – over the last 12 months the LED Invest to Save project has saved 4.6million kWh of electricity and 2,000 tonnes of CO2 emissions. This equates to £690,000 at today's energy prices. Since the project started, we have reduced the energy consumption by 13.3million kWh and 6,000 tonnes of CO2 emissions which equates to a £2 million saving

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 all planned budget savings in the medium term	Angela Glithero	March 2019	March 2022	<ul style="list-style-type: none"> • Deliver £1.576m savings target by March 2021 	✓
Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19	All Divisions	May 2020	March 2021	<ul style="list-style-type: none"> • Economic Recovery Strategy and Action Plan developed and implemented • Successful implementation of plans to re-open town centres with appropriate social distancing measures 	✓
Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners	All Divisions	May 2017	March 2021	<ul style="list-style-type: none"> • Developed and Implemented new overarching partnership arrangements to bring partners together across Derbyshire 	✓
Reviewed and transformed key services to ensure a mix of in-house and commissioned provision	All Divisions				
- Highways review	Geoff Pickford	April 2018	March 2021	<ul style="list-style-type: none"> • Delivered demonstrable efficiencies, increased levels of income, together with increased customer satisfaction 	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
- Countryside services review	Claire Brailsford	October 2018	TBC	<ul style="list-style-type: none"> Alternative, suitable service delivery mechanisms for the Service have been assessed and are being implemented to ensure the future sustainable provision 	✓
- County Transport	Angela Glithero	April 2019	March 2021	<ul style="list-style-type: none"> Delivered demonstrable efficiencies and increased customer satisfaction 	
Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce and reducing requirements for travel and office space.	Angela Glithero		March 2021	<ul style="list-style-type: none"> Proportion of transactional activities being delivered through digital platforms 	✓
Improved employee well-being by embedding the wellbeing strategy to increase productivity and reduce absence	All Divisions	March 2019	April 2020	<ul style="list-style-type: none"> Reduced the average number of days lost to sickness absence and mental health issues 	✓
Actively pursue a programme of income generation in relevant services.	All Divisions	Ongoing	Ongoing	<ul style="list-style-type: none"> Increase income year on year 	

Key performance measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Achieved Departmental budget savings in 2019-20 and 2020-21	£4.457m	£2.085m	£737,000	£1.576m
The average number of days lost to sickness absence	10.79 days	11.02 days	7.6 days	9.3 days
Spend on Agency Staff	£73,002	£147,772	£57,329	Monitor

A Prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Develop and deliver a Derbyshire Good Growth Strategy to ensure sustainable economic prosperity and reduction in harmful emissions	Joe Battye	May 2019	Ongoing	<ul style="list-style-type: none"> • LEVI strategy approved and implemented • Other plans identified to mitigate against threats to the environment • Improved Public Transport offer • Key Cycle Network implemented 	
Developed and implemented a COVID-19 economic recovery strategy to support business and sector renewal in line with timescales	Head of Economic Development	Ongoing	September 2020	<ul style="list-style-type: none"> • Economic Recovery Strategy and Action Plan developed and implemented 	✓
		June 2020	March 2021	<ul style="list-style-type: none"> • Successful implementation of plans to re-open town centres with appropriate social distancing measures • Maximised and managed the opportunity for people to enjoy healthier lifestyles through the facilities offered by the Countryside Service 	
Support low carbon businesses to establish and encourage green energy entrepreneurs	Joe Battye		Ongoing	<ul style="list-style-type: none"> • New businesses started that support 	

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
to develop renewable or zero carbon energy production				low carbon or are developing renewable energy production <ul style="list-style-type: none"> • Business support grant implemented 	
Worked to maximise growth opportunities arising from HS2 and to mitigate impact	Joe Battye	May 2017	2037	<ul style="list-style-type: none"> • 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/ Head of Economic Development	June 2018	March 2025	<ul style="list-style-type: none"> • Derbyshire is promoted as a prosperous County for business investment 	✓
Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses	Joe Battye	April 2014	December 2021	<ul style="list-style-type: none"> • 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 2025	<ul style="list-style-type: none"> • More co-ordinated and comprehensive approach to effectively tackle the labour market, local employer and training provider issues 	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	Joe Battye	March 2019	March 2021	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Business opportunities for growth in Derbyshire are maximised 	✓
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	<ul style="list-style-type: none"> Business opportunities for growth in Derbyshire are maximised 	
Develop and implement a programme to support the Festival of Derbyshire	Joe Battye	April 2019	September 2021	<ul style="list-style-type: none"> Festival programme implemented attracting more national and international visitors 	
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Bus Strategy developed 	
Completed the development and started the implementation of The Derbyshire	Joe Battye	September 2019	December 2020	<ul style="list-style-type: none"> Infrastructure and regeneration priorities agreed 	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Infrastructure Plan to support Good Growth and access external funding				countywide to attract external funding	
Complete the reviews and finalisation of the Waste Local Plan and Minerals Local Plan	Joe Battye	April 2017	December 2021	<ul style="list-style-type: none"> Local Plans adopted 	
Invested in well maintained roads and highway infrastructure	Geoff Pickford	Ongoing	Ongoing	<ul style="list-style-type: none"> 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 2021	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	Geoff Pickford	Ongoing	Ongoing	<ul style="list-style-type: none"> Opportunities to maximise funding for highways schemes are realised 	

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
Reduce the number of people killed or seriously injured on Derbyshire roads	Geoff Pickford	Ongoing	Ongoing	<ul style="list-style-type: none"> Reduction in the number of people that have been killed or seriously injured on Derbyshire's Highway Network 	
Implemented the Carbon Reduction Plan accelerating changes to working practices introduced during the pandemic	Executive Director	October 2019	March 2021 and ongoing to deliverable deadline of 2032	<ul style="list-style-type: none"> Percentage reduction in greenhouse gas emissions from Council land and operations from 2010 baseline Implementation plans are in place, costed and resourced by March 2021 Key projects to reduce emissions are being progressed 	✓
Worked with partners and communities to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour	Executive Director	October 2019	March 2021 and ongoing to deliverable deadline of 2050	<ul style="list-style-type: none"> Reduction in tonnes of CO2 emissions in Derbyshire Implementation plans are in place, costed and resourced The Energy Strategy, Good Growth Strategy and Natural Capital 	✓

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan
				Strategy have been approved by March 2021 <ul style="list-style-type: none"> • Key projects to reduce emissions are being progressed 	
Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions	Executive Director	May 2020	Initial Emergency Active Travel Fund - March 2021	<ul style="list-style-type: none"> • Modal shift to more sustainable methods of travel • Behavioural change for Derbyshire communities 	✓

Key performance measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
• No. of businesses supported to export	n/a	n/a	51	20
• Number of start-up businesses supported	n/a	n/a	43	Monitor
• Number of enterprises receiving Information, Diagnostic and Brokerage (IDB)	14	12	2,028	Monitor
• Amount of external funding secured in last 12 months	£80m	£52.6m	£9,601,992	Monitor
• Number of apprenticeships offered by department	13	15	30	Monitor
• Number of apprenticeships recruited to by department	10	12	23	Monitor
• Number of apprenticeships completed by department	0	1	6	Monitor
• No of jobs created at Markham Vale	1,628	2,236	tbc	3,400
• Percentage of total 200 acres development land occupied at Markham Vale	57.8%	62.8%	77.9%	82.0%
• External funding secured Derwent Valley Mills	544,944	371,035	tbc	55,000
• Number of visitors to Derwent Valley Mill Sites	571,440	621,273	514,574	545,000

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
			as at Dec 2019	
• Secondary spend (economic impact) of World Heritage Site based on visitor numbers	£14,039,708	£15,264,076	£12,642,565 as at Dec 2019	£13,390,105
• Total number of fibre enabled premises (Phase 2)	11,578	15,940	21,182	tbc
• Total number of Superfast (above 24Mbps) enabled premises (Phase 2)	11,100	15,391	20,265	tbc
• Total take up of fibre broadband (Phase 2)	3,023	5,947	9,286	tbc
• Percentage take-up of fibre broadband (Phase 2)	17%	37%	44%	28%
• Percentage of road defects repaired within target	66%	71.5%	77.2%	90%
• Percentage of principal roads where maintenance should be considered (*revised methodology introduced 2019-20)	2%	2%	13%*	Monitor
• Percentage of non-principal roads where maintenance should be considered (*revised methodology introduced 2019-20)	4%	4%	23%*	Monitor
• Number of people killed and seriously injured on Derbyshire's roads	298	330	326	Monitor
• Number of low carbon vehicle charging points	n/a	n/a	44	tbc
• Percentage of Strategy and Growth Panel active projects on track	71.4% as at Dec 17	92.3% as at Dec 18	93.8% as at Dec 2019	100%
• Percentage infrastructure delivery active projects on track where DCC is promoter	88.9% as at Dec 17	85.7% as at Dec 18	85.7% as at Dec 2019	100%
• Percentage reduction in greenhouse gas emissions from Council owned land and operations from 2010 baseline	33.9%	48.1%	50% target	52%

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	March 2025	More vulnerable people in meaningful employment	✓

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	<ul style="list-style-type: none"> Maintained and improved customer satisfaction with Highways related services 	✓
		January 2020	Ongoing	<ul style="list-style-type: none"> Pioneered new methods of obtaining customer feedback 	

Key performance measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
• Increased customer satisfaction with Highways and Transportation Services	57%	55%	55%	Monitor
• Increased the number of compliments about Council services	330	209	124	Monitor
• Monitored customer complaints	124	116	50	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
<ul style="list-style-type: none"> Continue to work in partnership with Derby City Council on the multi-million pound, long term joint waste project 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
<ul style="list-style-type: none"> Complete the provision of the 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 Waste Treatment Centre at Sinfin
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> Continue to investigate reports and occurrences of internal flooding to businesses and residential properties 	Claire Brailsford		Ongoing	Increased customer satisfaction with flooding services responses
<ul style="list-style-type: none"> Consent to works on ordinary watercourses, minor rivers, streams, brooks, ditches and culverted/piped watercourse/land drainage 	Claire Brailsford		Ongoing	Consents responses successfully completed

Actions	Lead	Start	Complete	Success Measures
network across Derbyshire				
<ul style="list-style-type: none"> Continue to implement the objectives in the Derbyshire Local Flood Risk Management Strategy, including a full review of the Strategy in 2020 	Claire Brailsford		Ongoing	Strategy objectives continue to be delivered
<ul style="list-style-type: none"> 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 	Geoff Pickford/Joe Battye		Ongoing	Opportunities for joint working continue to be explored to develop and maintain more sustainable travel routes
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> Work with partners to plan and prepare to ensure the Council and Local Resilience Forum's ability to respond to any potential changes as a result of the UK leaving the EU 	Geoff Pickford	August 2018	Ongoing	Suitable arrangements are in place to be able to respond to the consequences of the UK leaving the EU
<ul style="list-style-type: none"> Support and promote the development of low carbon travel for employee business travel through the use of technology and electric vehicle fleet 	Angela Glithero	June 2019	Ongoing	Reduction in grey fleet miles and carbon emissions
<ul style="list-style-type: none"> Analyse the effect of the COVID 19 pandemic on travel patterns to inform future policies and review ways of working 	Angela Glithero	June 2020	March 2021	New policies and ways of working developed
<ul style="list-style-type: none"> Introduce electric vehicles into the Council fleet and explore the opportunities for low carbon fuel for HGVs 	Angela Glithero	April 2020	Ongoing	Reduction in CO2 emissions from Council fleet vehicles

Actions	Lead	Start	Complete	Success Measures
<ul style="list-style-type: none"> Deliver the Elvaston Master Plan to ensure a sustainable future for the estate (Phase 1) 	Angela Glithero	December 2018	December 2020	In principle agreement to Master Plan Delivery Programme by Cabinet

Key performance measures

Description	Actual	Actual	Latest	Target
	2017-18	2018-19	2019-20	2020-21
Percentage of household waste sent for reuse, recycling and composting	48.2%	48%	49%	48%
Percentage landfilled of total Municipal Waste collected	16%	17%	12.51%	20%
Percentage of flood enquiry responses provided within allocated timescales	73%	78%	74%	70%
Percentage of land drainage consents applications responded to within 8 weeks	100%	88%	80%	85%
Percentage of planning applications responded to by Flood Team within 21 days	78%	87%	22%	75%

Approved Controllable Budget

Service Area	Employee Related £'000	Premises Related £'000	Transport Related £'000	Supplies & Services £'000	Agency & Contracted Services £'000	Unallocated budgets £'000	Controllable Recharges £'000	Gross Budget £'000	Income £'000	Net Budget £'000
Departmental Management Team	584	0	8	5	0	0	2	599	0	599
Economy and Regeneration:										
Planning Services	1,238	0	10	54	0	0	6	1,308	(244)	1,064
Economic Regeneration	509	4	8	610	0	(591)	2	542	0	542
Markham Employment Growth Zone	(40)	173	4	133	37	0	39	346	(336)	10
Development Control	693	0	18	0	0	0	2	713	(738)	(25)
Strategic Transport	113	0	2	19	0	0	1	135	0	135
Derwent Valley Mills World Heritage Site	118	0	5	13	0	0	1	137	(27)	110
Conservation	471	1	10	14	0	(11)	(5)	480	(124)	356
Public Transport	944	12	50	247	20,758	(128)	(127)	21,756	(7,106)	14,650
Environment:										
Waste Management	431	157	20	652	45,167	0	12	46,439	(2,397)	44,042
Countryside Services	2,043	236	54	332	141	0	426	3,232	(933)	2,299
Flood Risk Management	271	1	3	112	0	59	1	447	0	447
Highways:										
Highway Network Planning	4,917	820	661	4,549	5,680	0	2,043	18,670	(2,311)	16,359
Highway Construction	(395)	(304)	(995)	83	4	0	1,364	(243)	0	(243)
Highways Strategy	350	2	(8)	66	8	0	33	451	(100)	351

Service Area	Employee Related £'000	Premises Related £'000	Transport Related £'000	Supplies & Services £'000	Agency & Contracted Services £'000	Unallocated budgets £'000	Controllable Recharges £'000	Gross Budget £'000	Income £'000	Net Budget £'000
Highway Design and Land Reclamation	(468)	0	33	87	0	0	11	(337)	(25)	(362)
Highway Road Safety	408	0	14	9	33	0	4	468	(377)	91
Emergency Planning	540	1	17	26	0	(57)	10	537	(268)	269
Resources and Improvement:										
Finance	406	0	1	2	0	17	1	427	0	427
Information Systems	175	0	0	0	0	0	0	175	0	175
Performance and Engagement	999	0	2	80	0	0	6	1,087	(580)	507
Business Services	1,701	13	10	218	8	(75)	(62)	1,813	(281)	1,532
Fleet Services	2,021	250	1,010	306	600	0	(3,616)	571	(1,447)	(876)
Unallocated Savings	0	0	0	11	0	(6,185)	0	(6,174)	0	(6,174)
TOTAL	18,029	1,366	937	7,628	72,436	(6,971)	154	93,579	(17,294)	76,285

Forward Plan of Procurement Projects – up to 31 March 2022

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

Forward Plan of Procurements (above £25K less than £50K) due to commence prior to April 2022

Contract Title	Estimated Value £	Estimated Contract Start Date
Dam Brook, Breadsall Flood Alleviation Scheme (Design and Construction)	£30,000	01/08/2020
Agricultural and Management work on Countryside sites (3 year contract)	£50,000	31/03/2021
Chesterfield Canal weed cutting (3 year contract)	£30,000	31/03/2021
Chalara/Ash Dieback - short and medium term felling contracts	£50,000	01/10/2020
Provision of Specialist Hydraulic Platform Maintenance	£25,000	01/09/2020
Provision of Vehicle Chassis Pressure Washing/Cleaning	£25,000	01/09/2020
Provision of LOLER Tests and Maintenance Services	£25,000	01/09/2020
Provision of Vehicle Chassis Waxing/Preservative	£25,000	01/09/2020
Provision of Vehicle 240V Systems Testing & Repairs	£25,000	01/09/2020
Supply and Replacement of Hydraulic Hoses and Equipment	£50,000	01/09/2020
Provision of Specialist Waste Product Collection and Disposal Services	£35,000	01/10/2020
Provision of Specialist Vehicle Hydraulic Crane Maintenance Services	£50,000	01/06/2020
Professional Management Services System	£30,000	30/06/2020
Bio clean-up services	£50,000	01/05/2020
Ground Radar Surveys	£40,000	01/05/2020
Desilting Operation (Culverts)	£50,000	01/08/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
Replacement Highways Structure Management System	£30,000	01/12/2020
Electronic Warning Signs Maintenance	£25,000	01/03/2020
Sheffield Road Bridge	£50,000	01/07/2020
Gorse bridge repair work	£50,000	01/05/2020
Supply of LED Belisha Beacons	£40,000	01/09/2020
Quality Management System ISO9001 2015	£50,000	01/10/2020
DEF Software Limited highway modules (ADDITION)	£50,000	01/06/2020
Fuel Access Control and Monitoring System	£35,000	01/04/2020
Key soft Solutions (TS09088)	£36,000	01/04/2020
County Transport Vehicle Diagnostic Equipment (TS15032)	£40,000	01/07/2020
Highways Structure Management System (AMX) ES7099	£29,200	01/01/2021
Department Translation Services (Q3221)	£25,000	01/05/2021
Supply and Printing of Bus Stop and Associated Signage (ETE7645)	£50,000	06/10/2022
Internet Hosting and Public transport Route Map Production	£50,000	31/01/2021
Bus Shelter Cleaning	£50,000	12/09/2021
Walking Together Mining Memorial	£35,000	01/03/2020
Replacement ICT in Emergency Centre	£25,000	01/10/2020
Provision of Workshop Equipment and Hand Tools Maintenance Services including Testing & Calibration	£40,000	12/11/2021
Servicing of Industrial Doors, Roller Shutters, Gates and Barriers	£50,000	31/12/2021
Buxton Town Travel Plan	£40,000	TBC
LEVI Strategy - Low Emission Vehicle Infrastructure Strategy in support of the Climate and Carbon Reduction Manifesto	£30,000	01/08/2020
Coring Rig – purchase of coring rig for Highways Lab	£45,000	01/07/2020
Matlock Town centre Flood Study	£30,000	01/06/2020
Eyam/Stoney Middleton Flood Investigation Study	£30,000	01/08/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
Rolleston Flood Alleviation Scheme (NFM)	£35,000	01/09/2020
Delivery of Interactive & Informative Theatre Performances to Derbyshire Secondary Schools	£40,000	01/12/2020

Forward Plan of Procurements (above £50K less than OJEU threshold) due to commence prior to April 2022

Contract Title	Estimated Value £	Estimated Contract Start Date
Lower Hartshay Flood Alleviation Scheme (Design & Construction)	£108,000	01/05/2020
Skegby Trail re-surfacing	£60,000	01/09/2020
Skegby Trail Batley Lane crossing improvements	£70,000	01/09/2020
S10 Reservoir compliance work at Mapperley Reservoir	£80,000	31/03/2021
Scropton Flood Alleviation Scheme (Design and Construction)	£183,000	01/05/2021
Festival of Derbyshire Commission	£100,000	unknown
Markham Vale Greenways - route to work for walkers and cyclists alongside the A632.	£150,000	01/08/2020
Transport Delivery Management System	£100,000	31/03/2021
Carriage Shelter Repair Works	£150,000	01/10/2020
Disposal of Home Farm Site	£100,000	01/06/2020
Supply of Vehicle Electrical Components and Consumables	£60,000	01/08/2020
Supply of Hand Tools and Equipment	£150,000	01/10/2020
Supply of Vehicle Body Repair Consumables	£108,000	01/08/2020
Traffic Regulation Order Management & Consultation System	£90,000	01/09/2020
Depot Security - improvements to security systems at Highways depots	£75,000	01/10/2020
Road Ironworks installation systems	£100,000	01/05/2020
Geotechnical Works	£150,000	01/08/2020
Construction and/or Repairs of/to Masonry Walls	£150,000	01/08/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
Agnes Meadow bridge repair works	£70,000	01/04/2020
Nottingham Road bridge strengthening	£150,000	01/08/2020
Loscoe Culvert – repair/replace following detailed survey	£150,000	01/09/2020
Purchase, installation and back office software for Pay and Display Machines	£180,000	01/09/2020
Autodesk Subscriptions (incl. Autocad) TS10021.	£170,000	01/04/2020
Ticketing Analysis Software (TS11007)	£168,400	01/04/2020
Supply of illuminated traffic safety equipment for Street lighting (ETE7646)	£160,000	01/06/2020
Commercial Data Feed (TS16020)	£52,000	01/08/2020
Parkmap (TS09087)	£85,000	01/09/2020
Cast Iron Goods (CETE031)	£160,000	01/04/2021
Supply of Ice Cream (ETC7600)	£140,000	01/04/2021
Provision of Lubricants, Oils and Greases (CETE047)	£140,000	01/09/2021
Waste Education Theatre and Workshops Programme (ETE7651)	£120,000	18/10/2021
Supply of temporary road signs (ETE7633)	£70,000	01/03/2022
Supply and Fit of Vehicle Livery and Vinyls (Q3213)	£150,000	22/03/2022
Supply of a Hosted Video Traffic Data Collection Processing and Reporting Solution, Mobile Equipment and Associated Services (TS16042)	£70,000	09/06/2022
Large Scale Printers (ICT17043)	£100,000	05/07/2022
Collision Analysis System (ACCSMAP) (TS09207)	£59,982	01/09/2022
Provision of Vehicle Glass Replacement and Repair (Q3230)	£150,000	01/10/2022
Bus Stop and Bus Shelter Associated Works (ETE7643)	£100,000	26/10/2022
Laboratory Information Management System	£150,000	TBA
Roadside Information and Infrastructure Maintenance	£100,000	01/04/2021
Supply and Printing of Bus Stop and Associated Signage	£64,000	06/11/2021
The Story Mine Heritage Project	£55,000	01/07/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
Supply of Vehicle Livery and Vinyls	£150,000	21/03/2022
Hire of Specialist Workwear to include Laundering and Repairs	£100,000	24/06/2022
Supply of Workshop Consumables	£160,000	31/07/2022
Supply of Vehicle Replacement Parts - Volkswagon Group (VW, AUDI, SKODA, SEAT)	£150,000	31/08/2022
Supply and Fitment of Vehicle Safety Glass and Repair Services	£150,000	30/09/2022
Key Cycle Network Preparatory Works	£100,000	01/08/2020
Laboratory IT Software solution	£80,000	01/08/2020
Replacement balances for lab	£55,000	01/10/2020
Elvaston Castle Pump House	£50,000	01/01/2021
Elvaston Castle Gothic Rockwork	£50,000	01/01/2021
Elvaston Castle Bee Arch	£50,000	01/01/2021
Elvaston Castle Old English Garden North Wall	£50,000	01/01/2021
Elvaston Castle Old English Garden South Wall/Boiler House	£100,000	01/01/2021
Elvaston Castle, Dry Rot and Leaks, Cornice	£50,000	01/01/2021

Forward Plan of Procurements (above OJEU threshold) due to commence prior to April 2022

Contract Title	Estimated Value £	Estimated Contract Start Date
Renishaw Flood Alleviation Scheme Detailed (Design & Construction)	£306,000	01/05/2021
Derwent Grove Flood Alleviation Scheme (Design & Construction)	£222,000	01/05/2021
Purchase of a Waste Management IT System	£200,000	01/10/2020
HS2 Consultancy Support/Studies	£250,000	Unknown
Supply of Local Bus Transport	£28,000,000	01/01/2021
A61 Growth Corridor - Avenue Southern Access and Link Road Construction	£4,600,000	01/08/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
Mill Lane A61 Roundabout	£4,000,000	01/08/2020
Ashbourne Airfield - Construction & Utility Works	£6,500,000	30/04/2020
Markham Vale Infrastructure - various	£300,000	01/09/2020
Hogshaw/Fairfield Roundabout, Buxton - Golf club earthworks contract	£250,000	01/06/2020
Markham Vale Plot Development - various	£600,000	01/05/2020
MVEC Refurbishment Phases	£200,000	01/10/2020
A61 Growth Corridor - Chesterfield Station Masterplan Hollis Lane Link Road Construction	£4,500,000	01/04/2020
A61 Growth Corridor - Chesterfield Station Masterplan Lordsmill Roundabout Construction	£1,000,000	01/09/2020
Supply of Local Bus Transport	£28,000,000	01/04/2021
Markham Vale Landscape Phase 4	£300,000	01/09/2020
Buxton Fairfield Roundabout	£5,000,000	01/07/2020
Woodville to Swadlincote Regeneration Route - Construction	£10,500,000	01/05/2020
Supply of Fleet Vehicles, Trailers and Plant	£17,000,000	2019 - 2022
Supply of Vehicle Replacement Parts - including Landrover, Toyota, Motorcycle Parts, DAF, VW Commercials, Vauxhall.	£900,000	01/07/2020
Provision of Vehicle Accident Specialist Body Repairs	£750,000	01/12/2020
Provision of Vehicle Specialist Repairs	£750,000	01/12/2020
Frame Yard Redevelopment as Secure Staff Compound (includes £10k design fees)	£350,000	01/10/2020
Bolsover Footbridge – repair/replace following survey	£275,000	01/08/2020
Supply, Installation and Maintenance of Permanent Traffic Signals and Associated Equipment	£2,000,000	01/01/2020
Drainage Surveys	£1,000,000	01/05/2020
Micro Surfacing of Derbyshire Highways including Surface Dressing, Slurry Sealing and thin Coat Surfacing	£4,000,000	01/05/2020
Insitu – Recycling	£4,000,000	01/05/2020
Retexturing - repair of skid resistance surfaces on Derbyshire highways	£400,000	01/05/2020
Supply of Street Lighting Columns & Ancillaries	£880,000	01/05/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
P08074 Swallow House Lane Bearing Replacements	£600,000	01/09/2020
Safer Roads Fund A5004 (Speed Management Review/Potential Average Speed Camera System)	£1,150,000	01/06/2021
Safer Roads Fund A5012 (Speed Management Review/Potential Average Speed Camera System)	£1,250,000	01/06/2021
Automatic Traffic Counting	£200,000	01/03/2020
Civil Parking Enforcement Contract	£6,000,000	Unknown
Supply of Traffic Sign Plates (ETE7561)	£260,000	01/03/2020
Wharf Lane Footbridge repair to parapet and water proofing	£200,000	01/06/2020
C43017 Harrington Bridge Refurbishment	£700,000	01/11/2020
CTP 727 Installation of LED	£10,000,000	01/08/2020
CTP 759 Supply of LED Luminaires	£4,400,000	01/04/2021
Installation of LED Luminaires (CTP727)	£24,000,000	01/06/2020
Hire of employer operated plant and vehicles (ETC7578)	£2,000,000	01/01/2021
Hire of owner operated plant and vehicles (ETC7579)	£3,000,000	01/01/2021
Hire of front end shovel loaders with operators (ETC7580)-	£4,000,000	01/01/2021
Asset Management Solution for Environmental Services (TS11025)	£1,329,774	01/01/2021
Vehicle Hire	£400,000	18/01/2021
Personal Protective Equipment - re-tender of PPE contract for DCC	£540,000	05/03/2021
Provision of Surface Dressing Binder (CETE015)	£2,400,000	01/04/2021
Surfacing & ancillary works for Highways (ETC7583)	£1,500,000	01/04/2021
Highways drainage cleansing (ETC7630)	£1,400,000	01/04/2021
Supply of ready mixed concrete (ETC7594)	£3,000,000	01/04/2021
Supply of Specialist Plant for Surface Dressing (CETE0014)	£1,322,157	01/05/2021
Fuel cards - - re-tender of fuel card contract to enable refuelling at garage forecourts	£4,000,000	01/07/2021
Provision of Services for the Collection and Disposal of Landfill Leachate (ETC7595)	£800,000	18/09/2021
Supply of cables, cut-outs and sundries for Street Lighting works (ETC7611)	£340,000	01/11/2021

Contract Title	Estimated Value £	Estimated Contract Start Date
Supply of photo-electric control units for Street Lighting (ETC7615)	£360,000	01/12/2021
Supply of Rapid Set Mortars (ETC7616)	£210,000	01/12/2021
Supply of Concrete Kerbs and Flags (ETC7617)	£200,000	01/12/2021
Road marking and studding works (ETE7637)	£4,500,000	01/12/2021
Supply of dry road stone materials (ETC7612)	£3,000,000	01/01/2022
Supply of coated road stone materials (ETC7613)	£2,000,000	01/01/2022
Supply of lamps for Street Lighting (ETC7620)	£1,000,000	01/01/2022
Safety fencing maintenance and repair works (ETC7624)	£400,000	01/01/2022
Supply of Chippings for Surface Dressing (CETE016)	£2,100,000	01/05/2022
Provision of Traffic Management (CETE009)	£2,400,000	01/03/2023
Supply of Smart Travel Cards (CETE007)	£600,000	01/03/2023
Transport Services DPS (Local Bus, School Bus, SEND & Adult Care)	£100,000,000	01/04/2021
Supply of Local Bus Transport	£28,000,000	01/06/2021
Provision of Bus Shelter lighting and electrical works	£200,000	01/05/2020
Provision for the Supply and Installation of Bus Shelters	£220,000	01/06/2022
Provision of Bus Stop and Associated Works	£244,000	27/10/2021
Recycling Plant and Equipment to include Screens, Crushers, Weighbridge Services	£2,000,000	01/04/2020
Highways Drainage Cleaning Services (Gullies)	£1,800,000	01/10/2021
Ashbourne Bypass Preliminary design and Environmental Statement	£250,000	01/07/2020
Chesterfield-Staveley Regeneration Route Preliminary Design and Environmental Statement	£250,000	15/04/2020
South Derby Growth Zone Detail Design	£250,000	01/05/2020
Local Transport Plan technical support	£250,000	01/05/2020
Town Deal and Future High Streets scheme design	£250,000	01/05/2020
Supply & Fitment of Vehicle and Motorcycle Tyres	£240,000	10/10/2020
Supply of Vehicle Replacement Parts - Ford Lots 1, 2, 3	£385,000	31/01/2022

Contract Title	Estimated Value £	Estimated Contract Start Date
Supply of Vehicle Replacement Parts - Peugeot	£400,000	31/01/2022
Supply of Vehicle Replacement Parts - BMW	£400,000	11/02/2022
Supply of Vehicle Replacement Parts - Mercedes OEM	£400,000	30/02/2023
Leachate contract for the disposal of leachate from closed landfills from 4 sites across the county	£220,000	19/08/2021
Replacement flare programme and closed landfill infrastructure replacement works	£250,000	01/08/2021
Professional services contract	£3,000,000	01/08/2020
Advance works for Hollis Lane scheme- relocation of business	£1,500,000	01/07/2020
Transport Services DPS (Local Bus, School Bus, SEND & Adult Care)	£100,000,000	01/04/2021
Additional Derbyshire Connect Shopping Bus and Access to Health Transport retender	£480,000	01/04/2021
Elvaston Castle Manned Security	£400,000	01/07/2020
Elvaston Master Plan Delivery Programme	£15,000,000	01/10/2021
Elvaston Castle Capital Enabling Works including Updated Conservation Plan	£270,000	01/07/2020
DHART Project – UTMC and Control Room Upgrade	£3,450,000	01/10/2020
DHART Project – Traffic Signals		01/11/2020
DHART Project – Variable Message Signs and Parking Guidance		01/12/2020
DHART Project – CCTV		01/12/2020

Vehicle Replacement Programme 2020-2021

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 (£)
Commissioning, Communities and Policy	6	10	Van - 2.0t	6	17,000	102,000	4,250	25,500
Commissioning, Communities and Policy	6	12	4x4 Utility	7	35,000	210,000	6,000	36,000
Commissioning, Communities and Policy	4	10	3.5t Tipper	6	32,000	128,000	8,250	33,000
Commissioning, Communities and Policy	1	10	HGV 7.5t	7	80,000	80,000	18,400	18,400
Commissioning, Communities and Policy	4	10	Van 3.4t	6	24,000	96,000	4,700	18,800
Commissioning, Communities and Policy	1	8	Luton Van 3.5t	6	28,000	28,000	5,000	5,000
Commissioning, Communities and Policy	1	10	HGV 7.0t	7	70,000	70,000	17,500	17,500
Economy, Transport and Environment	9	12	Van - 2.0t	6	18,000	162,000	4,250	38,250
Economy, Transport and Environment	2	10	3.5t Van	6	30,000	60,000	8,250	16,500
Economy, Transport and Environment	2	10	3.0t Van	6	22,000	44,000	4,500	9,000
Economy, Transport and Environment	4	12	HGV 18t Crane/Tipper	10	116,000	464,000	21,500	86,000

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	2	13	HGV 18t Tipper	10	82,000	164,000	18,400	36,800
Economy, Transport and Environment	7	10	HGV 18t Gritter and Snow Plough	10	110,000	770,000	23,500	164,500
Economy, Transport and Environment	6	10	Trailer	7	4,000	24,000	2,000	12,000
Economy, Transport and Environment	1	12	4x4 Utility	7	40,000	40,000	6,250	6,250
Economy, Transport and Environment	2	10	4x4 Utility	7	35,000	70,000	6,000	12,000
Total	58				Total	2,512,000		535,500

Waste Management Service Capital Programme 2020-2021

Capital Scheme	Description	Estimated Total Cost of Project (£)
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. Year 2 of the 3 year programme	£60,000

Derelict Land Reclamation and Regeneration Capital Programme 2020-2021

Scheme Location	Description	Total Scheme Cost (£)	2020/21 Works Estimate £	Design Fees	Total	Funded from Rec Cap 325K	Funding
North Area							
Markham Vale		41,350,000					
	See MEGZ capital programme						Cap receipts & other grants
	Markham Link Bridge demolition		35,000	0	35,000	35,000	Rec Capital
Chesterfield Canal	Additional Side Weir	50,000	45,000	5,000	50,000	50,000	Rec Capital
Grassmoor Aftercare	Fencing to treatment lagoon	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 (25k)
SUB TOTAL			125,549	11,000	136,549	135,000	
	Others / Private				116,549		HLF, Landfill or similar grants (100k), Sponsorship (15k)
	DCC Capital Receipt				2,385,000		Land sales
	TOTAL NET				2,501,549		

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DERBYSHIRE COUNTY COUNCIL

CABINET

9 July 2020

**Report of the Executive Director - Commissioning, Communities and
Policy**

Urgent Officer Decisions

Strategic Leadership, Culture and Tourism

1. Purpose of the Report

To ask Cabinet to note decisions made under urgent delegated powers arising from the Covid-19 virus pandemic.

2. Information and Analysis

The current challenges relating to the Covid 19 virus have necessitated urgent decision-making processes by Executive Directors and Directors to be implemented in order to ensure the welfare of service users and the public and to safeguard the interests of the Council

The Coronavirus Act 2020 has now been implemented alongside a range of related Regulations. The Regulations include provision for virtual meetings of Council bodies including Cabinet. These regulations took effect on 4 April 2020.

Members will appreciate that prior to these Regulations being introduced and Cabinet meetings resuming, it has been necessary for a range of decisions to be made. These decisions have been made under the urgent delegated powers to Executive Directors as set out in the Constitution. The relevant provision is as follows-

SPECIFIC DELEGATIONS TO EXECUTIVE DIRECTORS

Notwithstanding any other provision of this constitution, the Executive Directors shall have power, after discussion, if practicable, with the leader of the Council or the relevant Cabinet Member or Chairman, to take such action deemed to be necessary and expedient in matters requiring urgent consideration and which, because of the time scales involved, or the need to safeguard the interests of the County Council, cannot be dealt with by

submission to the next following meeting of the Council, Cabinet, Cabinet Member or Committee.

The following two decisions are being reported:

Appendix 1 – Home to School Transport – Interim Arrangements for the Summer Term 2020 due to Corona Virus

Appendix 2 - The Adoption and Children (Coronavirus) (Amendment) Regulations 2020

In the main, the decisions relate to short-term temporary arrangements which are subject to regular review. This is particularly important where subsequent Government guidance has been issued notably in area of Adult Care. It intended that as Cabinet is now able to function by meetings being held 'remotely' the need for officers to make urgent decisions will diminish over time.

3. Financial Considerations, Human Resources Considerations and Legal Considerations

As part of the urgent officer decision-making process, regard has been had to equality implications alongside legal, human resources and financial implications within the demanding time scales applying. However, a consolidated Equality Impact Assessment is being undertaken on all the decisions to date and will be considered at this Cabinet meeting.

4. Other Considerations

In preparing this report the relevance of the following factors has been considered: Human Rights, equality of opportunity, health, environmental, transport, property, social value, and crime and disorder considerations.

5. Background Papers

Details of officer decisions held within Departments.

6. Key Decision

As indicated in reports

7. Is it required that the Call-in period be waived in respect of the decisions being proposed within this report?

Not applicable

8. Officer's Recommendation

To note decisions made under urgent delegated powers arising from the Covid-19 virus pandemic.

Emma Alexander
Executive Director – Commissioning, Communities and Policy

DERBYSHIRE COUNTY COUNCIL**CABINET****9 July 2020**

Joint Report of the Executive Director – Economy, Transport and Environment
and the Strategic Director of Children’s Services

**HOME TO SCHOOL TRANSPORT – INTERIM ARRANGEMENTS FOR THE
SUMMER TERM 2020 DUE TO CORONAVIRUS (COVID-19) MEASURES
(HIGHWAYS, TRANSPORT AND INFRASTRUCTURE)**

(1) **Purpose of Report** To note the urgent decision taken by the Executive Director - Economy, Transport and Environment and the Strategic Director of Children’s Services, in accordance with the Council’s Constitution, for the revised temporary measures for school transport for mainstream and special schools and educational settings in response to measures required as a result of the Coronavirus (COVID-19) pandemic.

(2) **Information and Analysis** Due to the urgent timescales, including the announcement on 10 May 2020 by Prime Minister, Boris Johnson, that schools should re-open from 1 June 2020 and the necessity to communicate to all schools and educational settings prior to the break up for half term (22 May 2020); along with planning with transport providers, it has been necessary for an emergency decision to be taken by the Executive Director – Economy, Transport and Environment and the Strategic Director of Children’s Services which was approved on 28 May 2020.

Similarly, the urgency to plan for a managed return of school transport has meant that there has been insufficient time to undertake consultation to address all equality aspects. Wherever possible, however, equality consideration, particularly with regard to special educational needs and disabilities students, will be given priority.

The Government issued instruction for the re-opening of schools and educational settings to more students from 1 June 2020. Specifically, it prioritised the early year groups in Reception, Year 1 and Year 6 as most likely to benefit from returning. In addition, the Prime Minister confirmed on 24 May 2020 that secondary schools, sixth forms and colleges will also provide some face to face contact for up to a quarter of Year 10 and Year 12 students from 15 June 2020 to allow them to prepare for exams next year.

In addition to and within each year group, the following should be prioritised by schools:

- Children and young people in care and those with an Educational, Health and Care Plan (ENCP)
- Children and young people with a social worker, i.e. vulnerable children
- Key worker children.

Derbyshire County Council has a statutory duty to provide transport assistance for eligible students under Section 508B of the Education Act 1996 to mainstream and special educational needs and disabilities (SEND) educational settings up until the end of Year 11. However, many Year 12 mainstream students (6th formers) travel on the contracted network and pay a cash fare. As Year 12 are non-entitled students and they are not issued with a bus pass, there is less knowledge about the numbers who travel and the contact details of these families are unknown. In addition, some Year 10 students who are not entitled to travel assistance (e.g. those living under the 3 mile distance to their normal area school) also pay a fare to travel on either the spare capacity on the contracted network or on service buses.

The approximate numbers in each cohort is as follows:

	Mainstream	SEND	Total
Early years	0	14	14
Reception	7	27	34
Year 1	6	31	37
Year 6	28	97	125
Year 10	1171	167	1338
Year 12	600*	111	711*

(*Year 12 mainstream is an estimate only as they are fare payers and not known to the Council).

Planning has been on-going for several weeks in readiness for a safe resumption of home to school transport provision. Considerations include:

1. The numbers for entitled primary students are lower so the school transport teams (Mainstream and SEND) have contacted schools to establish how many of their younger pupils will travel into school from 1 June onwards. The school transport teams are reasonably confident that capacity will not be a problem for these younger year groups.
2. The transport teams have been working with secondary schools to establish the numbers of entitled Year 10 students who may be returning to school from 15 June 2020 onwards. This has proved more challenging than primaries with the greater numbers involved and the nervousness from SEND parents/carers, in particular, about sending their children back

to school. In addition, schools are still reviewing the safety measures which may have an impact on numbers attending, so it is an evolving situation.

3. Transport providers have been contacted to discuss seating capacity due to the required social distancing of 2 metres and to ascertain what alternatives, if any, can be implemented, such as plastic screening, removing seats, face coverings, etc.
4. For SEND transport, the transport team has been working on the general assumption that only one SEND student, unless they are siblings, and a passenger assistant will travel in a 4 or 6 seat taxi at any one time.
5. The transport teams have prepared several guidance notes for transport operators summarising latest advice from the Department for Transport. This guidance includes reference to the importance of detailed risk assessment, as well as the use of Personal Protective Equipment (PPE). An updated note was circulated week ending 29 May 2020. This advice is also intended to offer reassurance to schools that adequate support is being offered to transport providers and also that operators are considering risk and mitigation measures.

Proposals

Many schools are approaching the transport teams requesting flexible opening and closing times. Children's Services and the Economy, Transport and Environment Department have concluded that it is unrealistic to provide bespoke transport provision to every educational setting as this would put increased demand on the available provision. In addition, the constraints of both social distancing and health and safety measures may mean that the Council may not be able to provide full coverage for all the proposed year groups from the planned return dates.

Therefore, it is necessary to provide all schools and educational settings with some principles in order to prioritise those with greatest need in the identified year groups, as well as fulfil the Council's statutory duty. This may result in a reduction from normal levels of provision, although it is difficult to predict if this will happen with any certainty, given that it remains unclear exactly how many students will return on any one day.

These measures were communicated to all schools and educational settings before the close of play for Spring Bank half term. For the remainder of the school academic year only and until further review takes place, the interim measures will be as follows:

1. **Encourage non-use of public transport** Remind schools to encourage the non-use of public transport or contracted buses in line with Government advice. The emphasis should be on walking, cycling or private car use as the first mode of transport to school.
2. **Prioritising year groups** Schools should prioritise the year groups and key students who are classified in line with the Government guidance,

'Actions for education and childcare settings to prepare for wider opening'
(updated 1 June 2020)

3. **Limited seating capacity** School Transport will work with individual schools about the anticipated capacity that can safely be provided for their site. This will be based on a combination of how many vehicles are currently contracted into their setting and the revised safe capacity on each of those vehicles, based on public transport distancing guidelines. By way of example, indications from the transport sector are that 53 seat vehicles may only take 10 passengers, 75 seat double decks may only take 16 passengers and 16 seat minibuses take 3-4 passengers. However, this is not a definitive position and seating ratios vary enormously as they are dependent on individual vehicle types, registered seating configurations and whether passengers are carried in wheelchairs (which reduces the seating capacity).
4. **Prioritising key students** It is likely that it will not be possible to accommodate all students on contracted transport. In the event of this, schools will be signposted to Government advice with regard to prioritisation about vulnerable students, children of key workers and primary age students and for their consideration of how the transport and attendance needs can best be managed with the capacity available
5. **Provision not normally made for Year 12 (non-entitled) students** - We will not normally provide transport for non-entitled Year 12 students for the summer term only (unless they have entitlement due to an Educational, Health and Care Plan). This is on the basis that Year 12 are not normally entitled to home to school transport provision and they are mostly fare paying. There are additional risks inherent in allowing cash fares to be collected on boarding for drivers, and on the whole, Year 12 are more able to access face to face school support by other means such as walking, cycling or parent/carers transporting. Individual hardship by Year 12 SEND students will be assessed with the school on a case by case basis
6. **Regular transport timetable** The Council will not routinely provide transport for schools at other required times, such as lunchtimes or different arrival/departure times, or to offer a bespoke service to each individual school or setting unless officers can negotiate directly with operators and no additional costs to the Council are incurred.

If overcapacity becomes an issue for entitled transport students, the Council will also consider offering parental reimbursement in lieu of school transport provision in adhering to its statutory duty. However, this again will only be an interim measure for the rest of the academic year or until further review takes place.

Other issues which have informed the proposals include:

- The over-riding need to only offer school transport if a) absolutely essential and b) safe for all parties.

- For schools to prioritise transport for those with greatest need in the Government's identified categories.
- The limited availability of extra vehicles in the market to offer a fully-compliant socially distanced service.
- Concerns from some operators about the ability of drivers to be able to monitor and enforce social distancing measures on school buses.
- The potential for considerable additional costs to the Council if bespoke services are agreed at each school setting, even if additional vehicles were to be available.
- The fact that the age profile of most drivers is male and in the over 50s year group which is therefore in a higher risk category.

These proposals will be monitored and formally reviewed by the Economy, Transport and Environment Department and Children's Services by the end of June 2020, unless there is a requirement to consider them before this date.

Alternative Options

These were considered as follows:

- 1) **Unmanaged return of home to school transport** To allow an unmanaged resumption of transport by not introducing control measures would be reckless and would cause overcrowding on vehicles; therefore, this is not considered an appropriate option given the health and safety risks around transmission of COVID-19 and Government advice around social distancing
- 2) **Provide no transport** This is not considered an appropriate option given the Council's statutory duty to provide home to school transport to entitled students. Also, the Council has been providing a lower level during lockdown to vulnerable students and the children of key workers and want to respond to help schools in light of recent Government advice
- 3) **Provide transport for entitled students in all priority year groups in accordance with individual school requests and schedules for attendance (as opposed to adhering to normal timetable schedules)**
This is not considered an appropriate or deliverable option given the increased requirement for greater numbers of vehicles and drivers and the market limitations along with the increased costs to the Council.

In considering the risks of the proposals, health and safety and other concerns have led officers to conclude that any risks are manageable whilst balancing the requirement to adhere to Government guidance specified within this decision record.

(3) **Financial Considerations** It is most difficult to arrive at an estimate should the contracted network be unable to cope with numbers returning to secondary schools (where the higher numbers are) and there is a requirement to commission additional resources. The Council may be looking at an additional £80,000 from 15 June 2020 until the end of the summer term, although it must be emphasised this is for estimate purposes only.

(4) **Legal Considerations** Under [Section 508B](#) and [Schedule 35B](#) of the Education Act 1996, local authorities are under a duty to provide free school transport to 'eligible children', and under [Section 508A](#) of the Education Act 1996, local authorities must also promote the use of sustainable travel and transport for all children and young people of compulsory school age who travel to receive education in the local Council's area. The proposed course of action will ensure that the aforementioned 'eligible children' will continue to receive free school transport and that appropriate steps will be taken to ensure the safety of the transport provided in terms of social distancing and the prevailing Government guidance. In relation to non-eligible children, the Council will continue to offer assistance and support, including where appropriate, the use of parent/carers reimbursement. The Council will also continue to promote the use of sustainable travel and transport arrangements. Consideration of these proposals will be included in the combined Equality Impact Assessment regarding measures taken in response to the COVID-19 pandemic. The proposals are a proportionate response to the impact of the pandemic on the provision of school transportation.

(5) **Equality and Diversity Considerations** Ordinarily, changes relating to home to school transport provision are usually the subject of public consultation, however, these temporary measures are considered urgent due to the unprecedented situation caused by the COVID-19 pandemic and its impact on resumption of safe passenger travel.

Communication and engagement with schools has remained open and constructive with both mainstream and SEND schools and educational settings during lockdown as some home to school transport has continued, albeit at much reduced levels.

These discussions have increased significantly in the last few weeks as Government's advice about schools re-opening was announced and plans put in place. In addition, a Transport Officer has been involved with the 'Site and Transport' sub-group of the 'Future Shape' planning group in Children's Services and also the Heads of Special Schools Group, both of which have been helpful in engagement about transport matters.

The transport teams have also been in contact with several parents/carers about transport arrangements and have accommodated requests where this has been possible throughout the lockdown period.

There will be no changes to the nature of the transport provision in terms of reduced accessibility on vehicles for SEND students as wherever possible, transport providers will be using the same vehicles, drivers and passenger assistants as prior to lockdown.

(6) **Human Resources Considerations** The workforce which undertakes home to school transport contract services are drivers and passenger assistants who are either employees or sub-contractors of external providers. It should be noted that there may be local difficulties with some companies where a number of their driving personnel remain unable to work due to COVID-19 shielding measures. Suppliers have been asked to make the transport teams aware of any difficulties in fulfilling the terms of their contracts due to personnel shortages, and this has not presented any insurmountable issues to date.

(7) **Environmental and Health Considerations** There are significant health and safety concerns from a transport perspective in responding to the Government directive. These concerns fall into the following categories:

- Social distancing (mainstream) – reduced provision due to social distancing (SD) requirements.
- Social distancing (SEND) – necessary to reduce capacity to one student and passenger assistant in one taxi and 2-3 students on a 16 seat minibus (depending if one travels in a wheelchair).
- Capacity of vehicles – the market does not have the drivers or vehicles to supply a large amount of additional routes.
- Operator concerns – age/gender profile of most drivers (older males); driver availability as some remain shielded; handling of cash; risk of transmission; enforcement of mask wearing and adherence to social distancing by students; limiting numbers alighting the vehicle at bus stops, etc.
- PPE availability and conformity – particularly relevant for the transport of SEND students who typically travel in smaller vehicles, such as taxis with an accompanying passenger assistant. Some SEND children have challenging behaviours (such as spitting, touching) and some require personal contact during the journey to school.

(8) **Social Value Considerations** The Council issues free bus passes to students who have a statutory entitlement to travelling assistance to enable them to travel to school on the contracted school bus network.

It should be noted that transport suppliers are all local small and medium enterprises (SMEs), thereby helping to support jobs and the local economy.

Other Considerations

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

(9) **Key Decision** Yes.

(10) **Call-In** Is it required that call-in be waived in respect of the decisions proposed in the report? No.

(11) **Background Papers**

1. Actions for Educational and Childcare Settings to prepare for wider opening from 1 June 2020
www.gov.uk/government/publications/actions-for-educational-and-childcare-settings-to-prepare-for-wider-opening-from-1-june-2020
2. Opening Schools and Educational Settings to more pupils from 1 June: guidance for parents and carers
www.gov.uk/government/publications/closure-of-educational-settings-information-for-parents-and-carers/reopening-schools-and-other-educational-settings-from-1-june
3. Coronavirus (COVID-19): implementing protective measures in education and childcare settings
www.gov.uk/government/publications/coronavirus-covid-19-implementing-protective-measures-in-education-and-childcare-settings
4. Coronavirus (COVID-19): Safer transport – guidance for operators
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884370/coronavirus-covid-19-safer-transport-guidance-for-operators.pdf

(12) **OFFICER'S RECOMMENDATION** That Cabinet notes the urgent decision taken by the Executive Director - Economy, Transport and Environment and the Strategic Director of Children's Services, in accordance with the Council's Constitution, for the revised temporary measures for school transport for mainstream and special schools and educational settings in response to measures required as a result of the Coronavirus (COVID-19) pandemic.

Mike Ashworth
Executive Director – Economy,
Transport and Environment

Jane Parfremment
Strategic Director -
Children's Services

DERBYSHIRE COUNTY COUNCIL

OFFICER DECISION AND DECISION REVIEW RECORD

<p>Officer: Jane Parfremment and Mike Ashworth <i>*For emergency powers, this would be the Executive Director</i></p>	<p>Service: Children's Services and Environment, Transport and Economy</p>
<p>Delegated Power Being Exercised: Emergency Powers <i>*The delegation detailed in the Constitution to the specified officer or emergency powers</i></p>	
<p>Subject of Decision: (i.e. services affected)</p>	<p>Home to School Transport – interim arrangements for the Summer Term 2020</p>
<p>Is this a review of a decision? If so, what was the date of the original decision?</p>	<p>No</p>
<p>Key decision? If so have Democratic Services been notified?</p>	<p>Yes – notice given 01.06.20.</p>
<p>Decision Taken (specify precise details, including the period over which the decision will be in place and when it will be (further) reviewed):</p>	<p>Revised temporary measures for school transport for mainstream and SEND schools and educational settings in response to measures required as a result of the Covid-19 pandemic. To be reviewed early July and prior to end of academic year 2019/20.</p>
<p>Reasons for the Decision (specify all reasons for taking the decisions including where necessary reference to Council policy</p>	<p>The Government has issued instruction for the re-opening of schools and educational settings to more students from 1st June 2020. Specifically they are prioritising the early year groups of Reception, Year 1 and Year 6 as most likely to benefit from returning. In addition, the Prime Minister confirmed on 24 May 2020 that secondary schools, sixth forms and colleges will also provide some face to face contact for up to a quarter of Year 10 and</p>

and anticipated impact of the decision)
Where the decision is subject to statutory guidance please state how this has been taken into consideration.

Year 12 students from 15 June 2020 to allow them to prepare for exams next year.

Within each year group, the following should be prioritised by schools:

- Children in care and children with Educational, Health and Care Plans
- Those with a social worker i.e. vulnerable children
- Key worker children.

Derbyshire County Council has a statutory duty to provide transport assistance for eligible students under section 508B of the Education Act 1996 to mainstream and SEND educational settings up until the end of Year 11. However many Year 12 students (6th formers) travel on the contracted network and pay a fare. As Y12 are normally non-entitled students, we have less understanding about the numbers who travel and largely do not know the contact details of these families. In addition, some Y10 students who are not entitled to travel assistance (e.g. such as those living under the 3 mile distance to their normal area school) will also travel on the contracted network or on service (public) buses.

So in relation to the planned phased return of Y10 and Y12 from 15 June, this fare paying cohort is one we have little information on as they are largely non-entitled.

The approximate numbers in each cohort is as follows:

	Mainstream	SEND	Total
Early years	0	14	14
Reception	7	27	34
Y1	6	31	37
Y6	28	97	125
Y10	1171	167	1338
Y12	?600?	111	711

(Y12 mainstream is estimate only as they are fare payers).

Transport Planning

This has been on-going for several weeks in readiness for a safe and legal return to home to school transport provision. Planning has been taking place with guidance from colleagues in both Health and Safety and Public Health and includes the following considerations:

1. The numbers for entitled primary students are lower so it has been a more straightforward task for the School Transport Teams (Mainstream and SEND) to contact all relevant schools to establish how many of their younger

	<p>students will travel into school after 1 June. Although there has not been a high response rate from parents, the School Transport Teams are reasonably confident that capacity and availability of transport will not be a problem for these year groups</p> <ol style="list-style-type: none"> 2. The Transport Teams have also been trying to establish from secondary schools the numbers of entitled Y10 students who may be returning to school. This has proved more challenging with the greater numbers involved and the nervousness from parents/carers about sending their children back to school. In addition, schools still remain in planning mode about safely accommodating students within existing infrastructure 3. Transport providers have been contacted to confirm the seating ratios by recommended social distancing requirements of 2 metres and what alternatives, if any, they can look at in terms of practical solutions such as plastic screening, removing seats etc. 4. For SEND transport, we have been working on the assumption that only one SEND student, unless they are siblings, and a PA (passenger assistant) will travel in a 4 or 6 seat taxi at any one time 5. The transport teams have prepared several guidance notes for transport operators based on safety measures published from the Department for Transport. This guidance includes reference to the importance of detailed risk assessment as well as summarising the guidance on the use of PPE. An updated note was circulated week ending 29 May 2020. This advice is also intended to offer reassurance to schools that adequate support is being offered to transport providers and also that operators are considering all risks and mitigations. <p>Health and Safety Concerns</p> <p>There remain significant health and safety concerns from a transport perspective in responding to the government directive. These concerns fall into the following categories:</p> <ul style="list-style-type: none"> - Social distancing (mainstream) – reduced provision due to social distancing (SD) requirements. Example: a 53 seater coach may only take 10 passengers maximum. However, some operators have reported that with small numbers travelling throughout the Lockdown, students have not been observing social distancing rules once they have alighted vehicles - Social distancing (SEND) – necessary to reduce capacity to one student and PA in one taxi and 2-3 students on a 16 seat minibus (depending if one is in a wheelchair)
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- Capacity of vehicles – the market does not have the resources of drivers or vehicles to supply additional routes
- Operator concerns – age/gender profile of most drivers (older males); driver availability as some remain shielded; handling of cash; risk of transmission; enforcement of mask wearing and adherence to social distancing by students; limiting numbers alighting the vehicle at bus stops
- PPE availability and conformity – particularly relevant for the transport of SEND students who typically travel in smaller vehicles such as taxis with an accompanying passenger assistant. Some of our SEND children have challenging behaviours (such as spitting, touching) and some require personal contact during the journey to school.

Other Concerns

The School Transport Teams have seen an increase in the number of schools contacting them and requesting advice about transport. The queries include: planning for potential numbers attending; requesting confirmation about risk assessments and where any liability may lie; and planned changes to start and finish times including proposals to swap year groups at lunchtimes meaning additional journeys being provided.

Proposals

Given all these legitimate considerations from schools and operators, Children’s Services and ETE have concluded that it is unrealistic and impractical to be able to provide bespoke transport provision for all the requests made by school settings as this would put increased demand on the service. In addition, the constraints of both SD and health and safety measures may mean that we are not able to provide full coverage for all the proposed year groups from the planned return dates. Therefore it is necessary to provide all schools and educational settings with some principles to work to in order to prioritise those with greatest need in the identified year groups, as well as meet the Council’s statutory duty. This may result in a reduction from normal levels of provision, although it is difficult to predict if this will happen with any certainty given that it remains unclear exactly how many students will return on any one day.

These measures were communicated to all schools and educational settings before the close of play for Spring Bank half term. For the remainder of the school academic year only and until further review takes place, the interim measures will be as follows:

	<ol style="list-style-type: none"> 1. Encourage non-use of public transport - Remind schools to encourage the non-use of public transport or contracted buses in line with government advice. The emphasis should be on walking, cycling or private car use as the first mode of transport to school 2. Prioritising year groups - Schools should prioritise the year groups and those who are classified in line with government guidance 3. Limited seating capacity - School Transport will work with individual schools about the anticipated capacity that can safely be provided for their site. This will be based on a combination of how many vehicles are currently contracted into their setting and the revised safe capacity on each of those vehicles, based on public transport distancing guidelines. By way of example, indications from the transport sector are that 53 seat vehicles may only take 10 passengers, 75 seat double decks may only take 16 passengers and 16 seat minibuses take 3-4 passengers. However this is not a definitive position and seating ratios vary enormously as they are dependent on individual vehicle types, registered seating configurations and whether passengers are carried in wheelchairs (which reduces the seating capacity). The capacity is also dependent on PPE requirements and its availability 4. Prioritising key students - It is likely that it will not be possible to accommodate all students on contracted transport, in the event of this schools will be signposted to government advice with regard to prioritisation about vulnerable students, children of key workers and primary age students and for their consideration of how the transport and attendance needs can best be managed with the capacity available 5. Provision not normally made for Year 12 (non-entitled) students - We will <u>not</u> normally provide transport for non-entitled Y12 students for the summer term only (unless they have entitlement due to an Educational, Health and Care Plan). This is on the basis that Y12 are not normally entitled to home to school transport provision and they are mostly fare paying. There are additional risks inherent in allowing cash fares to be collected on boarding for drivers, and on the whole, Y12 are more able to access face to face school support by other means such as walking, cycling or parent/carers transporting. Individual hardship by Y12 SEND students will be assessed with the school on a case by case basis 6. Regular transport timetable - We will <u>not</u> routinely provide transport for schools at other required times
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	<p>such as lunchtimes or different arrival/departure times or to offer a bespoke service to each individual school or setting <u>unless</u> we can negotiate directly with operators and no additional costs are incurred.</p> <p>If overcapacity becomes an issue for entitled transport students, the Council may also consider offering parental reimbursement in lieu of school transport provision in adhering to its statutory duty. However this again will only be an interim measure for the rest of the academic year or until further review takes place.</p> <p>In addition during this period, the School Transport Teams will assist Children's Services in investigating the implications of increasing the take up of parental reimbursements in an effort to reduce the reliance on commissioned transport and address increasing costs. However this is a complicated area and we need to avoid complications such as double funding issues i.e. paying the operator for delivering the service and paying the parent for transporting their child. It will be a longer term aspiration to take the opportunity to look at all options in this area of high expenditure.</p> <p>The private hire coach and taxi sector is critical in supporting the Council's transport function in the areas of mainstream and SEND home to school services.</p> <p>The Council has an agreed priority in the Corporate Plan to support sustainable economic growth and the wider use of public transport. In addition, bus and taxi operators assist the Council in fulfilling its statutory duty to provide home to school transport. However during the pandemic and associated lockdown, bus and taxi use has dropped dramatically and COVID 19 has had a devastating impact already with day excursions, airport runs and school and day care runs being cancelled.</p> <p>The Council took the decision at the CMT Gold meeting on 20th March 2020 to continue to fund transport providers on the basis that they continued to operate services for key workers, were flexible in delivering alternative services, and would be sustained financially to return to supply when schools return. This decision was also reinforced by the guidance to local authority commissioners in the Cabinet Office Procurement Policy Note 02/20.</p> <p>Other issues which have informed the proposal include:</p> <ul style="list-style-type: none"> • The over-riding need to only offer school transport if a) absolutely essential and b) safe for all parties
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	<ul style="list-style-type: none"> • For schools to prioritise transport for those with greatest need in the government’s identified categories • The limited availability of extra vehicles in the market to offer a fully-compliant socially distanced service • Concerns from some operators about the ability of drivers to be able to monitor and enforce social distancing measures on school buses <p>The potential for considerable additional costs to the authority if bespoke services are agreed at each school setting, even if additional vehicles were to be available</p> <ul style="list-style-type: none"> • The fact that the age profile of most drivers is male, over 50s year group and therefore in higher risk category <p>This decision is urgent as schools commenced re-opening on Monday 1st June. Therefore, the decision cannot wait until the next meeting of Cabinet.</p>
Alternative Options Considered (if appropriate) and reasons for rejection of other options	<ol style="list-style-type: none"> 1) Unmanaged return of home to school transport – to allow an unmanaged resumption of transport by not introducing control measures would be reckless and would cause overcrowding on vehicles; therefore this is not considered an appropriate option given the health and safety risks around transmission of Covid-19 and the government advice around social distancing 2) Provide no transport – this is not considered an appropriate option given the authority’s statutory duty to provide home to school transport to entitled students. Also, we have been providing a lower level during lockdown to vulnerable students and the children of key workers and that we want to respond to help schools in light of recent government advice 3) Provide transport for entitled students in all priority year groups in accordance with individual school requests and schedules for attendance (as opposed to adhering to normal timetable schedules) – this is not considered an appropriate option given the increased requirement for greater numbers of vehicles and drivers along with the increased costs to the authority.
Has a risk assessment been conducted?- if so what are the potential adverse impacts identified	<p>The risks detailed in considering the other options above have resulted in the option described being considered the most appropriate.</p> <p>In considering the risks of the proposal, health and safety and other concerns are detailed above. It has been concluded</p>

<p>and how will these be mitigated?</p>	<p>that the risks under the proposed plan, as detailed above are the most manageable whilst balancing the requirement to adhere to the Government guidance specified within this decision record.</p>
<p>Would the decision normally have been the subject of consultation with service users and the public? If so, explain why this is not practicable and the steps that have or will be taken to communicate the decision</p>	<p>It should be noted that any changes relating to home to school transport are usually the subject of public consultation, however these temporary measures are considered urgent due to unprecedented situation caused by the Covid-19 pandemic and its impact on resumption of safe public travel. Home to school transport has continued, albeit at much reduced levels, throughout the lockdown period. During this time, the lines of communication have remained open and constructive with both mainstream and SEND schools and educational settings.</p> <p>These discussions have increased significantly in the last few weeks as the government's advice about schools re-opening were announced and plans put in place. In addition, a Transport officer has been involved with the 'Site and Transport' sub-group of the 'Future Shape' planning group in Children's Services and also the Heads of Special Schools Group, both of which have been helpful in engagement about transport matters.</p> <p>The Transport Teams have also been in contact with several parents/carers about transport arrangements and have accommodated requests where this has been possible throughout the lockdown period.</p> <p>There will be no changes to the nature of the transport provision in terms of reduced accessibility on vehicles for SEND students as wherever possible, transport providers will be using the same vehicles, drivers and passenger assistants as prior to lockdown.</p>
<p>Has any adverse impact on groups with protected characteristics been identified and if so, how will these be mitigated?</p>	<p>Consideration of these proposals will be included in the combined Equality Impact Assessment regarding measures taken in response to the Covid-19 pandemic.</p>
<p>Background/Reports/Information considered and attached (including Legal, HR, Financial, Equality and</p>	<p>HR considerations</p> <p>The workforce which undertakes home to school transport contract services are drivers and passenger assistants who are either employees or sub-contractors of external providers. It should be noted that there may be local difficulties with some companies where a number of their driving personnel remain unable to work due to Covid-19 shielding measures.</p>

<p>other considerations as required))</p>	<p>Suppliers have been asked to make the DCC Transport Teams aware of any difficulties in fulfilling the terms of their contracts due to personnel shortages, and this has not presented any insurmountable issues to date.</p> <p>Legal considerations Under section 508B and Schedule 35B of the Education Act 1996 local authorities are under a duty to provide free school transport to 'eligible children' and under section 508A of the Education Act 1996 local authorities must also promote the use of sustainable travel and transport for all children and young people of compulsory school age who travel to receive education in the local authority's area. The proposed course of action will ensure that the aforementioned 'eligible children' will continue to receive free school transport, including where appropriate, the use of parent/carers reimbursement, and that appropriate steps will be taken to ensure the safety of the transport provided in terms of social distancing and the prevailing government guidance. In relation to non-eligible children the Council will continue to make such travel arrangements it considers necessary under section 508C of the Education Act 1996. The Council will also continue to promote the use of sustainable travel and transport arrangements. Consideration of these proposals will be included in the combined Equality Impact Assessment regarding measures taken in response to the Covid-19 pandemic. The proposals are a proportionate response to the impact of the pandemic on the provision of school transportation.</p> <p>Financial considerations It is very difficult to arrive at an estimate of cost should the contracted network not be able to cope with numbers returning to secondary schools (where the higher numbers are) and there is a requirement to commission additional resources. The authority may be looking at an additional £80,000 from the 15 June until the remainder of the summer term, although it must be emphasised this is for estimate purposes only and the figure may be higher.</p> <p>Social Value Considerations The Council issues free bus passes to students who have a statutory entitlement to travelling assistance to enable them to travel to school on the contracted school bus network.</p> <p>It should be noted that transport suppliers are all local small and medium enterprises (SMEs), thereby helping to support jobs and the local economy.</p>
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	<p>Other relevant considerations Reference to government advice, specifically:</p> <ol style="list-style-type: none"> 1. Actions for Educational and Childcare Settings to prepare for wider opening from 1 June 2020 https://www.gov.uk/government/publications/actions-for-educational-and-childcare-settings-to-prepare-for-wider-opening-from-1-june-2020 2. Opening Schools and Educational Settings to more pupils from 1 June: guidance for parents and carers https://www.gov.uk/government/publications/closure-of-educational-settings-information-for-parents-and-carers/reopening-schools-and-other-educational-settings-from-1-june 3. Prime Minister press release confirming schools, colleges and nurseries on track to begin phased reopening 24 May 2020 https://www.gov.uk/government/news/pm-confirms-schools-colleges-and-nurseries-on-track-to-begin-phased-reopening 4. Coronavirus (COVID-19): implementing protective measures in education and childcare settings www.gov.uk/government/publications/coronavirus-covid-19-implementing-protective-measures-in-education-and-childcare-settings 5. Coronavirus (COVID-19): Safer transport – guidance for operators https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884370/coronavirus-covid-19-safer-transport-guidance-for-operators.pdf
<p>Consultation with relevant Cabinet Member (s) – please note this is obligatory.</p>	<p>Discussion between Jane Parfremment and Councillor Alex Dale on 28.05.20.</p>
<p>Approval of Chair of appropriate Improvement and Scrutiny Committee where call in is intended to be waived – please note this</p>	<p>Councillor Bull, Chairman of the Places Improvement and Scrutiny Committee was consulted on 1st June 2020 and was satisfied that the decision was urgent and could not reasonably be deferred. He also sought further clarification that any arrangements would not have an adverse financial impact on any of the Community Transport operators in Derbyshire. .</p>

is obligatory in those circumstances	Councillor Gary Musson, Chair of the People's Committee was consulted on 2 nd June 2020 and was also satisfied that the decision was urgent and could not be deferred.
Decision :	To approve the proposed interim arrangements for home to school transport – approved at CMT on 04.06.20
Signature and Date:	

Appendix 2

DERBYSHIRE COUNTY COUNCIL

OFFICER DECISION AND DECISION REVIEW RECORD

Officer: Jane Parfremment <i>*For emergency powers, this would be the Executive Director</i>	Service: Children's Services	
Delegated Power Being Exercised: <i>*The delegation detailed in the Constitution to the specified officer or emergency powers</i> Executive Director - delegated Power under the emergency powers contained in the constitution		
Subject of Decision: (i.e. services affected)	On the 24 th April 2020, 10 amendments were made to the regulations under the children act legislation. The Adoption and Children (Coronavirus) (Amendment) Regulations 2020, provides for flexibilities to be applied to the regulations during the current Covid 19 period until the 25 th September when these amendments will lapse. The amendments seek to support Local Authorities during these challenging times to ease administrative and procedural burdens to support the safeguarding delivery of social care services to children. In light of the strength of the current children's social care workforce not all the amendments are deemed necessary to be applied in Derbyshire and delegated powers are being sought to the Executive Director for Children's Services in the specific areas as listed below and greater details is provided in the attached report intended for Cabinet.	
Is this a review of a decision? If so, what was the date of the original decision?	No	
Key decision? If so have Democratic Services been notified?	Yes	
Decision Taken (specify precise details, including the period over which the decision will be in place and when it will be (further) reviewed):	<ul style="list-style-type: none"> • The amendments enable social work visits to be undertaken outside of statutory timescales if necessary and via virtual means, this variation in practice has already been applied in Derbyshire (3.1 in report) • To apply changes regarding emergency placement with existing foster carers, with additional safeguards to enable a swift 	

	<p>increase in placement sufficiency. (3.2 in report)</p> <ul style="list-style-type: none"> • To apply amendments as outlined in a previous agreed ODR on the 9th April 2020, including that people assessed and temporarily approved do not have to have a connection with the child to be placed, with specified safeguards. (3.3 in report) • To apply, with additional safeguards, the flexibility of self-reporting of health information by the person making an application to foster. (3.4 in report) • To allow the modifications to the care planning for children who live with their parent or someone with parental responsibility and access short break placements with the same foster carer. (3.5 in report) • To apply the amendment for Fostering Panels to meet through virtual means and for smaller Covid-19 panels to be convened for less complex matters. (3.6 in report) • To accept the amendment which means that the way independent visits to children's homes are conducted will be continually assessed to ensure the correct protective measures are put in place. (3.7 in report) • Enforcing self-isolation requirements, this instrument allows children's homes to enforce a temporary deprivation of a child's liberty in respect of a young person who is infectious or suspected of being infectious with coronavirus (COVID-19) to prevent the virus from spreading. (3.8 in the report) • To agree that any further revisions of practice and procedure (falling within that permitted by The Adoption and Children (Coronavirus) (Amendment) Regulations 2020 can be made utilising the delegated powers of the Executive Director in
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	consultation with the Lead Member for Children's Services.
Reasons for the Decision (specify all reasons for taking the decisions including where necessary reference to Council policy and anticipated impact of the decision) Where the decision is subject to statutory guidance please state how this has been taken into consideration.	Details in attached report – overarching theme is to maintain best practice wherever possible and only apply these amendments where there is a strong rationale to do so. Related Council policy objectives include; <ul style="list-style-type: none"> • Keeping children safe • Achieving timely adoption • Improving the Sufficiency of placements for Children in care
Alternative Options Considered (if appropriate) and reasons for rejection of other options	Full adoption of amendments – but the intention is to maintain robust practice wherever possible and only apply these permissive powers where there is a strong rationale to do so.
Has a risk assessment been conducted ?- if so what are the potential adverse impacts identified and how will these be mitigated?	Yes – as detailed in the EIA. Main points: <ul style="list-style-type: none"> • Where virtual visits risk missing the necessary scrutiny – other sources of information will be used to check the well-being of children. • Given the seriousness of exercising deprivation of liberty be it temporary or otherwise, it is proposed that the social worker and Independent Reviewing Officer will need to consider whether to change the care plan to allow this, and this would need to be authorised by the responsible Head of Service, Locality in addition to consideration by a Public Health Officer with the final decision to be made by the Assistant/Service Director
Would the decision normally have been the subject of consultation with service users and the public? If so, explain why this is not practicable and the steps that have or will be taken to communicate the decision	No

Has any adverse impact on groups with protected characteristics been identified and if so, how will these be mitigated?	As detailed in EIA – which has been seen by John Cowings
Background/Reports/Information considered and attached (including Legal, HR, Financial, Equality and other considerations as required))	<p>Report attached with HR, legal and financial implications. Background papers available:</p> <ul style="list-style-type: none"> • The Adoption and Children (Coronavirus) (Amendment) Regulations 2020 • EXPLANATORY MEMORANDUM TO THE ADOPTION AND CHILDREN (CORONAVIRUS) (AMENDMENT) REGULATIONS 2020 No. 445 • The Fostering Network Briefing note on legislative amendments and additional report information to Midlands Local Authorities <p>The purpose of The Adoption and Children (Coronavirus) (Amendment) Regulations 2020 is detailed in an accompanying explanatory memorandum as ‘The instrument temporarily amends 10 sets of Regulations relating to children’s social care to support services manage the coronavirus (COVID-19) outbreak. The changes prioritise the needs of children, whilst relaxing some administrative and procedural obligations to support delivery of children’s services but maintaining appropriate safeguards in such extraordinary circumstances. The changes will support services to try and manage the increased pressure on children’s social care and staff and carer shortages who are ill with coronavirus.’ The regulations provide a temporary change until 25th September 2020. The proposals detailed in the report are therefore a proportionate response to the COVID-19 outbreak.</p>
Consultation with relevant Cabinet Member (s) – please note this is obligatory.	Yes with Cllr Dale – 04.06.20
Approval of Chair of appropriate Improvement and Scrutiny Committee where call in is	

intended to be waived – please note this is obligatory in those circumstances	Yes - conversation with Cllr Gary Musson 3.6.20 with confirmation of his agreement in writing
Decision:	<ol style="list-style-type: none"> 1. To approve the amendments to practice and procedure as detailed above until 25th September 2020 or such earlier review of the The Adoption and Children (Coronavirus) (Amendment) Regulations 2020. 2. To agree that any further revisions of practice and procedure (falling within that permitted by the The Adoption and Children (Coronavirus) (Amendment) Regulations 2020 can be made utilising the delegated powers of the Executive Director in consultation with the Lead Member for Children’s Services
Signature and Date:	

DERBYSHIRE COUNTY COUNCIL**DECISION TAKEN UNDER DELEGATED POWERS BY THE EXECUTIVE
DIRECTOR****3 June 2020****Report to the Executive Director for Children's Services****The Adoption and Children (Coronavirus) (Amendment) Regulations
2020****1. Purpose of Report**

To update regarding legislative amendments and to seek approval for specific related proposals; specifically:

To agree the proposals to temporary changes in practice as set out below, supported by the legislative amendments with the principle that practice remains consistent with the best interest of the child and these amendments are followed, with regular reviews of related practice guidance, during the COVID-19 period.

That any subsequent changes made in response to operational pressures but within the Amended Regulations, can be made using Delegated Powers by the Executive Director, with consultation with the Lead Member for Children's Services.

2. Information and Analysis**2.1. Introduction**

On 23rd April the Adoption and Children (Coronavirus) (Amendment) Regulations 2020 were enacted on 24th April; to end 25th September 2020. Under the 'savings provisions', certain amendments will still apply after 25 September.

These regulations make temporary variations to provide additional flexibility for local authorities, fostering providers and related services in England to meet statutory duties while maintaining a clear focus on safeguards and promoting the welfare of children.

The changes are designed to support services to try and manage the increased pressure on children's social care and staff and carer shortages who are ill with coronavirus. They are seen by the Government to be low risk changes to ease administrative and procedural duties and are required to ensure stability of children's social care during the outbreak. Changes have been made to ten sets of regulations, Derbyshire is not proposing to adopt changes to all the sets of regulations; this paper refers only to those that are considered to be necessary.

The broad intention is not to change general practice around children without strong rationale; but to adopt some processes which will ease some complexity in light of current circumstances and reduce potential for delay in progressing/delivering on children's plans.

It is important to note that in line with the national guidance, there is an expectation that there will be full statutory compliance unless/until either that the LA is no longer in a position to do so or the existing statutory processes prevents the LA from discharging its responsibilities towards children effective in the current context.

3. **Proposed Amendments:**

3.1 Social work visits

The minimum requirements in respect of the frequency of social worker visits to children who are placed with foster carers flexibility can be applied where the social worker is unable to visit within the statutory timescale, the adjustment allows the local authority to ensure that the visit is completed 'as soon as is reasonably practicable.'

The amendments also allow the visits from the social worker to take place virtually such as by telephone, video-link or other electronic means.

Derbyshire had implemented this change in visiting practice, and continue to do so, in response to the lockdown measures and previous messages from the Government.

Practice guidance has been provided to social workers and their managers on their responsibility to make professional judgements of risk for vulnerable children and decide what form of contact a family may need to have by agencies (including the social worker) in order to ensure the safety of children and young people. Face to face visits are being carried out where required following the necessary pre-visit screening guidance.

The decisions regarding the frequency and contact method are recorded on the Covid-19 risk assessment for each child and authorised by team managers.

It is therefore proposed that these changes continue to be in place and social work practice remain consistent with the child's best interests and these amendments are evaluated through regular reviews of the related local practice guidance.

3.2 Emergency placement with existing foster carers

This amendment enables children to be placed with foster carers outside their terms of approval. This has been changed from, no longer than six working days to no longer than 24 weeks. This provides useful flexibility, as it allows sufficiency of placements at such an extraordinary time.

However, safeguards are required to reduce the risk of unsafe placements, the manager of the responsible team will ensure the following is monitored:

- That account is taken of any previous concerns which limited the number of placements
- That a bedroom sharing risk assessment is completed, where required.
- That the child's social worker consults the Independent Reviewing Officer within two weeks of placement.
- That the Fostering Operations Manager and Agency Decision Maker are notified of any changes in placement capacity of carers: and related monitoring process to be established via the panel admin team file.
- That local review of the placement is held within 8 weeks of the placement.

3.3 Placements with Connected Persons

A connected person is a relative, friend or other person connected with a child and is not an approved foster carer but can be assessed and temporarily approved as foster carers.

This amendment means that people assessed and temporarily approved do not have to have a connection with the child to be placed, rather, subject to assessment, any person can be approved, and so long as the responsible authority is satisfied it is the most appropriate placement for the child. This temporary approval is changed from the current 16 weeks to a period not exceeding 24 weeks.

This new legislation supports the change agreed by the Officer Decision Record submitted on 9th April, allowing emergency placements with DCC staff and using willing ex- foster carers /adopters which also broadens the range of potential carers available.

It is proposed that the changes are adopted, with additional safeguards to include:

- That carers complete a brief form, preferably in advance of placement, which includes consent to checks being undertaken, with the minimum safety checks being of Mosaic, Derbyshire's electronic social care case recording system, and Police National Computer.
- That, in relation to DCC staff, it would not be appropriate to place children with carers who may be involved in litigation concerning the child or someone giving evidence in the context of care proceedings or other litigation.
- That a full fostering assessment is commenced
- A panel view being sought at stage two if/when the assessment is likely to have a negative recommendation
- An assessment report going to a full fostering panel within 24 weeks wherever possible

3.4 Care Planning, Placement and Case Review and Fostering Service

There is a requirement that health information within the fostering assessment is supported by a medical report. This requirement has been temporarily relaxed, allowing for self-reporting of health information by the applicant.

Whilst this flexibility enables fostering assessments to be fast tracked, there are a number of significant risks, therefore the following safeguards are put in place:

- That the medical advisor's view is sought if there are concerns
- That the GP is written to explaining the intention to assess the applicant as a foster carer and asking them to advise the local authority if they have information to the contrary, within 14 days.
- That a medical report is obtained as soon as possible.

3.5 Duration of short break placements

The usual requirement is that short break placements last no more than 17 consecutive days (75 days in total in a 12-month period). Under these amendments, a child can now remain in the same short break placement for up to 75 days.

Adopting this amendment will support the continuity and stability of these placements.

3.6 Foster Care Panels

At the time the Government first announced the lockdown on 23rd March and subsequently the communication from Ofsted on 09th April, Derbyshire set up systems to enable the fostering panel to meet virtually so that it can continue to meet and fulfil its function as usual, though virtually.

However, it is proposed that where quicker and less complex matters require a panel view or recommendation, the fostering services will establish a smaller 'Covid-19 Fostering panel' with the minimum membership of chair; a Social Worker (suitably qualified) and one independent member and to include a panel advisor which will enable efficient and flexible panel scrutiny. The availability of this option will enable greater agility to meet new demands in a timely manner or less complex matters such as first reviews can be dealt with where the judgment of all professionals involved is positive, as smaller panels are quicker to convene.

3.7 Children's Homes

The relevant key change in relation to the children's homes that Derbyshire is proposing to adopt, relates to the conduct of the independent person who is required to undertake a monthly visit and report on how a home is being run.

Since the Government announced the lockdown, these visits to Derbyshire's children's homes have been undertaken virtually, which include:

- Meeting with the homes' managers and a virtual tour of the building.
- A detailed discussion on medication to ensure the QA manager undertaking the visit is confident that current procedures are being followed effectively, with an update on staffing, building, Covid-19 implications for the home and complaints and compliments received.
- Skype or similar call with a member of staff and where possible observe a hand-over meeting
- Skype or similar call with a young person where this is appropriate taking into account their communication ability and particular circumstances.

This arrangement will continue until circumstances and guidance allow for full statutory compliance. The temporary change will be continually assessed to ensure the correct protective measures are put in place and relevant to emerging situations.

3.8 Enforcing self-isolation

This instrument allows children's homes to enforce a temporary deprivation of a child's liberty in respect of a young person who is infectious, or suspected of being infectious with coronavirus (COVID-19), to prevent the virus from spreading. To date Derbyshire have had no need to enforce any deprivation of liberty powers for any child in the care of the local authority. However, the delegation of the implementation of this regulation to the Executive Director is specifically sought to enable an urgent response should such circumstances arise and a diagnosed or suspected infected child in care is not complying with self-isolating expectations.

In practical terms this would mean consideration by a Public Health Officer and isolation enforced through a range of means as set out in Department of Health and Social Care guidance. The amendment would only capture cases where the young person is infectious or suspected of being infectious and could not be used to generally enforce restrictions of a child's movement.

In all other cases where restrictions of movement that amount to a deprivation of liberty are being sought to be enforced, an application would need to be

made to the Court for a deprivation of liberty order under the existing legislation.

4. Human Resources Considerations

There are no implications to human resources as a result of the acceptance of the amendments to legislation, proposed in this paper.

5. Financial Considerations

The proposals detailed above regarding proposed amendments will not overall incur additional costs, as they relate to temporary changes to practice, which can be met through existing resources.

Whilst local authorities are responsible for the children's social care system the proposed changes are not anticipated to result in additional costs or significant changes to working practices.

6. Legal Considerations

The purpose of The Adoption and Children (Coronavirus) (Amendment) Regulations 2020 is detailed in an accompanying explanatory memorandum as 'The instrument temporarily amends 10 sets of Regulations relating to children's social care to support services manage the coronavirus (COVID-19) outbreak. The changes prioritise the needs of children, whilst relaxing some administrative and procedural obligations to support delivery of children's services but maintaining appropriate safeguards in such extraordinary circumstances. The changes will support services to try and manage the increased pressure on children's social care and staff and carer shortages who are ill with coronavirus.' The regulations provide a temporary change until 25th September 2020. The proposals detailed in the report are therefore a proportionate response to the COVID-19 outbreak.

7. Other Considerations

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

Background papers:

- The Adoption and Children (Coronavirus) (Amendment) Regulations 2020
- EXPLANATORY MEMORANDUM TO THE ADOPTION AND CHILDREN (CORONAVIRUS) (AMENDMENT) REGULATIONS 2020 No. 445

- The Fostering Network Briefing note on legislative amendments and additional report information to Midlands Local Authorities

Recommendations

1. To approve the amendments to practice and procedure as detailed in the report.
2. To agree that any further revisions of practice and procedure (falling within that permitted by The Adoption and Children (Coronavirus) (Amendment) Regulations 2020 can be made utilising the delegated powers of the Executive Director in consultation with the Lead Member for Children's Services.

Mary Wilton

Head of Service – Children in Care

Equality Impact Analysis Record Form 2020 – Derbyshire County Council (Corona Virus Emergency)

Part 1: Introduction and Context		
Policy/ Service under development/ decision	Applying specific amendments to Regulations under the Children Act and related legislation, as described in the Adoption and Children (Coronavirus) (Amendment) Regulations 2020.	
Department/ Service area	Children's Service – Early Help and Safeguarding and Performance, Quality and Partnerships	
Lead or contact officer	Mary Wilton	
EIA Team:	Mary Wilton, Adele Glover, David Cohen, James Hollingworth, Diana McKenna	
Date analysis commenced:	Date completed: 1.6.20	Date approved:
<p>Proposal</p> <p>To temporarily apply specific amendments to Regulations under the Children Act and related legislation, as described in the Adoption and Children (Coronavirus) (Amendment) Regulations 2020.</p>		
<p>Reason/ purpose</p> <p>On the 24th April 2020, 10 amendments were made to the regulations under the Children Act and related legislation.</p> <p>The Adoption and Children (Coronavirus) (Amendment) Regulations 2020, provides for flexibilities to be applied to the regulations during the current Covid 19 period until the 25th September when these amendments will lapse. The amendments seek to support Local Authorities during these challenging times to ease administrative and procedural burdens to support the safeguarding delivery of social care services to children.</p> <p>In light of the strength of the current children's social care workforce not all the amendments are deemed necessary to be applied in Derbyshire and delegated powers are being sought to the Executive Director for Children's Services in the specific areas as listed below and greater detail is provided in the attached report intended for Cabinet.</p>		
Are there any associated/ linked policies, services or procedures?	<p>Yes:</p> <p>Social work visits to children in care</p> <p>Fostering policies related to the assessment, approval and utilisation of Foster carers</p> <p>Flexibility regarding short break placements</p> <p>Visits by the independent person who is required to report on how a Children's home is being run under Regulation 44 of the Children's Homes Regulations.</p> <p>Public Health Officer consideration regarding care plans for children in care and isolation where the young person is infectious or suspected of being infectious with Covid 19.</p>	

Please list the main people or groups that this policy/ service is designed to benefit and any other stakeholder involvement?	Children in care are the main group and will benefit from: On-going safe contact with their social worker A wider range of possible placements Scrutiny of their DCC children's home
Will the policy/ service and any changes impact on any other organisations such as community and voluntary sector groups?	No

Part 2: Supporting evidence
<p>What needs to be done?</p> <p>Social work visits – enabling visits from the social worker to take place virtually such as by telephone, video-link or other electronic means. 3, 4, 5 and 6 - Changes to fostering assessments, approval processes including panel and placement usage.</p> <p>7. This relates to visits by the independent person who is required to undertake a monthly visit and report on how a children's home is being run.</p> <p>8. Enforcing self-isolation - This allows children's homes to enforce a temporary deprivation of a child's liberty in respect of a young person who is infectious or suspected of being infectious with coronavirus (COVID-19) to prevent the virus from spreading. To date Derbyshire have had no need to enforce any deprivation of liberty powers for any child in the care of the local authority.</p>
<p>Why?</p> <p>Social work visits - to ensure that children in care see their social worker on a frequent basis, albeit by phone or virtually. Virtually includes Skype, Zoom and What's App face to face contact, also mobile telephone calls with the child having a number they can call.</p> <p>3 and 4, 5,6 to enable an increase in fostering capacity, reduced bureaucracy and flexibility in the use of foster carers – whilst maintaining proportionate safeguards.</p> <p>7. To enable the independent person to exercise their scrutiny and reporting function virtually.</p> <p>8. To reduce the spread of CV19 – and prevent potential criminalisation of such young people for failing to comply with government guidance and police direction.</p>
When and how will it be implemented?

Social work visits - Derbyshire has already implemented this change in visiting practice, and continues to do so, in response to the lockdown measures and previous messages from the Government.

Already implemented as per ODR agreed 9.4.20.

Already partially implemented as per ODR agreed 9.4.20, the extension regarding definition of Connected persons and length of temporary approval will be implemented when agreed by Executive director, by changing relevant processes 5,6 – When agreed by Executive director, by changing relevant processes.

7. Independent person visits - Derbyshire has already implemented this change in visiting practice, and continues to do so, in response to the lockdown measures and previous messages from the Government. It includes:

Meeting with the homes' managers and a virtual tour of the building.

A detailed discussion on medication to ensure the QA manager undertaking the visit is confident that current procedures are being followed effectively, with an update on staffing, building, Covid-19 implications for the home and complaints and compliments received.

Skype or similar call with a member of staff and where possible observe the hand-over

Skype or similar call with a young person where this is appropriate taking into account their communication ability and particular circumstances.

8. To date Derbyshire have had no need to enforce any deprivation of liberty powers for any child in the care of the local authority. Given the seriousness of exercising deprivation of liberty be it temporary or otherwise, it is proposed that the social worker and Independent Reviewing Officer will need to consider whether to change the care plan to allow this, and this would need to be authorised by the responsible Head of Service, Locality in addition to consideration by a Public Health Officer with the final decision to be made by the Assistant/Service Director.

Supporting information or evidence

Data

At end April there were 863 children in care, of which 71 had a significant disability which required a specialist disability social worker and 21 were UASC.

At end May there were 343 Derbyshire fostering households.

Age Group	
Under 1	54
1 to 4	138
5 to 9	161
10 to 15	332

16 & Over	178
Total	863

Placement Type	Apr 2020 Outcome
Foster Placement (Agency)	252
Foster Placement (DCC)	369
Placed For Adoption	32
Residential Placement (Agency)	81
Residential Placement (DCC)	40
Placed With Parents	49
Independent Living	41
Secure Unit	2
Other	2

Timeframe for review or end if temporary:

The Amendments are scheduled to end 25th September 2020; though under the 'savings provisions', certain amendments will still apply after 25 September.

Interim review is planned for SMT on 1st August (date tbc) though the use of the easements would be regularly reviewed as the guidance on social distancing changes.

Part 3 – Analysing and assessing the impact by equality protected characteristic/ group

Use the information, customer feedback and other evidence to determine upon whom the policy/ service and any proposed changes will impact upon and how, highlighting where these are negative or positive, including where this could

constitute unfair treatment, additional inequality or disadvantage or result in hardship and exclusion.

Against any identified negative potential impacts you must provide details of any action or options which could mitigate against this, and in serious cases, you should highlight where the Council would be advised not to proceed with a new or changing policy or service, including any proposals which are being considered.

Please use your action plan attached to this analysis to record the action and the monitoring which will take place to deliver such mitigation.

Protected Characteristic or Group	Actual or potential positive outcome/ impact	Actual or potential negative outcome/ impact
Age – older/ younger	Under 18's – increased number of foster carers Under 18's – for some, virtual communication may be preferred These measures support children to maintain social distancing and reduce the risk of infection by reducing non-essential visits.	Communication with, and observation of, very young children is more robust in person and thus virtual contact may miss important information.
Disability – please detail if specific types	None identified	Communication with disabled children is more robust in person and allows a range of communication methods. Virtual contact may miss important information and some disabled children may find virtual methods inaccessible.
Gender re-assignment	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Marriage & civil partnership ¹	It is assessed that the proposal to adopt the amendments should not	

¹ Under EA 2010 – someone in a CP must not be treated less favourably than a married person

	have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Pregnancy & maternity	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Race & ethnicity	None identified	Communication with young people and their families for whom English is not their first language is often more robust in person and allows a range of communication methods. Virtual contact may miss important information.
Religion/ belief ²	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Sex or gender ³	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected	

² Under EA 2010 – must also consider non-religious belief

³ Sex and gender can be used at different times depending upon whether you are referring to the EA 2010 and the different duties which exist

	characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Sexual orientation	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Human Rights	Increasing the number of Foster carers supports more children in care to live in a family.	<p>Given the seriousness of exercising deprivation of liberty be it temporary or otherwise, it is proposed that the social worker and Independent Reviewing Officer will need to consider whether to change the care plan to allow this, and this would need to be authorised by the responsible Head of Service, Locality in addition to consideration by a Public Health Officer with the final decision to be made by the Assistant/Service Director</p> <p>Full engagement with children, young people and their parents/carers/families and friends could be impaired by poor local broadband connectivity and limited equipment to access virtual means of communication. This could be reflected in challenges to decision making which may be deemed as impaired due to the virtual capacity of the parties involved.</p>
Thriving Communities	It is assessed that the proposal to adopt the	

	amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Rural communities	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
DCC Employees	These measures support social workers to follow DoE guidance re CV19.	
Community and Voluntary sector organisations working with protected characteristic groups	It is assessed that the proposal to adopt the amendments should not have an adverse impact on this protected characteristic, beyond those considered above. If any adverse impact emerges it should be addressed in the first instance by social work professionals.	
Other not listed above Foster carers	These measures support Foster carers to follow DoE guidance re CV19 by reducing non-essential visits.	

Part 4 – Equality Impact Action Plan			
Please complete this Action Plan for any negative or unknown impacts identified in the Analysis above.			
Issue identified	Action required to reduce impact/ mitigate	Timescale and responsibility	Monitoring and review arrangements
Virtual connectivity capacity of parties involved in all processes where this is used as the means of communication	Identify barriers to communication in advance of any key activity, use alternative venue's/equipment where required to enable connectivity or undertake the activity in person having fully risk assessed in relation to COVID 19 protection	Social workers, managers and leaders	Individual feedback and responses, QA activity and CV19 risk assessments
Social work visits and virtual reviews– ensure the views of younger and/or disabled children are heard	Seek feedback /information re well-being from other sources such as short break carers, school or health professionals	Social worker and team manager	QA audit of CV19 risk assts IRO monitoring and review
Social work visits and virtual reviews– ensure the views of those for whom English is not their first language are heard	Social workers and leaving care staff are using interpreters in skypes etc. where needed, carers have language line also if required. Some UASC young people have allocated cultural mentors who have been offering virtual support, and some of our young people who are being supported by the independent child trafficking	Social worker and team manager	QA audit of CV19 risk assts IRO monitoring and review

	guardian service are accessing a virtual 'youth club'.		
Virtual social work visits and virtual reviews – possible impact for all children in care	Participation worker and advocates will check with children – “How have you found talking to your social worker when you can't meet up face to face?”	Participation and rights team	QA monitoring and review
Exercising deprivation of liberty without the usual processes.	Given the seriousness of exercising deprivation of liberty be it temporary or otherwise the social worker and Independent Reviewing Officer will need to consider whether to change the care plan to allow this, and this would need to be authorised by the responsible Head of Service, Locality in addition to consideration by a Public Health Officer with the final decision to be made by the Assistant/Service Director.	Assistant/Service Director	Service Director

Date of any Cabinet/ Cabinet Member or Council Report to which this was attached:

Outcome from consideration by senior manager(s) (Please name) or if agreed by Cabinet/ Cabinet Portfolio Holder

DERBYSHIRE COUNTY COUNCIL

CABINET

9 July 2020

Report of the Director of Public Health

Investment in population nutrition and physical activity programmes

1. Purpose of the Report

To seek Cabinet approval:

- to extend the physical activity grant funding for Exercise by Referral, Walk Derbyshire and Active Fostering services delivered by district and borough councils from 1st September 2020 to 31st March 2022, to the value of £0.633m
- to extend the grant funding for Jog Derbyshire, delivered by SHIFT from 1st September 2020 to 31st March 2022, to the value of £79,000
- to provide funding of £43,000 to allow district and borough councils to continue to deliver their existing physical activity programmes until August 2020
- to extend the grant funding to The Soil Association for delivery of the Food for Life programme by £0.150m over a period of 2 years from September 2020 to August 2022

2. Information and Analysis

Having a healthy and nutritious diet, and taking part in regular exercise are essential in maintaining good physical and mental health and well-being. The causes of obesity are complex and multi-factorial, with an unhealthy diet and being physically inactive both being contributing factors to excess weight gain. Being overweight or obese are major risk factors for a number of chronic conditions including cardiovascular disease, type 2 diabetes, musculoskeletal disorders (particularly osteoarthritis) and some cancers. All these conditions contribute a significant burden on health and care services, and investing in programmes that support weight loss or maintenance of a healthy weight will assist in reducing future demand.

Approximately 1 in 4 of children in Reception Year in Derbyshire schools are overweight or obese, and this rises to 1 in 3 of children in Year 6. Among adults, rates are even higher, with 2 out of every 3 adults in Derbyshire being overweight or obese. There is variation across district and boroughs, with highest rates of excess weight in Reception-aged children reported in South Derbyshire and Bolsover (both areas with a rate significantly higher than the national average). The highest rates in Year 6 children were reported in Bolsover and Chesterfield. Among adults, Bolsover, South Derbyshire, Erewash and Chesterfield all have a significantly higher rate of adults who are overweight or obese than the national rate.

In addition, in Derbyshire over 20% of the adult population were classed as inactive in 2017-18 (doing less than 30 minutes of activity per week). Levels of inactivity are highest in Bolsover (25.3%) and South Derbyshire (23.7%). Current levels of physical inactivity are partly due to insufficient participation in physical activity during leisure time and an increase in sedentary behaviour during occupational and domestic activities. Likewise, an increase in the use of "passive" modes of transport such as car driving, has also been associated with declining physical activity levels. Physical inactivity is associated with social deprivation and females are less likely to be active than males. Physical activity declines significantly with age.

This report proposes continued investment in interventions that support an integrated approach to address the challenge of excess weight and obesity across Derbyshire for children and young people, and adults of all ages.

Existing Public Health investment

Physical activity programmes

In June 2018 and February 2019, Cabinet agreed to fund the district and borough councils to a combined value of £0.500m for September 2018 to August 2019, and £0.457m for the period September 2019 to August 2020 to deliver grant funded physical activity programmes. In addition, Cabinet agreed to provide £0.100m to SHIFT to deliver Jog Derbyshire between September 2018 and 31st August 2020.

The funding is used by District and Borough councils to deliver a number of grant funded physical activity programmes, including Exercise by Referral, Walk Derbyshire, Community Innovation projects and Active Fostering. SHIFT, a Community Interest Company, delivers Jog Derbyshire, which is also grant funded. All agreements are due to end in August 2020.

Exercise by referral

Exercise by referral is a 12 week programme for inactive adults with certain health conditions (e.g. following a heart attack or with chronic obstructive pulmonary disease). The programme equips people with the knowledge, skills,

confidence and self-efficacy to be more active in their local leisure centre or through other community-based activity and to continue this longer term. Between November 2018 and September 2019, 1,386 individuals completed a 12-week Exercise by referral course. Many of these have continued to maintain their activity levels after completion of the Exercise by referral course through purchasing leisure membership with district and borough councils.

Walk Derbyshire

Walk Derbyshire is a network of walks that support people to lead more active lives within their local communities. From September 2018 funding has focussed on growing the network of supported walks for inactive people across Derbyshire, including developing more family-friendly organised walk opportunities, and supporting people with physical and mental health conditions to become more active through walking. In December 2019, there were 108 Walking groups operating across Derbyshire, supporting those new to walking, as well as those wishing to progress to more strenuous walks. There are also groups that support people with physical and mental health conditions, dementia and their carers, and buggy walks that allow new mothers to socialise and be active.

Community Innovation Fund

The Community Innovation Fund was established in September 2018 to support the piloting of community-based projects in areas with vulnerable populations, putting local people at the heart of new and creative physical activity opportunities. The fund has provided an opportunity to test new ways of working to support inactive people to become active. Ways to encourage children and families to be active together has been a priority.

Active Fostering

Active Fostering supports initiatives to engage Looked After Children and their families in physical activity, including leisure centre access but also new and diverse activity opportunities. This is a priority area given that physical activity is one of the ways to support children to develop skills and confidence to allow them to achieve their full potential. Approximately 300 fostering households in Derbyshire have a pass (over 85% of all fostering households). 90 of these households say they access activities through the scheme on a weekly basis, and over 20 Children in Care have learnt to swim in the last 12 months. In the annual fostering survey over 90% of the respondents gave Active Fostering the highest possible rating.

Jog Derbyshire

Jog Derbyshire is a programme that works with people in communities to support them to become more active through jogging. The groups cater for everyone, regardless of age or ability, and are all led by qualified jog leaders.

As of September 2019 there were 51 Jog Derbyshire groups established across Derbyshire, including groups affiliated to GP practices and workplaces.

Food for Life

Food for Life (FFL) is a national programme run by The Soil Association bringing schools and their surrounding communities together around the core ethos of healthy, tasty and sustainable food. The programme is about more than just food on the plate, the intervention works to change food culture, by considering where food comes from, how it is grown, cooked and experienced, and contributing to a community-wide whole systems change that can impact on education, sustainability, inequalities, communities and health.

The Food for Life programme has operated across Derbyshire for six years. In September 2019, Cabinet Member approval was given to fund the programme for another 12 months, to August 2020. Provision of additional funding will enable FFL to build on a proven programme of work already delivered across the county. It is envisaged that over the next 2 years FFL will be a key part of a whole system approach to obesity, where the Council and key stakeholders work closely together to identify barriers and opportunities for supporting local residents to achieve and maintain a healthy weight within Derbyshire's communities.

Food for Life Served Here is a widely respected scheme, recognised by the Department of Health, Department for Education and the Government's Plan for Public Procurement that is raising the standards of food quality, provenance and environmental sustainability in public and private sector catering.

FFL works in schools and their wider communities to embed lasting changes in positive food culture, through school meals, cooking, growing and farm visits in the curriculum, engaging parents, staff and the community in food-related training and activities. It supports schools to take a whole school approach encouraging everyone to get involved in FFL. The FFL School Award supports schools to take a whole school approach that sees them grow their own food; organise trips to farms; source food from local producers; set up school farmers' markets; hold community food events; provide cooking and growing clubs for pupils and their families; serve freshly prepared, well-sourced meals and provide an attractive and welcoming dining environment so lunchtimes are a positive, social feature of the school day. These activities enable a more innovative approach to children and young people's opportunity to learn and be more socially active at school. The programme aims to prevent ill health in the future by encouraging healthy habits in young people, using schools as a setting to have maximum impact.

The latest independent evaluation of locally-commissioned FFL programmes, such as Derbyshire's, has demonstrated how FFL contributes to giving children the best start in life:

- Pupils in FFL schools were 40% more likely to 'like' or 'really like' school meals, after adjusting for gender, free school meals eligibility and local authority
- Free school meal uptake is increased by an average of 13% in Food for Life schools.
- 45% of parents reported eating more vegetables as a result of Food for Life
- Pupils in FFL schools consume approximately a third more fruit and vegetables than those in comparison schools.
- Evidence points towards Food for Life's potential to contribute to helping 'close the gap' for disadvantaged children in terms of their health and academic attainment.

Latest research has shown that the social return on investment of FFL commissioned programmes exceeds £4 for every £1 invested. Additionally, one of the programme's key strengths has been recognised as its ability to work alongside local stakeholders to add value to existing programmes of work.

Within Derbyshire, the programme is delivered by staff from The Soil Association providing one to one support to schools, engaging the wider local community, Derbyshire-based food networks and groups, plus directly supporting school caterers. In addition, schools have access to the FFL Awards framework, resources and HQ support for 2-3 years, a full suite of training programmes for teaching staff in cooking, food growing, farm visits and schools farmers' markets, plus cooks' networks. The year culminates in a celebration event and also provides regular reporting and monitoring of impacts.

Since the start of the Derbyshire programme in 2013, the programme has made significant impact across schools as well as across the Council's Catering Services. There is continued demand for the FFL programme in Derbyshire and desire from schools to create a positive change in "good food" culture at schools. FFL ensures that Derbyshire County Council-catered primary schools across the whole county serve silver award standard food to Derbyshire children. This equates to nearly 50,000 "Food for Life Served Here" standard meals are being served to 350 primary schools in Derbyshire every day. This means that food is freshly prepared from scratch, is sustainable and includes locally sourced ingredients including 5% of total ingredients being organic produce. This in effect means that all Derbyshire children that access Catering Services school meals are getting a more

nutritious daily meal that exceeds the national school food standards, whilst also supporting the local economy and protecting the environment for the future.

In addition, a recent local marketing campaign linked to the FFL programme resulted in an increase of 6% uptake of free school meals.

Proposal for September 2020 – August 2022

Additional investment over the 2020-21 and 2021-22 academic years will allow the FFL programme to continue to deliver the programme within Derbyshire schools and within Catering Services. Recent analysis within the Public Health team has highlighted those communities with the highest rate of childhood obesity, and FFL will support schools within these areas as part of an integrated approach to reduce overweight and obesity levels. FFL will work closely with all partners and stakeholders to develop a sustainable model that enables all schools to become involved in registering and working towards FFL awards.

Future commissioning intentions

Public Health is proposing to explore options for changing the physical activity commissioning model from April 2022. The drivers for this are to:

- ensure commissioning intentions are in line with strategic objectives for increasing rates of physical activity, and reducing rates of inactivity
- deliver a more integrated approach to physical activity commissioning across the county
- enhance the reporting mechanisms

Extending the funding for current service provision as outlined in this report will enable continuation of services that support local residents to become more physically active, while engaging with stakeholders to develop a future model.

In addition, similar engagement work with partners will allow Public Health to commission an integrated programme of obesity interventions by 2022.

Impact of COVID19

During the current social distancing requirements there has been a shift in physical activity attitudes and habits. Sport England's Insight Report suggests that the Government's messages about exercise may be having a positive impact. 53% of adults in England agree that they have been encouraged to exercise by the Government's guidance. 59% of adults walked in the last week, 44% did online fitness, offline fitness or informal physical activity in the home.

Derbyshire physical activity providers have recognised this and started to explore different ways of facilitating physical activity. Providers have adapted quickly to current circumstances and restrictions and have focussed on delivering online content, developing home based programmes, providing 1:1 support via telephone and video and developing and trialling online training. Extending the funding will ensure there are no gaps in service and we will work with the providers to capitalise on the positive changes in attitudes towards physical activity and continue to embed new ways of working.

The closure of schools as part of the national social distancing requirements has impacted on delivery of Food for Life in local schools, but has not required complete suspension of the programme. In April 2020 Alfreton Park Special School received its FFL Silver Award, the culmination of 18 months of work by the school community, working alongside the local FFL programme co-ordinator.

Allocations for physical activity funding to District and Borough Councils

It is proposed that physical activity grant funding to District and Borough councils are extended from 1st September 2020 until 31st March 2022. The total cost for extending the grants would be £0.633m.

The financial allocation to physical activity programmes delivered by district and boroughs was £43,000 less between September 2019 and August 2020 compared to September 2018 to August 2019. An additional investment of £43,000 will allow district and borough councils to deliver their existing physical activity programmes up to August 2020.

The allocations per organisation are proposed as follows

Organisation	Allocation up to 31st August 2020 (£)	Allocation for 1st Sep 2020 - 31st March 2022 (£)
Amber Valley	6,539	96,310
Bolsover	5,675	83,586
Chesterfield	8,179	120,459
Derbyshire Dales	2,757	40,609
Erewash	6,710	98,833
High Peak	4,454	65,601
North East Derbyshire	4,626	68,137
South Derbyshire	4,060	59,799
Total	43,000	633,334

It is proposed that the extension of the grant funding for the district and borough councils does not include investment in Community Innovation

projects beyond 31st August 2020. A number of district and borough councils have reported delays to implementation of their Community Innovation projects, and the impact of COVID-19 will have further delayed delivery of a number of projects. Discussions will be held with each provider to determine amended timescales for their project.

3. Financial Considerations

The proposed investment in physical activity programmes for September 2020 to March 2022 is £0.712m, and this money has been identified within the Public Health Grant. A total of £0.633m will be apportioned to district and borough councils, and £79,000 will be provided to SHIFT. An additional £43,000 from the Public Health Grant will be used to extend funding for existing physical activity programmes delivered by district and borough councils up to August 2020.

The total project cost for FFL is £0.150m which will be funded via a grant from the Public Health Grant, with a view to moving to a procured contract in 2022.

4. Human Resources Considerations

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

5. Legal Considerations

The Council's Financial Regulations require grants of over £0.100m to organisations to be approved by Cabinet.

The Council's standard grant agreement shall be used to set out the terms and conditions for which the grants are made, which provides for clawback of funding in certain circumstances and shall also provide that the Council is not liable for any employment liabilities.

6. Other Considerations

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

7. Background Papers

Cabinet report 14 June 2018: Grant funding for Jog Derbyshire and district and borough council physical activity programmes

Cabinet report 28 February 2019: Physical Activity and Population Nutrition Funding

Health and Communities Cabinet Member report 5 September 2019: Derbyshire Food for Life Programme

8. Key Decision

Yes

9. Is it required that the Call-in period be waived in respect of the decisions being proposed within this report?

No

10. Officer's Recommendation

...

That the Cabinet Member:

- Approves funding of £0.633m to district and borough councils to continue delivery of Exercise by Referral, Walk Derbyshire and Active Fostering from September 2020 to March 2022
- Approves funding of £43,000 to district and borough councils to continue to deliver existing physical activity programmes until August 2020
- Approves funding of £79,000 to SHIFT to continue to deliver Jog Derbyshire from September 2020 to March 2022
- Approves funding of £0.150m to support continued delivery of the Food for Life programme from September 2020 to August 2022.
- Notes the proposals for the development of a new commissioning model for physical activity and population nutrition interventions

Dean Wallace
Director of Public Health
County Hall
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Author: Jill Beacham (x36549)

Agenda Item No.6 (f)

DERBYSHIRE COUNTY COUNCIL

CABINET

9 July 2020

Report of the Executive Director for Children's Services

CHILDREN'S SERVICES CAPITAL PROGRAMME 2019-20 FURTHER ALLOCATIONS & S106 PROJECT ALLOCATIONS - (YOUNG PEOPLE)

1. Purpose of Report

To inform Cabinet of capital allocations and of Section 106 contributions approved either for projects or to repay the Capital Programme under delegated powers by the Executive Director for Children's Services and the Children's Services Head of Development.

2. Information and Analysis

Further Allocations

On 13 February 2020 (minute number 132/19), Cabinet approved and noted further allocations to the Children's Services Capital budget which left an unallocated balance of **£2,388,658**. The report included in error an allocation of £38,000 from the budget for a project at Holmesdale Infants School. The funding was in fact met from savings from the 2016/17 Capital Programme which will be the subject of a future report. The corrected unallocated balance is therefore **£2,426,658**.

Approvals made under delegated powers by the Executive Director for Children's Services and the Children's Services Head of Development to top up previously approved allocations are set out in Appendix A. The allocations total **£127,180** leaving an unallocated balance of **£2,299,478**.

Capital Refunds from Section 106 Developer Contributions

Appendix B details Section 106 Developer contributions totalling **£1,376,111.63** that have been received or are available to claim. The Executive Director for Children's Services and the Head of Development have approved under delegated powers for the funds to be either allocated to projects or, in the case of **£982,911.94** Section 106 funding, to be repaid to the Children's Services Capital budget that originally funded the expansion projects at the schools. They will be added to the overall balance once a full reconciliation of the individual financial years has been completed.

On 20 September 2018 (minute number 225/18) Cabinet approved a Section 106 Developer contribution of £59,246 (Land off Old Derby Road 13/00911/OUT) for Ashbourne Hilltop Primary School to be used to repay the Capital budget (basic need) which funded the expansion project at the School. The contribution was reported again in the Cabinet paper of 18 April 2019 (minute number 93/19) in error. To correct the error the unallocated balance is reduced to **£2,240,232**.

3. Financial Considerations

The financial considerations are as explained above.

The balance represents the unallocated funds from the 2019-2020 budget but also includes elements of unallocated funds from the 2018-2019 budget. Work is in hand to provide a full breakdown of funds by years and this will be reported to Cabinet at a future date.

Where appropriate, it may be necessary to undertake a procurement exercise to commission services in order to undertake works associated with these schemes / budgets, and this report also seeks approval to commence this process. It should be noted that these procurement exercises would normally take the form of a competitive tender process, but should it be decided that using a Framework is the best option, a separate report will be submitted seeking approval for this.

4. Social Value Considerations

This funding is to ensure that there is sufficient capacity at all the schools involved. The schools will have the option to deliver the projects themselves under their own financial regulations. Where the projects are delivered by County Property, this will be done under its usual procedures.

5. Other Considerations

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

6. Key Decision Yes

7. Call-in

Is it necessary for the call-in period to be waived in respect of the decisions being proposed in the report? No

8. Background Papers

These are held on file in the Children's Services Development Section.

9. Officer Recommendation

It is recommended that Cabinet:

1. Notes the error in the reporting of the £38,000 allocation from the Children's Services Capital budget and the correction to the unallocated balance.
2. Notes the allocations approved under delegated powers by the Executive Director for Children's Services and the Head of Development totalling **£127,180**.
3. Notes that Section 106 Developer contributions totalling **£1,376,111.63** have been received or are available to claim and the approvals by the Executive Director for Children's Services and the Head of Development for the monies to be allocated to projects and for **£982,911.94** of these monies to be repaid to the Children's Services Capital budget which funded the expansion projects at the schools.
4. Notes the error in the reporting of a £59,246 Section 106 Developer contribution and the correction to the unallocated balance.

Jane Parfremment
Executive Director for Children's Services

Appendix A:

Allocations Approved by the Executive Director for Children's Services

School	Project	Approved	Amount £
Chapel-en-le-Frith Primary School	2 classroom extension – £50,000 approved under delegated powers 7/10/19 and reported to Cabinet 11/7/19 (minute number 132/19). £700,000 approved by Cabinet 13/2/20 (minute number 30/20). Issues highlighted in the design process necessitated the need to change the original location and construction of the extension. The revised budget cost is £800,000	07/10/19	£50,000
Kilburn Junior School	To begin design work on a single classroom	07/10/19	£50,000
Total			£100,000

Allocations Approved by the Head of Development

School	Project	Approved	Amount £
Ironville and Codnor Park Primary School	Conversion of offices to classroom – £60,000 approved by Cabinet 11/7/19 (minute number 132/19). Additional works are required to the ceiling. Revised budget cost £72,380.	02/04/20	£12,380
Clowne Infant and Nursery School	Window & door replacement - £200,000 approved by Cabinet 26/7/18 (minute 190/18). £23,000 approved under delegated powers 25/6/19 and reported to Cabinet on 13/2/20 (minute number 30/20). During the works 3 over-canopies were found to be tied into asbestos requiring removal and replacement. Revised budget £237,800.	09/7/19	£14,800
Total			£27,180

Combined Total	£127,180
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Appendix B:

Section 106 contributions approved to projects and to repay the Capital Programme by the Executive Director for Children's Services.

School	Development	Project	Approved	Amount £	Programme Year Repaid
John Port Spencer Academy	Willington Road, Etwall (9/2013/1040) Ladybank Road, Mickleover (9/2015/0768)	Start design work on 3 projects	23/01/20	£150,000.00	N/A
The Pingle School	William Nadin Way (9/2014/0818)	Classroom project	23/01/20	£160,758.00	N/A
Willington Primary School	Etwall Road (9/2013/0745) Mercia Marina (9/2014/1137)	Library project	23/01/20	132,791.00 (£64,000 to project & £68,791 to repay Programme)	2018/19
Ashbourne Hilltop Primary School	Old Derby Road (13/00911/OUT) Leys Farm (15/00319/OUT)	School expansion	17/02/20	£155,146.13	2016/17
Ashbourne Primary School	Old Derby Road (13/00911/OUT) Leys Farm (15/00319/OUT)	School expansion	17/02/20	£208,761.35	2016/17
Bolsover Infant and Nursery School	Mooracre Lane (17/00234/FUL)	Modular classroom	20/04/20	£65,869.23	2018/19
Leys Junior School	Outseats Farm (AVA/2012/0084)	2 classroom Block	20/04/20	£20,793.51	2018/19
Linton Primary School	Burton Road, Castle Gresley (9/2012/0743)	2 classroom extension	20/04/20	£151,825.37 (available to claim from SDDC – received 24/04/20)	2017/18
Melbourne Infant School	Jawbones Lane (9/2014/1141)	MUGA	20/04/20	£18,441.69	N/A
St John's CE Primary School (Ripley)	Peasehill Road (AVA/695/0519)	Classroom extension	20/04/20	£65,000.00	2016/17
Total S106 contributions				£1,129,386.28	
Total to be repaid to the Capital Programme				£736,186.59	

Section 106 contributions approved to projects and to repay the Capital Programme by the Head of Development

School	Development	Project	Approved	Amount £	Programme Year Repaid
Ashbourne Hilltop Primary	Lodge Farm Close (13/00256/OUT	School expansion	10/02/20	£15,198.66	2016/17
Ashbourne Primary	Lodge Farm Close (13/00256/OUT	School expansion	10/02/20	£15,198.66	2016/17
Total S106 contributions received to be repaid to the Capital Programme				£30,397.32	

Section 106 contributions previously reported to Cabinet as available to claim from SDDC now received.

School	Development	Project	Cabinet	Amount £	Programme Year Repaid
Chellaston Academy	Woodgate Drive (9/2016/0583)	School expansion	12/9/19	£128,902.32	2018/19
Stanton Primary School	William Nadin Way, Swadlincote (9/2013/0818)	School expansion	12/9/19	£87,425.71	2016/17
Total S106 contributions received to be repaid to the Capital Programme				£216,328.03	

Combined Total S106 contributions	£1,376,111.63	
Combined Total S106 contributions received to be repaid to the Capital Programme	£982,911.94	

Author: Sue Pegg (x36040)

Agenda Item No.6 (f)

DERBYSHIRE COUNTY COUNCIL

CABINET

9 July 2020

Report of the Executive Director for Children's Services

**NEW SECONDARY SCHOOL IN SOUTH DERBYSHIRE
(YOUNG PEOPLE)**

1. Purpose of Report

To update Cabinet on the progress with the new secondary school for South Derbyshire and seek agreement to progress aspects of the planning should the Wave 14 Free School application be unsuccessful.

2. Information and Analysis

On 20 September 2016, Cabinet (minute number 272/16) received a report detailing the outcome of the consultation on the potential sites for a new secondary school in South Derbyshire and agreed to notify sites at Boulton Moor (Thurlston Fields) and Lowes Farm in the South Derbyshire District Council (SDDC) Local Plan Part 2. At the subsequent examination of the SDDC Local Plan however, the Thurlston Fields site was considered to be unacceptable as it lay within the greenbelt and could only be considered in exceptional circumstances. As a result, the remaining Lowes Farm site formed part of the approved Local Plan. The map of the Lowes Farm site is attached at Appendix A.

The Authority has commenced discussion with the developer and land owners of the site however those discussions were placed on hold on the advice of the Department for Education (DfE) when the Wave 13 application (the Waves are explained later in this document) was submitted. In the early discussions with the DfE over the Wave 14 application, there was concern about the fact that the site had not been

secured and therefore, there would be merit in re-commencing the negotiations with the developer to agree heads of terms regardless of who develops the school in the future.

The consultation had taken place in response to the level of housing growth in the south of the County. The Derby Housing Market Area which comprises of Derby City, South Derbyshire District Council and Amber Valley Borough Council is set to deliver 33,338 dwellings between 2011 and 2028. Joint planning is in place between the 3 planning authorities with South Derbyshire and Amber Valley meeting a significant amount of unmet housing need from Derby.

South Derbyshire Adopted Local Plan Parts 1 and 2, South Derbyshire Core Strategy (March 2016) identifies 12,618 dwellings between 2011 and 2028. There are a total of 9,378 dwellings proposed on Local Plan sites in the South Derbyshire district which are in close proximity to Derby City and would be expected to yield a total of 1,407 secondary and 563 post-16 aged children. The majority of these developments already have planning approval. The latest anticipated trajectories model a total of 3,766 dwellings being completed within the 5 year period up to 2024, with a total of 7,480 dwellings remaining to be delivered within the plan period up to 2028.

The Amber Valley Local Plan is currently under review but identifies 9,770 dwellings between 2011 and 2028 whilst Derby City Core Strategy (January 2017) lists 11,000 dwellings between 2011 and 2028. The tables at Appendix B shows the anticipated pupil yields from development across the three districts. The calculation of pupil yields is tested regularly during the early stages of developments and to date, are in line with the calculations used. Intake at the new primary schools has also been analysed. The fact that around 50% of the September 2019 intake to Chellaston Fields Spencer Primary Academy is currently resident in Derby City strongly supports the belief that a new secondary school will fill from demand both within Derbyshire and Derby City.

Sufficiency of education infrastructure has been a key consideration within the development of Local Plans and Derbyshire County Council has been successful in securing five additional primary schools (two that opened in 2019, one opening in 2020, one due to open in 2021 and one in the Wave 13 pre-opening stage, all funded principally through Section 106 agreements).

Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as S106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable.

They are focussed on site specific mitigation of the impact of development. S106 agreements are often referred to as 'developer contributions' along with highway contributions and the Community Infrastructure Levy.

The provision of a new secondary school is a fundamental element of the master-planning for the largest strategic development, Infinity Park (1,950 dwellings) but joins up with the wider demand in the area.

To date the following funding has been secured

Development	Funding Agreed	Funding Held
Highfield Farm (either expansion or new school)	£1,539,778	£0
Boulton Moor Phase 2	£3,009,273	£0
New House Farm (either John Port or new school)	£4,063,510	£0
Wragley Way (pending application)	£10,092,160	£0
Mercia Marina	£37,416	£0
Hackwood Farm (either John Port or new school)	£1,072,426	£68,129
Total agreed/pending	£19,814,563	£68,129

The cost of a new secondary school is likely to be in the region of £27M so at present there is a shortfall and, as the Section 106 developer funds are tied to triggers through the duration of the developments, the funds are unlikely to be received in the timescale needed to deliver the school. A summary of the likely receipt of funding is provided at Appendix C. The assessment however excludes Wragley Way as the application is still pending. In the light of Covid 19, developments may be delayed and as a result, funding could also be paid later than anticipated.

On 25 February 2018, Cabinet (minute number 30/18) approved the use of £16.5M in Section 106 funding for the new secondary school however the approval of borrowings to meet the shortfall was postponed as the date of opening was not clear at that stage.

The new secondary school will be an academy and the process for establishing and funding the school will take place through one of two routes. The first is through the Department for Education (DfE) direct free school route. In this instance, the DfE advertises through a wave for multi academy trusts (MATs) to apply to operate a new school. In that instance, the DfE funds and manages the capital project (with the transfer

of approved Section 106 funding) and agrees a funding agreement with the MAT which includes a decision on the date and method of opening. Any shortfall in capital funding and the revenue funding are managed by the DfE. In 2018, a MAT applied to open the new secondary school under Wave 13. Unfortunately that application was unsuccessful as the DfE did not consider that the demand for places was adequately demonstrated. In 2019, the MAT re-applied under Wave 14 and that application is currently being considered with a decision likely in the Summer of 2020. Wave 14 appears to be considering schools opening around 2024.

The second route is through the Free School Presumption process which involves the Authority managing and funding the capital scheme using available Section 106 funding. The Authority would advertise for a MAT to apply to sponsor the school. Whilst the Authority would interview applicants and provide recommendations, the decision on the choice of sponsor rests with the DfE. In that instance, the Authority is responsible for the revenue support funding as well as any shortfall in capital funding. The proposed opening date is likely to be in line with that of the Wave 14 but would be determined by the demand for places. In preparation for a Presumption process, it would be necessary to undertake consultation with interested parties and it is proposed that that consultation is initiated once it is considered appropriate given the Covid 19 emergency.

In addition to the capital expenditure on a new school, it is necessary to provide revenue support, which comes in three forms.

Under the LA presumption process the successful Multi Academy Trust would receive support equivalent to the Project Development Grant (PDG) and Post Opening Grant (POG) paid under the government's central programme.

The PDG supports the costs of planning and developing the school in advance of its opening e.g. employing key personnel. The maximum amount payable for a secondary school is currently £0.300m.

Second, the POG provides additional resources over and above the school's budget determined by the LA's funding formula. POG funding is in two parts. A per pupil resources element is paid each year that the school builds up to capacity for each new pupil expected to be on roll. The current secondary school rate is £500 per pupil which equates to £0.625m for an 11-18 school with 1,250 children.

In addition the POG has an annual leadership element based on the number of year groups that the school will ultimately have that do not yet have pupils. The amount paid to mainstream schools with pupils aged 5

to 15 each year depends on how many year groups (cohorts) are empty. The amount payable will depend on the profile of admissions, however, the maximum secondary school sum payable is £0.312m.

The maximum PDG and POG for a secondary school is therefore £1.237m. The aggregate cost would be spread over 7 years i.e. an average of £0.177m per year and would be met from the Schools Block of the Dedicated Schools Grant.

The third element is in-year formula support. The school will be funded by the local authority's approved mainstream funding formula, in Derbyshire this is effectively the National Funding Formula. Due to timing issues, children starting in each September will not trigger DSG funding until the following April.

The estimated average pupil led funding of a child at Key Stage 3, including an element for deprivation and additional educational needs in 2020-21, for a seven month period, is £2,800. Thus the formula cost of 210 children being admitted for the first time each September would be £0.588m which would also be met from the Schools Block.

The combined annual cost of the above support would be circa £0.765m. Some additional funding should be available via the Pupil Growth fund element of the Schools Block which looks at year on year increases in pupil populations as measured for each Middle Super Output Area. However, it is not possible at this stage to calculate what the impact of the new school would have on this calculation and thus the grant for Derbyshire.

3. Financial Considerations

The financial considerations are outlined in Section 2 of this report. No financial approvals are sought as part of this report and subsequent decisions will be the subject of further Cabinet reports.

4. Property Considerations

The site will be transferred from the developer to Derbyshire County Council and then leased to the MAT regardless of the route taken to establish the school. The procurement of the project however will depend whether the scheme is managed by the DfE or the Authority.

5. Social Value

The Authority has a statutory duty to provide sufficient places for the pupils in the County and the new school will address the increase in pupil numbers brought about by housing growth.

6. Other Considerations

In preparing this report the relevance of the following factors has been considered: Legal, Prevention of Crime & Disorder, Equality of Opportunity and Environmental, Health, Human Resources and Transport Considerations.

7. Background Papers

These are held on file in the Children's Services Development Section and County Property.

8. Key Decision

No.

9. Call-in. Is it necessary for the call-in period to be waived in respect of the decisions being proposed in this report?

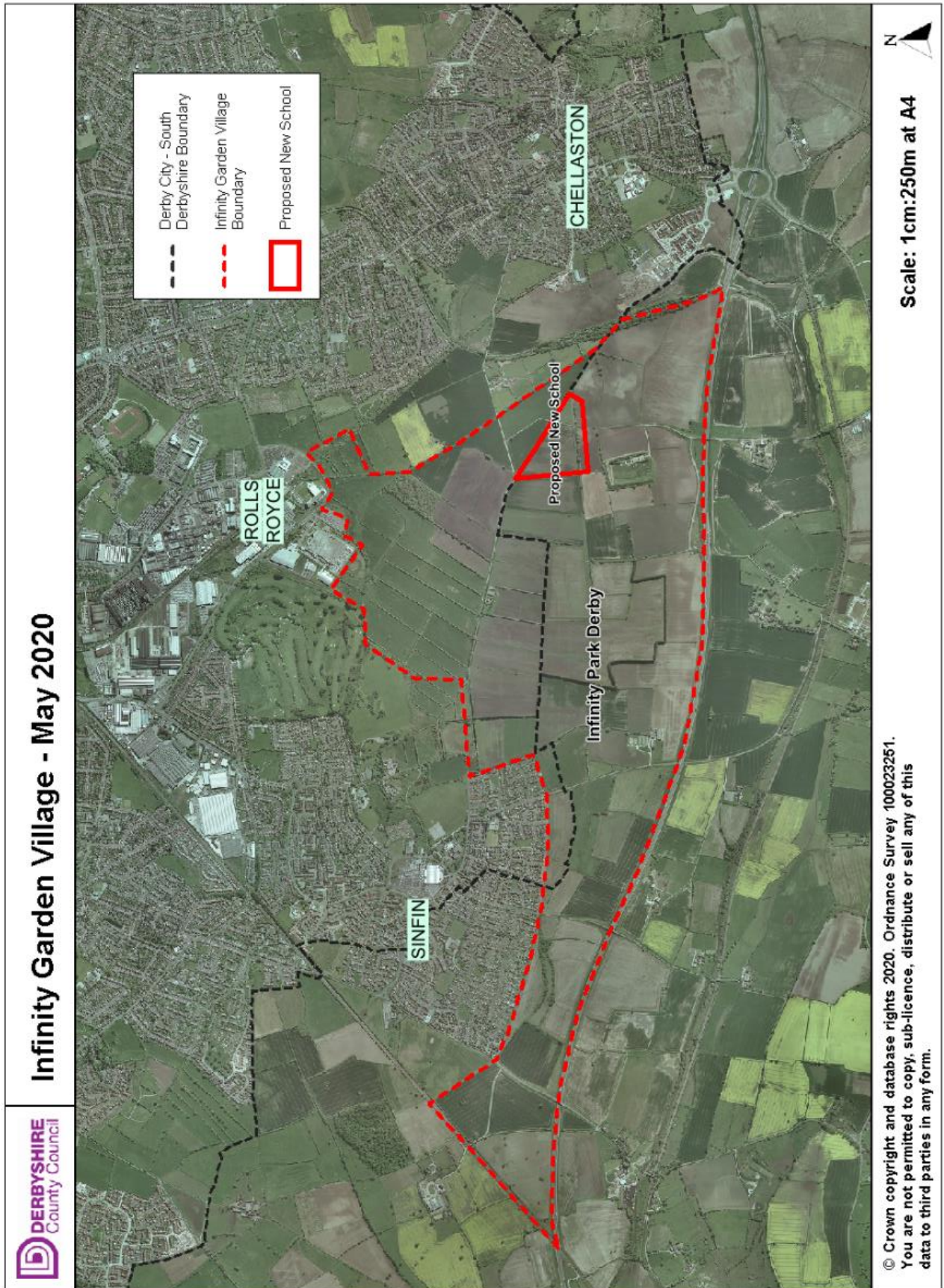
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10. Executive Director's Recommendations

- 10.1 To note the progress on the provision of a new secondary school in South Derbyshire
- 10.2 To continue to support the Wave 14 application through lobbying the DfE
- 10.3 To approve the resumption of negotiations over the site for the new school.
- 10.4 To initiate further consultation on the provision of a new secondary school in South Derbyshire.
- 10.5 To identify the revenue funding resource that will be required should a new school be established through the Presumption route.

Jane Parfremment, Executive Director for Children's Services

Appendix A – Map of Secondary School Site



Appendix B – Table of Pupil Yields

Year to September	Annual build rate	Cumulative build	Cumulative pupil yield by age						
			11 (Y7)	12 (Y8)	13 (Y9)	14 (Y10)	15 (Y11)	16 (Y12)	17 (Y13)
2019	1,304	1,304	45	39	43	33	35	39	39
2020	1,390	2,694	93	81	89	69	73	81	81
2021	1,735	4,429	153	133	146	113	120	133	133
2022	1,548	5,977	206	179	197	152	161	180	179
2023	1,188	7,165	247	215	237	183	194	215	215
2024	1,026	8,191	283	246	270	209	221	246	246
2025	1,039	9,230	319	277	305	235	249	277	277

Appendix C – Profile of Section 106 Funding

Financial Year	Anticipated Funding
20/21	£1,539,777
21/22	£459,972
22/23	£809,783
23/24	£815,246
24/25	£708,004
25/26	£1,547,140
26/27	£547,140
27/28	£2,047,140
28/29	£0
29/30	£0
30/31	£1,157,159

The profile excludes funds held to date, Wragley Way and those funds relating to developments that are not included in the District Council housing trajectory therefore it is an overall guide only.

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