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PUBLIC

To: Members of Council

Tuesday, 7 July 2020

Dear Councillor,

Please attend a meeting of the **Council** to be held at **2.00 pm** on **Wednesday, 15 July 2020**

Under Regulations made under the Coronavirus Act 2020, the 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, 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

A G E N D A

PART I - NON-EXEMPT ITEMS

1. Apologies for absence
To receive apologies for absence (if any)
2. Declarations of interest

To receive declarations of interest (if any)

3. Chairman of the County Council's announcements

4. Minutes (Pages 1 - 22)

To confirm the minutes of the meeting of the Council held on 17 June 2020

5. Report of the Leader of the Council

To consider the report of the Leader of the Council

6. Public questions

To consider public questions (if any)

7. Petitions

To receive petitions (if any)

8. To receive questions from Elected Members

To consider reports on the following:

- 9 (a) Council Plan Refresh 2020-21 - Executive Director Commissioning, Communities and Policy (Pages 23 - 58)
- 9 (b) Departmental Service Plans 2017-2021 (2020-21 Update) - Executive Director Commissioning, Communities and Policy (Pages 59 - 238)
- 9 (c) Updates to the Constitution - Director of Legal Services and Monitoring Officer (Pages 239 - 248)
- 9 (d) Local Government Association - Consultation on a Model Code of Conduct for Elected Members - Director of Legal Services and Monitoring Officer (Pages 249 - 264)
- 9 (e) Report of the Chairman of the Governance, Ethics and Standards Committee (Formerly known as the Standards Committee) for the Years 2018-19 and 2019-20 - Director of Legal Services and Monitoring Officer (Pages 265 - 272)

PART II - EXEMPT ITEMS

10. Declarations of Interest

To receive declarations of interest (if any)

11. Minutes (Pages 273 - 274)

To confirm the exempt minutes of the meeting of the Council held on 17 June 2020

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PUBLIC

Agenda Item 4

MINUTES of the meeting of the **DERBYSHIRE COUNTY COUNCIL**
held on 17 June 2020 at County Hall, Matlock

PRESENT

Councillor T Ainsworth (In the Chair)

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

28/20 **APOLOGIES FOR ABSENCE** There were no apologies for absence.

29/20 **DECLARATIONS OF INTEREST** There were no declarations of interest.

30/20 **MINUTES OF THE COUNCIL MEETING** On the motion of Councillor B Lewis, duly seconded,

RESOLVED that the minutes of the meeting of the Council held on 5 February 2020 be confirmed as a correct record.

31/20 **APPOINTMENT OF CHAIRMAN** On the motion of Councillor B Lewis, duly seconded,

RESOLVED that Councillor T Ainsworth be appointed Chairman of the County Council for 2020-21.

Councillor T Ainsworth (In the Chair)

32/20 **APPOINTMENT OF CIVIC CHAIRMAN** On the motion of Councillor J Atkin, duly seconded,

RESOLVED that Councillor Mrs J A Twigg be appointed Civic Chairman of the County Council for 2020-21.

33/20 APPOINTMENT OF VICE-CIVIC CHAIRMAN On the motion of Councillor Mrs C A Hart, duly seconded,

RESOLVED that Councillor R A Parkinson be appointed Vice-Civic Chairman of the County Council for 2020-21.

34/20 CHAIRMAN'S ANNOUNCEMENTS The following announcements were made:-

(a) The Chairman welcomed Councillor Ruth George to her first meeting of the Council following her election to the Whaley Bridge Division.

(b) The Chairman invited members of the Council to observe a two minute silence in memory of those who had passed away as a result of the Coronavirus pandemic and also in memory of George Floyd and in support of the Black Lives Matter campaign. Two minutes silence was observed.

35/20 REPORT ON UPDATES TO THE CONSTITUTION AND AMENDMENTS TO THE ARRANGEMENTS FOR MEETINGS RESULTING FROM THE COVID-19 PANDEMIC AND THE ASSOCIATED EMERGENCY LEGISLATION The Director of legal Services and Monitoring Officer informed Council of updates to the Constitution and amendments to the arrangements for meetings required as a result of the Covid-19 pandemic and the associated emergency legislation.

During the current pandemic and since the introduction of the lockdown arrangements, new legislation had been implemented in respect of the Council's governance arrangements, duties and obligations regarding decision-making and meeting arrangements. A number of these had resulted in the requirement for changes to be made to the Constitution on an emergency basis.

As a result of the lockdown arrangements and the ban on public gatherings, a number of Council meetings, including the Annual General Meeting had to be cancelled or postponed. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Meetings) Regulations 2020 came into force on 4 April. The Regulations provided that a local authority could hold meetings on such days and at such times that they may determine and enabled local authorities to move, cancel or alter the frequency of meetings, including the Annual General Meeting without further notice. It also dis-applied constraints and

timeframes specifying when meetings must be held, such as the Annual General Meeting.

The Regulations provided the ability for Elected Members to attend meetings remotely provided that they were able to hear and be heard, and where possible, to see and be seen by the other Members in attendance (either in person or remotely) and by any members of the public who were entitled to attend. They also clarified that any reference to being “present” at a meeting includes remote access.

Public participation at meetings was required to continue and this must be facilitated remotely. Remote access was clarified as meaning participation by electronic means, including by telephone conference, video conference, live webcast and live interactive streaming.

To provide for continued public participation, it was intended that the procedure for public questions be amended for occasions where meetings take place remotely so that questions would continue to be submitted in writing in accordance with the Constitution, but would be presented at the meeting by the Chair. Supplementary questions would be asked in writing after the meeting and would be responded to in writing, with the question and response being published on the Council’s website.

The Regulations enabled it to be sufficient for public notice of meetings to be published on the website only, rather than also requiring a notice to be posted at the Council offices. Similarly, it was sufficient to publish documents which were required to be “open to inspection” by the public on the Council website, rather than being required to provide a hard copy.

Consequently, the Regulations also provided local authorities with the ability to make or change the Standing Orders relating to the arrangements for meetings within their Constitution to facilitate voting, member and public access to documents by remote means, as well as remote access of the public and press to meetings to enable the Regulations to be effected.

Therefore, it was proposed that the arrangements for meetings be amended in accordance with the provisions of the new Regulations as described above, and that the Procedure Rules for all meetings within the Constitution be amended to reflect these provisions and the revised arrangements.

In addition, the Health Protection (Coronavirus, Restrictions) Regulations 2020 came into force on 26 March 2020. These provided the power for relevant and authorised persons to enforce business

closures and restrictions and issue fixed penalty notices in the event of failure to comply. The Secretary of State had issued notice that officers designated by Local Authorities were to be relevant and authorised persons for the purposes of the legislation regarding enforcement.

Therefore, in accordance with delegation 18 of the Delegations to the Director of Legal and Democratic Services of the Councils' Scheme of Delegations at Appendix 1 of the Constitution, namely the power to undertake any revisions or amendments to the Constitution required as a consequence of amendments or variations to legislation, or the implementation of new legislation, the Director of Legal Services agreed to the new Health Protection (Coronavirus, Restrictions) Regulations 2020 being added to the list of legislation specified at delegation 1 of the Delegations to the Director – Community Services with immediate effect to enable enforcement and administrative duties under the new regulations to be undertaken by Trading Standards staff.

On the motion of Councillor B Lewis, duly seconded;

RESOLVED to (1) note and approve the amendments to the arrangements to meetings to enable remote participation at meetings;

(2) approve the necessary updates to the Procedure Rules in Constitution to reflect the amendments to the arrangements for meetings; and

(3) note and approve the amendment to the list of legislation within the Council's Scheme of Delegations to the Director – Community Services to enable enforcement and administrative duties under the new regulations to be undertaken by Trading Standards staff.

36/20 APPROVAL OF THE SCHEDULE OF APPOINTMENTS

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

The allocation of seats on Committees to political groups was determined in accordance with the principles of political balance and nominations to seats on Committees was determined by the political groups. Attached at Appendix 2 to the report was the schedule of appointments for 2020-21 to committees. Proposed appointments to outside bodies were detailed at Appendix 3 to the report.

On the motion of Councillor B Lewis, duly seconded;

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

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

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

37/20 REPORT OF THE LEADER Councillor Lewis passed on his congratulations to the Civic Chairman, Councillor Twigg, and Vice-Civic Chairman Councillor Parkinson on their new roles and he hoped they would be able to fulfil them more in the community soon.

There had, as the Chairman had already indicated, been a lot going on since the last Council meeting on 5 February. There had been a seismic shift in the way we now functioned as a society due to the global coronavirus pandemic. Its impact had been widely felt right across Derbyshire and by its residents, its businesses and, of course, by the Council itself. We were still very much in its grip and the way we were meeting today highlighted how we have had to adapt and change our working practices.

Coronavirus was a faraway worry when it started to come to public attention back in late December 2019 and few could have predicted just how much this virus would change the world. In Derbyshire, we first discussed it at a Cabinet and Corporate Management Team meeting on 12 January and it was added as a standing item for our next one on the 29 January. Councillor Lewis was thankful that colleagues took this approach, because it was critical for our preparedness in the coming weeks and months. No one would have failed to notice just how quickly councils swung into action to support communities, reconfigure services and even provide whole new services in a matter of days.

As the Chairman has already said, the journey for us as a local authority over the past year had been a rocky one. Moorland fires had occurred earlier last year, and indeed we have seen more this year thanks to the unprecedented dry and sunny weather this spring, combined that with the irresponsible actions of a few people lighting barbeques during the lockdown. We had the Whaley Bridge dam incident last August and the devastating floods of last November and the damaging storms that we saw earlier this year. Derbyshire then saw its first case of Covid-19 in the East Midlands in February, so preparedness for us in Derbyshire had become second nature.

Since then the prospect of some form of lockdown was feeling more of an inevitability and, of course, then the announcement came on

the 23 March from the Prime Minister that draconian restrictions were required to contain the coronavirus pandemic in the UK. In the following days, the Council had to mobilise and equip for new ways of working and huge amounts of thanks go to our IT Teams in particular, for moving so swiftly and enabling us all to work in the way that we were now working.

Government has moved in an unprecedented way as well, pumping an initial £330bn into providing relief and grants and creating an unprecedented scheme for furloughing staff and since then adding more support for businesses in the form of Business Interruption loans and then recent discretionary grants. With Government backing, the NHS moved at a pace in an astonishing way building the new Nightingale Hospitals and radically creating capacity.

Also, £3.2bn had been provided to local authorities to meet Covid costs; £2bn for cycling and walking schemes; £250m for active travel schemes to help unlock town centres, something that we had been working hard on recently. The Council had got on with the work of creating the Covid-19 Community Response Unit (CRU) days before Government announced that we even needed these hubs to deal with vulnerable and shielded residents in our communities. The Council launched a £1m fund to provide relief to residents, businesses and the self-employed and donated £100k to Foundation Derbyshire to ensure food banks in Derbyshire had the resources they needed to meet the crisis. With their match funding we made a real and immediate impact, plus we put in additional resources to FairShare and direct support to Derbyshire food banks totalling another £53k. All of this was in-train by the time the lockdown button was pressed.

In seven days, the CRU, a whole new county-wide service, was launched. This saw us working initially with 280 organisations, including District and Borough Councils, CVS organisations and businesses. Warehouse space was procured and we redeployed and trained countless people such as librarians from closed libraries into new roles. We dealt with thousands of enquiries and ensured thousands of vulnerable people had access to help. Hundreds of food parcels, prescriptions and other necessities were delivered to support shielded individuals across Derbyshire. Where possible we safeguarded jobs and businesses whose immediate situation looked precarious by utilising their services as part of the response effort. This was an unprecedented response by the County Council involving rapid partnership working on a scale never seen before, enhanced by the work we already had in-train as part of the Vision Derbyshire approach.

The shielded list for Derbyshire currently stood at nearly 31,000 residents. These were people who were clinically determined to be at

higher risk of complications from Covid-19. There were almost 11,000 social care clients who were not on the shielding list but would be considered vulnerable, along with other groups in Derbyshire, who could be considered vulnerable around broader health inequalities. These factors correlate with low income households and people working in higher risk occupations which were low paid and also broader healthcare risk factors - a cohort that required the annual flu jab, for example. If included as a basis for determining vulnerability then that number would be over 200,000 residents.

The latest figures on the work of the CRU, gives a flavour of the on-going work. As at last week 3,727 vulnerable people had been registered for support. 1,073 individuals across Derbyshire had volunteered. 325 organisations had volunteered or were involved in the effort to support residents. Last week there were 270 calls, 103 new people registered and 188 food boxes were delivered, plus 40 requests for people wanting help around social isolation. As of last week our household waste recycling centres, which reopened on the 18 May, had seen more than 60,000 vehicles pass through them.

As for our libraries, which closed their doors back in March, more than 1,100 people had registered for the first time during lockdown accessing e-books, magazines and other online materials.

In the first month of lockdown, 10,500 potholes were filled, so our road gangs were out there working hard achieved despite practising social distancing, travelling in two vehicles etc. The overall scale of work since lockdown started had been absolutely enormous.

Councillor Lewis wished to put on record his thanks to the thousands of people in all local authorities in Derbyshire, from Elected Members of any political flavour, to the dedicated officers and staff, some of whom have worked nearly 24/7 to pull all this together and maintain the hard work ever since. The skills, resilience and energy that they have shown had been amazing.

There were many people to thank in the emergency services, again too many to mention, from the Police, the Army, East Midlands Ambulance Service, the Clinical Commissioning Groups, all still very much involved and very much in response mode, albeit a little more relaxed now than it had been.

The local response by the LRF initially led by our Public Health Director, Dean Wallace, continued to lead those efforts and Councillor Lewis thanked all of those in the voluntary, community and independent sectors and in many businesses who had helped, as well as other individuals and volunteers who had come together with us to help

residents in this our bleak hour really for not just our nation but for this County. They all had his sincerest thanks because none of this would have been possible without them.

In the thick of it all there have been many people, a list too numerous to mention all of them, but to highlight just one or two. Dean Wallace, our Director of Public Health, played a critical role in this public health emergency, especially early on, as have all our Executive Directors and Assistant Directors right across the organisation and, of course, Liz Partington and her staff, as ever, had been the glue that holds together the Emergency Planning Department in Derbyshire in a year that he was sure none of them would forget very easily.

The Communications Team had worked remarkably hard with Julie Odams at the helm getting regular briefings out to all our staff, to our councillors, to MPs, as well as being the lynchpin of the LRF communication efforts, managing many difficult issues sensitively and professionally. One key example was creating the Derbyshire Spirit Campaign to bring people together during what had been a very challenging time. Elements of that were around relaxing the restrictions which saw an influx of visitors to the County which created some worries and tensions in some of our communities.

Our excellent and critical support staff, the unsung heroes and heroines had worked largely unseen including in places like our care homes, supporting vulnerable residents in their homes, working at County Hall, which had been nearly empty for many weeks now, from the commissionaires to the cleaners, they have been central to the efforts and key workers that we have been celebrating on those Thursday nights when we all clapped for the NHS, our carers and our key workers. These have been tough times and they all deserve our thanks.

Our commissionaires, for example, lit up the building to mark VE Day and illuminated County Hall in blue on Thursday nights. Tonight they will turn County Hall purple to support the Black Lives Matter Campaign and mark the tragic death of George Floyd in the USA.

There have been many too whose small acts of kindness to their neighbours, their communities had gone mostly unnoticed, but have brightened and cheered the lives of many. These people too deserve our thanks because they have been the glue that holds our communities together, not to mention the many, many people who had supported elderly, vulnerable and shielded residents by doing their shopping and checking they were safe and well.

Finally, Councillor Lewis wished to on record his thanks to the Leader of the Opposition Party, Councillor Paul Smith, with whom he had remained in constant contact, thrice weekly in the early phases of the emergency and we still maintain a weekly Skype call. He has added constructive challenge to all we have done and he has been immensely helpful throughout. It shows that when the chips are down all politicians, and especially local politicians, can work for the benefit of residents and put the knock-about of politics aside. He would continue to work with Councillor Smith while restrictions remain in place to continue that constructive dialogue. It is something that he hoped has changed the dynamics of politics in Derbyshire to one that was less confrontational as the norm to one where we can work together more when it was needed.

Councillor Lewis reported there have been regular and at times daily briefings to councillors and MPs and that he had also chaired a regular meeting with all the MPs cross-Party to ensure we work through and get support on key issues and ensure their constituent concerns were addressed.

One of the early issues we worked through was that of PPE in the various settings we have in Derbyshire, which was a hot national topic for a while. It was pleasing to say that our Enterprising Council approach since 2017, which overhauled how we do procurement in Derbyshire, alongside the hard work of the LRF, has meant that our PPE issues haven't been perhaps as acute as those in other local authority areas. That is not to say we were, or indeed are immune from the issues and won't have pressure points, but we have been better able to prepare and to ensure that we have stocks for our 23 care homes and Derbyshire home carers and support other providers where possible ensuring good mutual aid.

It meant too that we are more responsive to opportunities to procure our own stocks alongside those of the LRF's preparedness efforts. Generally in Derbyshire, thanks to our efforts to modernise our organisation services, we have been more responsive. We also discussed matters early on relating to concerns about blanket care home testing, the worries about asymptomatic carriers, again big national questions and issues, and we lobbied for more of that testing.

Another area that we discussed was Covid costs. Currently the Council's run rate of costs, income shortfall and delayed achievement of planned savings continues at around £10m a month. Without further Government support we will run out of the £37m of funding made available in mid-July.

Particular thought also needed to be given to how we can support the recovery of the County with the new “normal”. The Council will need to make significant investment if it is to help stimulate the local economies to mergers from the impact of the pandemic in the coming months.

The Council is developing a recovery strategy which will examine how the Council returns to business as usual activity and seeks to adapt its operations to comply with social distancing guidelines. It is anticipated that there will be additional costs associated with the recovery which are yet to be fully identified. Continued Government support is therefore vital. Various statements have been made by Ministers and MACLG around further support being made available. We have been asked to undertake specific things in response to Covid-19 where income streams are irrecoverable and Council Tax and Business Rates income has dropped as well.

The Council are in a similar position to every other local Council in the country, in that we are reliant on continued further support from Government to meet post-Covid costs. Without that further support every Council had to consider scaling back significantly on the other spending areas during the current financial year and, of course, we have seen the CCN statement today that in not too long a time we could be looking at a £2.5bn deficit across upper tier authorities which would mean using up all of the general reserves we have, so we are looking at potentially redrafting medium-term financial plans and re-examining the long-term reserve levels as well. This is just one area where we need to be sure we talk to our local MPs, the County Council’s Network, the Local Government Association to ensure that we are lobbying to get that critical support. It is not a big issue at the minute, but it could be if it is not addressed.

There are some things that help. Mileage done by officers and councillors has dropped massively. Face-to-face meetings of all sizes are now routinely conducted by Skype and Zoom and MS Teams proving that we can conduct business using these technologies and not emit countless tonnes of CO2. We have to capture and make these new ways of working as embedded as we possibly can.

It is vitally important that we get Derbyshire’s economy back on its feet. We are all familiar with the headlines: 20.4% contraction of UK economy in April, the largest ever monthly fall. A further 600,000 jobs lost from the economy. Locally we have seen JCB announce job losses of several hundred, Rolls Royce around 9,000 globally, but that includes significant losses here in Derbyshire and Derby due to the massive global downturn in civil aviation. This will, and is, having an impact on supply chains which in turn will impact on more Derbyshire jobs.

Youth unemployment is one of the most worrying factors in this and whilst schools are shut and are likely to be below capacity for some time, the educational opportunities for young people is disrupted with the potential to impact on a whole generation. We must not let that happen and we must do all we can to get businesses working again, help restart the economy and get Derbyshire going again.

Whilst it is hoped that the economy will recover quickly we are on a knife edge with the R-rate and at risk of a potential second wave and still some time away from a vaccine which will mean restrictions in some form will remain for some time yet. It is an impact that is being felt by our important cultural, tourism and hospitality sectors in Derbyshire as well and we are working hard to support them.

Locally we have established the Derbyshire Economic Recovery Board, a Strategic Board that provides some oversight and hopefully direction when needed to aid the recovery efforts of all partners in Derbyshire and the city and this will now meet monthly. The work of Vision Derbyshire, a key collaboration between all the Derbyshire local authorities has become pivotal to the efforts to regrow the economy. Councillor Lewis would remain in touch with Members about the work we are doing because everybody has a role to play in this and it is fundamental to the regrowth of the economy, as is the issue of clean growth, the rebooting of the local and national economy, but with green sustainable technologies at its heart. This is a Government ambition that we can all support given where we were already going prior to Covid-19 and which will provide the future training and job opportunities for all our young people in Derbyshire.

Councillor Lewis mentioned the towns' work that was going on around the active travel work. The Council was working across 60 locations across the County Council and more now, including some 26 main towns. Each have plans implemented for them or are about to be implemented. The work of the County Council is going to be critical to establishing that work on the ground in a meaningful way. Whatever is in a plan isn't necessarily what is going to be on the ground when it is done. It is a matter of working through some of the issues on the ground, coming to a better scheme at the end of it and that is where County Councillors working in conjunction with businesses and residents will play a key role in the coming weeks and months.

There are many other things to talk about such as the Florence Nightingale Care Home we have temporarily established to take Covid-19 discharge patients from hospitals. However, Councillor Lewis expressed the hope that we could all soon return to the Chamber at

County Hall and he looked forward to this and to seeing all Members then.

Councillor P Smith thanked Councillor Lewis for his kind comments in terms of his role and support that he had been giving through the Covid-19 pandemic. Obviously we are working our way through the pandemic and it was pleasing to hear that he had touched on the economic implications for Derbyshire and what the Council were hoping to put in place going forward.

Councillor Smith had been extremely proud to have worked in this role and having come into this role quite recently, he did not envisage that the country, and the world in effect, would be dealing with an outbreak of this nature. Councillor Smith paid tribute to his Group who had fully supported him in working with the Council and as a Leader of the Group, he had taken an active role, as had been explained by Councillor Lewis, to come up with solutions to some of the issues that we have been facing. He had always been a massive advocate of local government and always recognised the role that it plays. Unfortunately, there had been years of austerity which obviously impacted greatly on not only Derbyshire, but communities throughout England and he did not ever want to see us go back to that position and he was hoping and praying that we could continue getting the support that is required to take us through this terrible situation that we have found ourselves in, the staff and everybody associated with Derbyshire, throughout Derbyshire, key workers, people working in shops etc all doing their bit. The Community Response Unit response had been absolutely fantastic.

Councillor Smith stated that he couldn't be critical about anything the Council had been doing. He had been part of the process and had been heavily involved. The economic side and the recovery for industry is the next issue that the Council will be facing and he would always give his commitment and support to anything that could help ease the burden on people and help get a recovery plan in place as quickly as possible.

Everybody knew somebody who had been affected by this. It had been a real game changer in terms of how people operate and Councillor Smith would like to say on behalf of the Labour Group, thank you to everybody who has committed and supported communities out there and people out there and given as much as they can in terms of time and effort to continue to support them going forward. Councillors come into local government to improve the lives of people and that is what I think we have attempted to do and he would continue to do that while ever he was a representative of any Council going forward.

Councillor M Wall asked would the Leader of the Council agree that at a suitable juncture, we should review the activities that have been taking place in the last three months with a view to capturing lessons learnt, things that we have done well and things that perhaps we could have done better?

Councillor Lewis responded that it was important that we do capture the good work that has gone on. It was also important that the Council capture anything that had not worked quite as well. That was how we learn as a local authority. Some of the things already touched upon around the green agenda in terms of the way we now conduct meetings. We can save so much money and time and maybe as a consequence if we are doing more home working using new technologies perhaps we need fewer buildings, things like that we can look at in the fullness of time Councillor Lewis agreed that we need to capture all those elements and a review of that should be conducted, but also what needs to be captured is the way we have worked, the way we have pivoted as an organisation so quickly, so readily. Normally County Councils of all flavours are quite risk averse and tend to go through processes ad infinitum from inception to delivery to ensure that every box is ticked, every 't' is crossed and 'i' is dotted. Sometimes we can leap and do something because we need to do something and it is a response to a need, we can capture the good things out of that and we can learn from the bad. That is very much where we are with our response to coronavirus, we can do things in new ways in the future, the Council could pivot more quickly and deliver services in new ways.

Councillor S A Spencer informed Council about the work that was taking place in the town centres because it was immensely challenging for all those concerned, in particular the ETE Department. He wished to reassure the public that these were temporary measures to try and help business and allow social distancing, allowing people to use the town centres as safely as possible.

He also stated that it was going to be incumbent on the local Members who represented those areas, to be directly involved in those discussions. The Council had a plan and an idea of what it wished to put into action, but these were up for continual review and tweaking on a regular basis. If we have an inconsistency where we need loading bays or access to certain areas that we don't have shown on plans, he would hope that the local Members, the District Councils and everybody else who was involved, would get involved in discussing that with Highways officers and then we would tweak it accordingly.

Councillor Spencer urged people to be patient with the Council and to understand what we were trying to achieve. There were going to be some people who find it challenging and difficult to deal with, but he

urged all the local Members from all sides of the Council Chamber to come together and try and do our best to deliver these changes that were required. We know that social distancing changes might come along and at that point we would review what we are doing and how we are implementing this programme. He paid tribute to the time, effort and commitment of those individuals because the people involved had been working 24/7 on this scheme and in challenging circumstances. He urged that we continue to work together to deliver what was needed to be done in our town centres. The Council could then move on to cycling areas etc and other points of interest.

Councillor D Allen stated that Councillor Lewis had mentioned the support for the NHS and I think that had been really well received and the public really did feel the NHS had done a fantastic job, but that also applied to care workers in the community and County Council workers, which he am sure Councillor Lewis recognised as well.

Councillor Allen stated that Scrutiny Members, had had a meeting with Chris Clayton of the CCG and he explained quite a lot. The thing that has to be watched is in the future when the crisis reduces a little, we need to make sure that we work very closely with Health, ensure that our community services are very important and they will be supported there. There has been a very high increase in the amount of work that is done with the Health Service and how that is resourced in the future will be difficult to sustain, particularly with all the pressures that are going to be around, but he wished put on record his appreciation of all the care workers both in the NHS and in local authorities and in the private sector. There has been a lot of support there for people often unrecognised.

Councillor Innes thanked Councillor Spencer for explaining how the Council is moving forward. She wanted to thank all the staff and all the councillors and everybody in Derbyshire, the whole population of Derbyshire, on how we have handled this crisis. We have had low numbers compared to other counties and she thought that was really good.

Councillor E Atkins stated that it was nice to know that some people were consulted about changes to their towns. Unfortunately, New Mills woke up to find that changes had been made virtually overnight and the changes were made without any consultation. Councillor Atkins was now getting complaints from shops and outlets saying they have lost £100 in the day's takings, so she believed we needed a serious review of what went on. Our shops are so very important for our local people. We have a nice little community. We have shops and we have a little market and we want to keep it. She asked that what has happened be looked into and things turned round

for her community and for shops because she wanted to keep them, they are very important.

Councillor S Burfoot stated that she had been taking a keen interest in the measures that may or may not happen in Matlock and she has had several email discussions with officers about what might happen. Luckily or not the measures have not actually taken place yet in Matlock and she had been assured that she would be informed about what was going to happen. She had sent some suggested measures which she had been assured would be looked at prior to anything being implemented.

Councillor Burfoot recognised the efforts that the Highways' engineers were putting in to what they had been instructed to do by the Government but some of the schemes particularly Traffic Regulation Orders and there are several in Matlock that were on the cards, which hadn't as yet gone out to public consultation. Councillor Burfoot would be pleased if the schemes could be expedited.

Councillor Spencer responded that the programme was being steered by a sub-group of the LRF. It was being chaired by the County Council's Highways Team. It was also being worked on very closely by the Borough Councils across the whole of the County. Each town and each area of the County had been allocated to an individual officer at Borough Council level to disseminate information to local communities, local Parish Councils and anybody who has a particular interest in the issues that we are attempting to address. Councillor Spencer was aware that this had not been working as well as it might in some areas and the Council were trying to address that with the Borough Councils concerned.

Councillor Spencer thanked Councillor Burfoot for making some highly beneficial and sensible proposals with regard to the solutions the Council trying to put in place for Matlock town centre and those would be given due consideration.

With regard to New Mills, Councillor Spencer confirmed that Councillor Atkins had been consulted prior to the implementation of changes taking place. With regard to the issues that had been raised locally by some community groups, Councillor Spencer had spoken to some of those on a personal level and had assured them that nothing was written in tablets of stone. Nothing that had been put in place could not be changed or adjusted to assist the businesses in the town and it would be beneficial if there was a positive contribution from the locally Elected Members on these issues, working with us to deliver improvements and assist the businesses to get back to some form of normality.

(a) Question from Marie Davies to Councillor J Wharmby, Cabinet Member for Adult Care

I would like to ask if the Council are still proposing to send Covid patients into the Covid Free Home Whitestones. If the answer is yes then why are the relatives and stakeholders not being kept informed and their views on the matter being taken into account?

I ask the councillors namely Wharmby and Lewis again as I have done many times, my mother pays the full cost of her care to live at Whitestones this is her HOME. Would any of the councillors or DCC officers pay for the privilege of putting your life in danger by having the same staff caring for COVID patients and then the Home residents on alternating shift patterns? How are we to believe anything you tell us as for so long you intimated to separate staffing which you have finally admitted is not the case!

I would also like to ask for an enquiry as to whether the councils actions of not responding to relatives concerns and complaints either in a timely manner or even at all! My family has had poor standard responses to our concerns and not within a timescale that is in anyway acceptable!

Councillor J Wharmby responded that although the isolation wing at Whitestones is now set up and operating we have to-date not had any requests for admissions of people who have been tested as Covid positive, but not completed their 14 day isolation period. Although we do not intend to step down this isolation wing, not least because we may need to use it for current residents who may be found to be already asymptomatic through the home care testing arrangements or who become Covid positive in the future, but also because subject to a second wave of pandemic we may need to utilise the facility to support larger numbers of people than currently. Now that the new service is operational at the Ada Belfield facility in Belper, temporarily named the Florence Nightingale Unit, we intend to divert any new Covid positive hospital discharge referrals to that unit whilst capacity remains available.

Mrs Davies, I can assure you it is not the Council's intention to mislead people. As I said the isolation wing has not been used to-date. Staff working in the isolation wing would not be a completely separate team but they would not work in both units in the same day. If the way in which it was described previously has caused confusion that was not intended. My reply to your emails, I responded in seven working days

and in some cases less. Your last email I forwarded to the person you requested.

(b) Question from Hilary Cave to Councillor J Wharmby, Cabinet Member for Adult Care

I welcome the decision not to proceed with the closure of seven DCC care homes at present. Does this mean that the Council is simply postponing closures, or that you now intend to retain those homes for the foreseeable future? I ask this question because I am aware, as a family carer for many years, that care home beds are becoming scarcer with every year that passes; and because I have seen for myself the high standards of care and staffing provided by council-run homes.

Councillor J Wharmby responded that as pointed out, the outcome of the consultation was discussed at the Cabinet meeting on the 4 June 2020, and it was decided that none of the DCC care homes will close until another local care home or alternative provision is in place.

As a result of the decision, we now need to undertake revised modelling and planning to identify how the whole care home market can work together to respond to both the impact of the coronavirus pandemic and long-term future demographic demands in Derbyshire to ensure that there is the right amount of the right type of accommodation and support for the future. That work will generate proposals for consideration which will be subject for further Cabinet reports in due course. We will keep residents, relatives and staff updated as this work develops. In the interim the Council will be developing plans to undertake any necessary urgent repairs and maintenance which may be required at these homes which have been proposed for closure.

On the suggestion care home beds are becoming scarce, I can assure you they are not. The impact of the pandemic has seen people choosing not to move into residential care and the high standard of care provided by our staff I totally agree. They always give exceptional care and at this difficult time they are going above and beyond.

Subsequent to the meeting, Ms Cave asked the following supplementary question in writing:

If DCC is revising its plans for care home provision in order that the market can operate to provide enough places, are you able to tell concerned residents what this plan is? For instance, what part will County Council homes play in the revised plan: does it provide safeguards to prevent private sector provision increasing, thus costing the authority more and potentially making well-trained and skilled

County Council staff unemployed; and when will recently-halted assessments for residential places, perhaps one reason for the fall in demand, resume?

Councillor Wharmby had responded in writing, that the Council are unable to provide details of this plan as it hasn't yet been written and we need time to work on it. The June Cabinet report refers to the fact that we will publish it by December 2020. In terms of: "recently-halted admissions for residential places", we ceased to allow new admissions to the 10 homes included in the consultation from September 2019 at the point at which we were aware of the work needed and in particular of the need for re-wiring and for mitigation to be put in place to reduce any risks to residents . Whilst the position will be kept under review it is not envisaged that we will be admitting any new residents whilst we remain concerned that to do so could increase the level of risk.

39/20 PETITIONS There were none received.

40/20 COUNCILLOR QUESTIONS

(a) Question from Councillor E Atkins to Councillor J Wharmby, Cabinet Member for Adult Care

In the statement agreed by the Cabinet at their meeting on 4th June 2020 , regarding the care homes issue, the following phrase was used

"None of the homes proposed for closure would close unless a local care home or alternative provision was available to replace it and further consultation was undertaken as appropriate"

Can the Leadership explain what the phrase 'local care home' actually means in this context - does it mean a care home in the same town/village or within a couple of miles, would this be a County Council-operated care home or one in the independent sector and, if the County Council were to opt for 'alternative provision', what sort of provision might that be?

Councillor J Wharmby responded that the phrase "local care homes or alternative provision" means all the options that you have mentioned in your question. We will look at what is appropriate for each area and determine the local needs and circumstances. We will communicate with our Scrutiny Committee and further consultation will be undertaken as appropriate. Thank you, Chairman.

(b) Question from Councillor R George to Councillor C A Hart, Cabinet Member for Health and Communities

This Council agrees with the Leader of the Council that our Voluntary Organisations are central to the effort to keep residents healthy, safe and supported during the current pandemic and welcomes his assurance that all necessary resources will be made available to them to deal with the Covid-19 Pandemic and its impacts on local society.

Will the Cabinet Member for Commissioning, Communities and Policy therefore ensure that VCS funding is not reduced to any area in October, including cuts in High Peak of 44%, pending an assessment of long-term needs following the pandemic and the value and requirements for our Voluntary Sector services in each area.

Councillor Hart responded that she realised that your question was actually addressed to the Leader, but as you have probably seen in the paperwork today with the Council appointments, I am the Cabinet Member responsible for the community and voluntary sector, so therefore I will respond to your question.

I am sure that colleagues will be very well aware that the Council has been undertaking a review of community sector grants and the role of the ECS infrastructure organisations over the last 18 months. The role and shape of public services and the relationship and demands placed on infrastructure providers has really changed significantly over recent years and it was certainly the right thing to do to do this review.

When reviewing the existing approach, it was critical to ensure that resources would align to the Council's ambitions and that there would be a consistent and equitable approach right across the County and this encourages also the long-term sustainability of the sector moving forward. Accordingly, in January 2020, Cabinet agreed proposals for a new way of working with infrastructure providers for subsequent consultation with the sector and the public.

The current pandemic, the start of which coincided with the consultation process, has emphasised the importance of civil action and the role that the voluntary and community groups and organisations play in Derbyshire at a local community and district level. Their response to the crisis has been absolutely invaluable and I have seen it first-hand in my own Borough in Erewash. We have been holding health locality meetings every week with partners and our local CVS and infrastructure providers have been magnificent in their efforts. I am sure most of you in your homes will say the same about the response in your own wards. They have mobilised resources across our

communities to ensure that vulnerable people have enough food and medication to support their health and wellbeing during the very challenging times. More than ever this has highlighted the need to ensure that in future there is a core consistent offer of support to the community and voluntary sector across all parts of the county.

We all recognise that Covid-19 has changed the context and landscape for the review of the infrastructure support and discussions have been taking place to revise the proposed approach in the light of this. The Council received over 800 representations to its consultation and detailed analysis of this has supported those discussions. Many key elements of the new approach we have proposed, including key principles, and our desire to work on a consistent set of outcomes were very broadly supported and it is essential that we continue to take this work forward.

I am pleased to say that we will be bringing recommendations to Cabinet at the end of July, a couple of months on, on the review of the infrastructure provision and proposals to take forward work over the next twelve months. Proposals will seek to work with infrastructure providers to secure better outcomes; take stock of the challenges and opportunities that are presented through Covid-19 whilst not disadvantaging any area in terms of a reduction to existing funding allocations. We will continue to do all we can to work with infrastructure providers and the wider sector to support the Derbyshire response and recovery over the forthcoming months alongside our existing plans that roll out through the thriving communities and Vision Derbyshire. We need to ensure that this is done in a way that builds upon a consistent and coordinated provision and does not widen current disparities across the County.

I will just finish the response to the question. We all know that Covid-19 has had a devastating effect not just in this country but worldwide and we know that there are going to be many varied challenges ahead not just in the next few weeks but months and possibly years. I think a lot of things we were doing or are doing now and looking forward to doing in the future may have changes made to them because of Covid-19 and I hope that our response when we get the report to Cabinet at the end of July will show how we have responded to this Covid crisis. Thank you.

Councillor George asked the following supplementary question:

Thank you very much. I very much welcome Councillor Hart's tone of response there and the acknowledgement that there will be revisions to the proposals. I am concerned that these will be coming forward at the end of July if there are still proposals for any changes to

be made that involve reductions on the 1 October. I believe you said that there would not be any reductions in the current year to any District, but if you could confirm Councillor Hart that would be extremely welcome to all those organisations who are doing such an incredibly good job of supporting our communities at this time. Thank you.

Councillor Hart responded that as I say I can't go into details because the report is being prepared and it will be presented to Cabinet as soon as possible, but it would probably be towards the end of July. I don't really want to go into discussions, but I can assure you that the Covid crisis has changed some of the things that we were going to do. We will be looking at how we can proceed forward. We did need to do the review, it is a sensible thing to do, but of course now we have to work with the Covid situation and some of the things that it is throwing up. I can give assurances we will be looking at this very carefully. I am sure we will get the report there and nothing will be happening until then. I can assure you the funding is safe for the moment.

41/20 **MOTION** Council considered a Notice of Motion as set out below:-

Motion submitted by Councillor P Smith

In March the Department of Health and Social Care recognised that ensuring full sick and isolation pay for outsourced workers working in NHS premises was an essential infection control measure. This motion is to ensure that those working in the social care sector have parity with their NHS colleagues in Derbyshire.

The motion:

This motion recognises that those working in the social care sector have parity with their NHS colleagues in Derbyshire.

That this Council will continue to insist that social care providers in Derbyshire commit to paying full sick and isolation pay to their workers as a condition of receiving part of the Government's £600m for infection control funding.

The Council also welcomes the inclusion of a recognised 'Death in Service' benefit for all Adult Social Care workers.

The motion was duly seconded, voted upon and declared to be carried.

42/20 **EXCLUSION OF THE PUBLIC** **RESOLVED** to exclude the public from the meeting during the consideration of the remaining

item 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. Request To Support the Dismissal of ICT Consultants By Means Of Voluntary Redundancy Resulting From The ICT Management Team Restructure – Executive Director Commissioning, Communities and Policy (Contains information which is likely to reveal the identity of an individual and contains information relating to information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the Authority or a Minister of the Crown and employees of, or office holders under, the Authority)

DERBYSHIRE COUNTY COUNCIL

COUNCIL

15 July 2020

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

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

1. Purpose of the Report

To approve the authority's revised Council Plan refresh 2020/21.

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 were approved by Cabinet on 9 July 2020 and are now 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. Background papers

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

9. Officer's Recommendations

That the authority's revised Council Plan refresh 2020-21 be approved.

Emma Alexander
Strategic Director Commissioning, Communities and Policy



Working for Derbyshire

Council Plan 2019-21 (Refresh 2020-21)

Contents

Foreword	2
About Derbyshire	4
About the Council	5
Ambition	6
Budget	7
Our Strategic Approach	8
Enterprising Council	9
Key Challenges & Opportunities	10
Progress	12
Priorities	13
Priority 1 – Value for money	14
Priority 2 – A prosperous and green Derbyshire	15
Priority 3 – Empowered & self-sufficient communities	16
Priority 4 – A focus on prevention & early intervention	17
Priority 5 – High performing Council services	18
Measuring impact	19
Have your say	21

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.

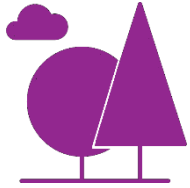
The impact of coronavirus on our residents, businesses and the Council is reflected in this refreshed plan, and the virus hasn't changed the fact we remain ambitious for our county.

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



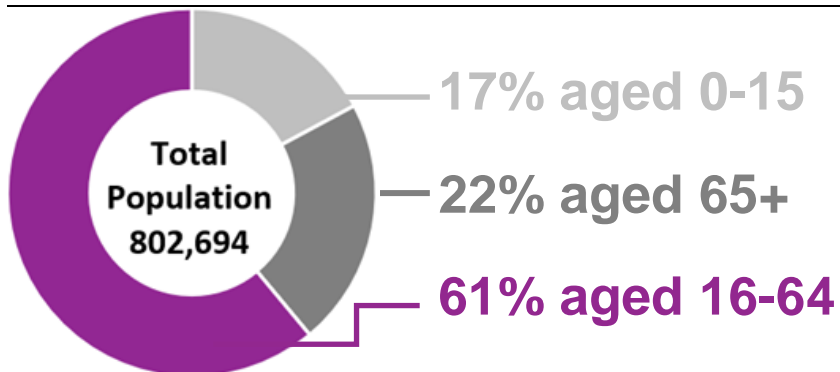
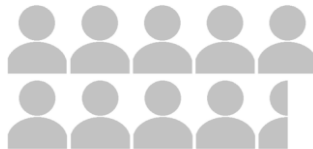
A county with a **rich**, diverse heritage with **spectacular** landscapes such as the Peak District National Park and other unique attractions

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



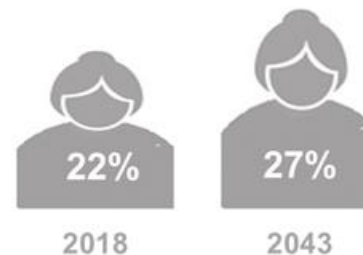
Population growth varies across the county ranging from just **5.2%** in Derbyshire Dales to **30.1%** in South Derbyshire

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



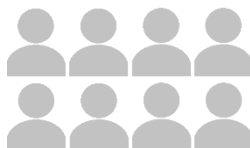
Has **64** elected members who represent the residents of Derbyshire

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



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

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



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



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

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



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

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



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

Page 32

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

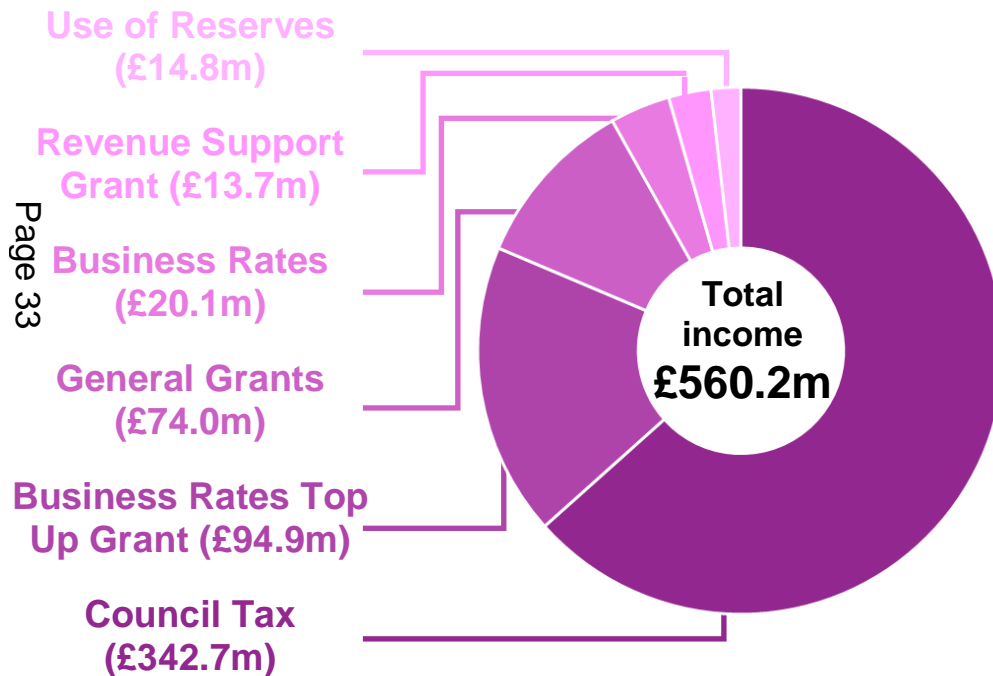
We want Derbyshire to have:

- **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

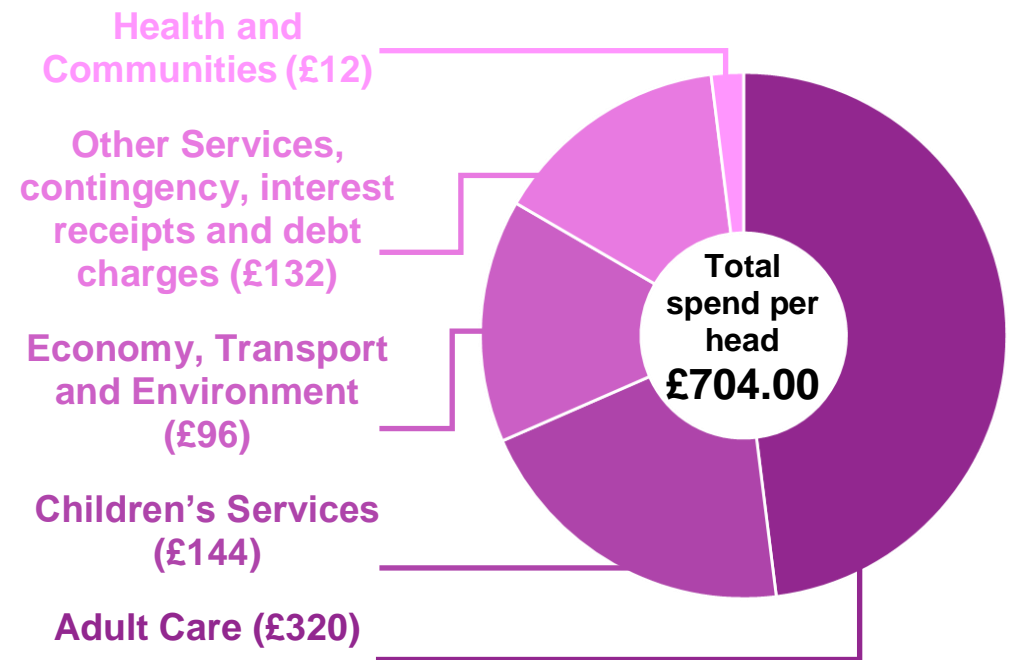
Budget

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



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.



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



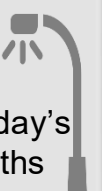
Approved the Council's draft Carbon Reduction Plan and adopted the aim to have net zero greenhouse gas emissions by 2032. Set aside more than £4 million to tackle climate change and continued to implement energy efficiency measures in our buildings, reducing emissions by 54% from the 2010 baseline

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



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



Page 41

Deliverables

In the next year we will have:

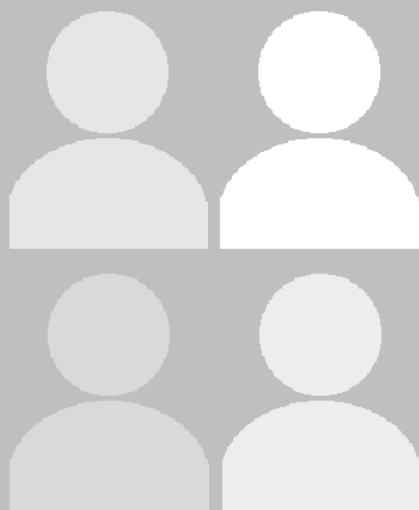
- Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal
- Worked to maximise growth opportunities arising from HS2 and mitigated impact
- Delivered the new “Invest in Derbyshire” programme
- Delivered the Employment and Skills Strategy action plan in line 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

Page 42



Deliverables

In the next year we will have:

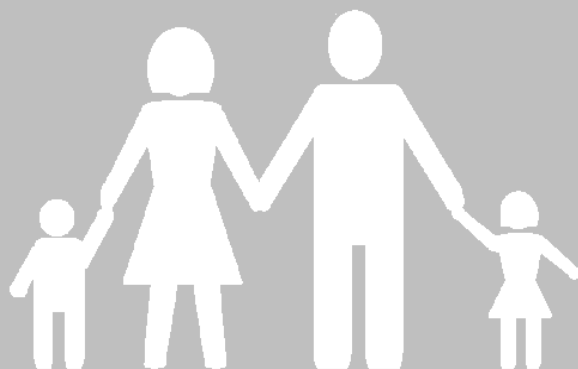
- Rolled out the Thriving Communities programme across 13 localities
- Reviewed grants and developed a new offer to voluntary and community groups, learning from the remarkable response to the pandemic and supporting the sector to recover well, retain new volunteers and thrive
- Co-designed our offer 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

Page 43



Deliverables

In the next year we will have:

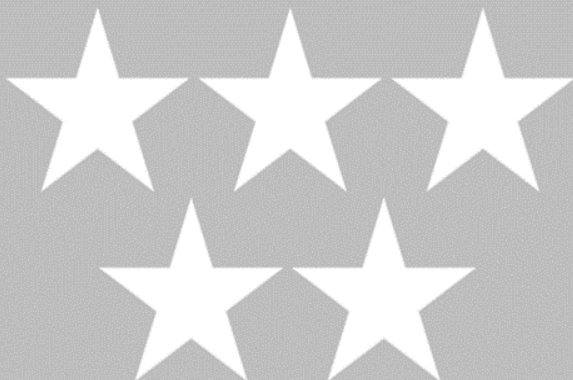
- Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing
- Continued the implementation of the Older People's Housing, Accommodation and Support Strategy
- Reviewed our care and support offer for adults and children 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

Page 44



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



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

Page 46



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**

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

Deliverable	Dept	Start/ Expected Start	Expected Completion	Stage
				paused 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

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 Coalite 2017	2023 2030	In progress
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

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

DERBYSHIRE COUNTY COUNCIL

Council

15 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 seek approval of the 2020-21 updates to Departmental Service Plans 2017-21.

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 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. The revised departmental Service Plans were approved by Cabinet on 9 July 2020 and are now recommended for approval by Full Council.

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. Background Papers

None.

6. Officer's Recommendations

That Council approves the 2020-21 updates to Departmental Service Plans 2017-21.

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.

Contents

Council Ambition, Outcomes and Priorities	3
Departmental Overview	4
Section One: Council Priorities Delivery Plan	14
Section Two: Departmental Priorities	25
Appendix A – Approved Controllable Budget	30
Appendix B – Forward Plan of Procurement Projects	31

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

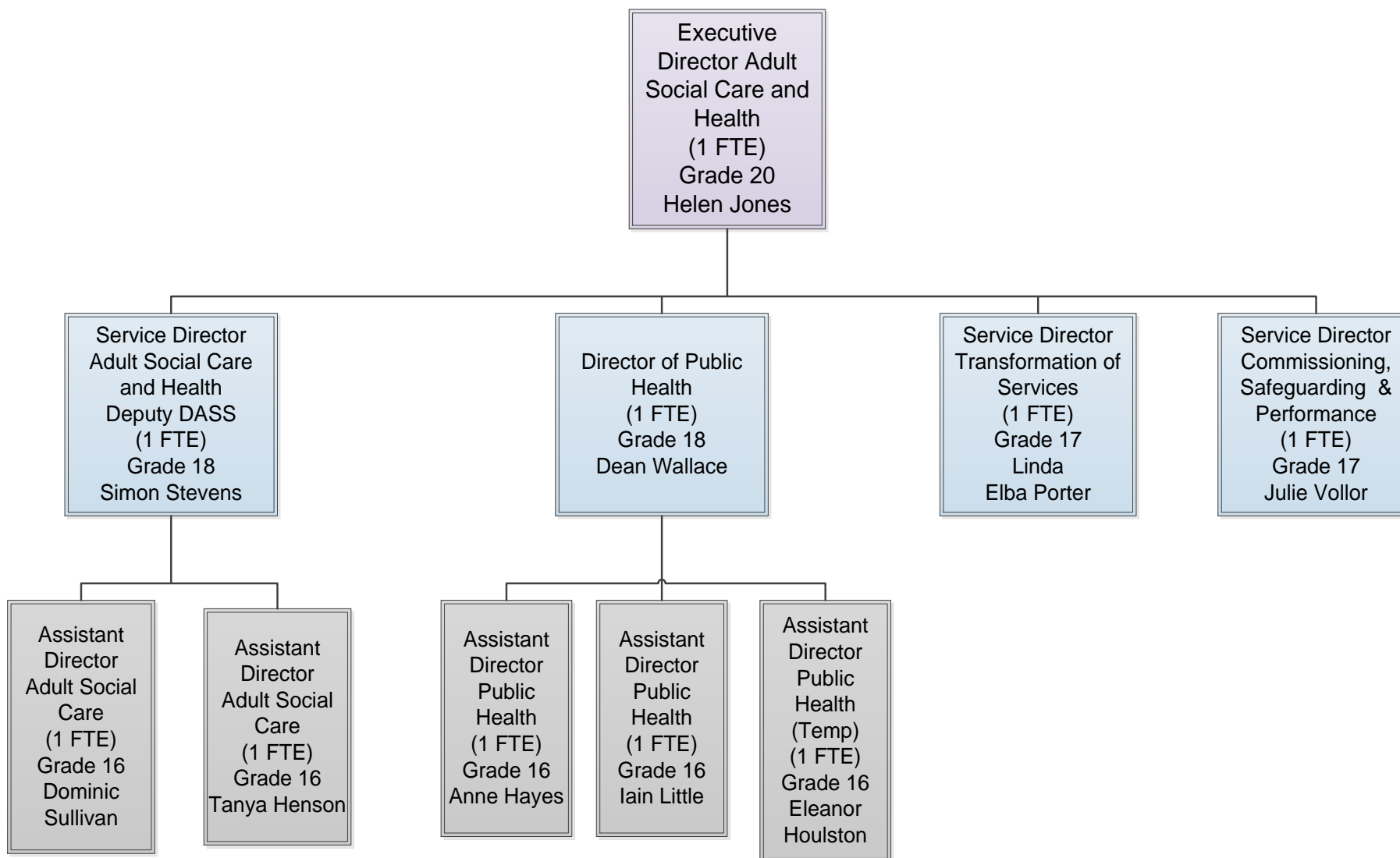
During 2019-20 Adult Social Care and Health achieved the following that supported the delivery of both the Council Plan and Department Service Plan priorities:

- 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.

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.

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

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 Stonelow 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	

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***

Contents

<i>Council Ambition, Values, Outcomes and Priorities</i>	3
<i>Departmental Overview</i>	4
<i>Section One: Council Priorities Delivery Plan</i>	9
<i>Section Two: Departmental Priorities</i>	19
<i>Appendix A – Approved controllable budget</i>	25
<i>Appendix B – Forward plan of procurement projects</i>	26

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.

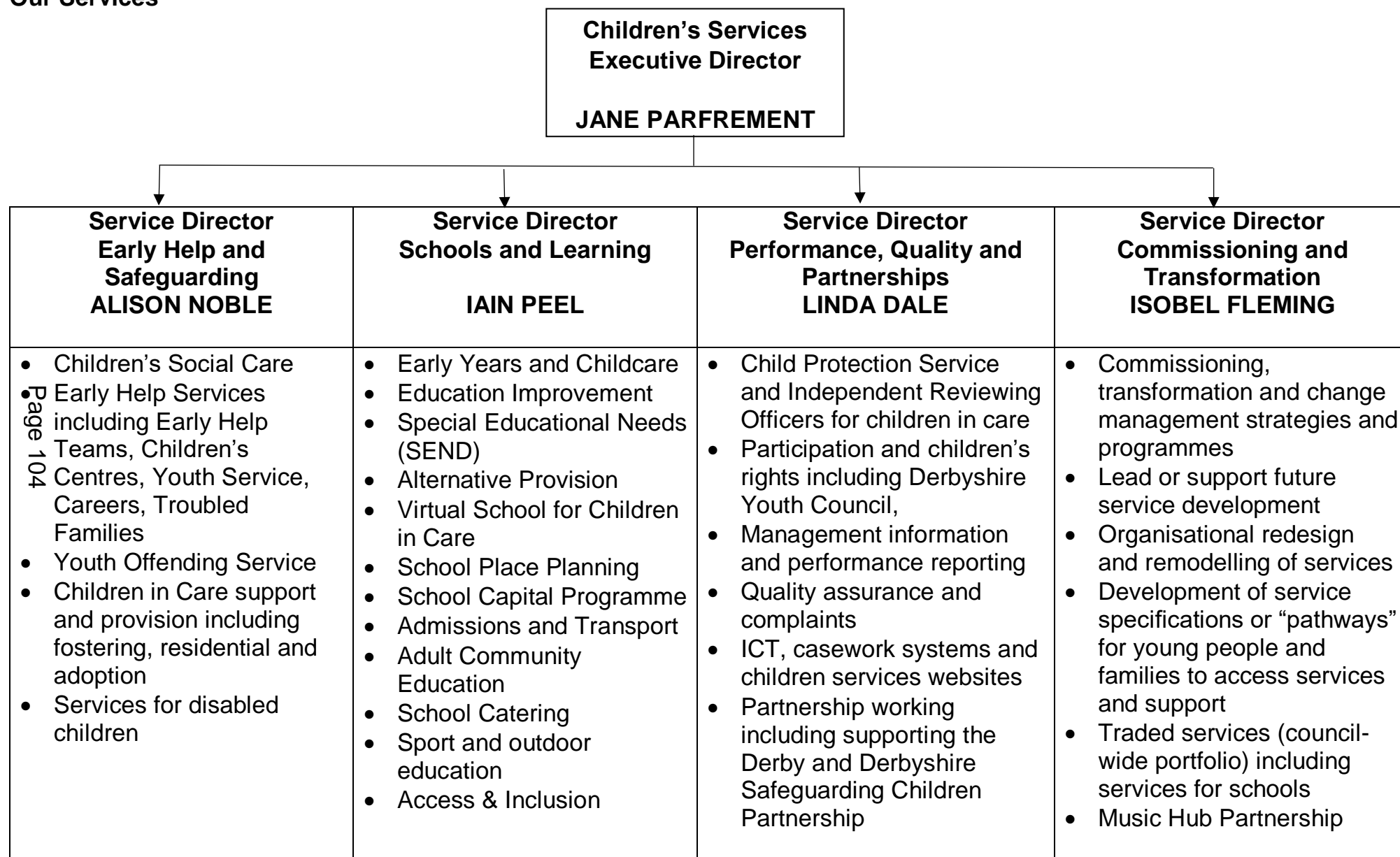
Our workforce is critical in achieving the best outcomes for children and young people in Derbyshire. Morale is generally high, and we will continue to ensure that effective channels of communication are in place at all levels providing clear and consistent messages to frontline staff. We continue to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

		<ul style="list-style-type: none"> • 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.
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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.

Section One – Council Priorities

Priority: Value for money

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
Provide strategic leadership and work alongside communities and partners to support the county's recovery and renewal from Covid-19	Jane Parfrement	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 Parfrement	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 Parfrement	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

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 <small>(Nov 19)</small>	Less than £155,000
Average cost of children in care placements	£40,485	£42,132	n/a <small>(annual only)</small>	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% <small>(Dec 19)</small>	Maintain above 90%
Utilisation rate – DCC residential children's homes	81%	78%	73.1% <small>(Dec 19)</small>	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

Priority: A prosperous Derbyshire

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
<p>Continue to work with partners and communities to develop prevention, early intervention and build resilient communities</p>	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
<p>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</p>	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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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 	Yes

				<ul style="list-style-type: none"> Families in need of support to promote child development have access to groups, facilitated by Foundation Years Practitioners 	
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
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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	Data not available until approx. mid 2021	TBC
Percentage of women participating in Pause who do not experience further care proceedings for 18 months following the programme	N/Av	N/Av	Data not available until approx. mid 2021	TBC

Percentage of children returning home after a period of being looked after	32%	35%	27% <i>(Dec 19)</i>	<i>To remain above national figures</i>
Rate of child protection plans per 10k population	63 per 10k	61 per 10k	64 per 10k <i>(Dec 19)</i>	Monitor (no target to be set)
Rate of children in care per 10k population	47 per 10k	52 per 10k	55 per 10k <i>(Dec 19)</i>	Monitor (no target to be set)
Percentage of children with identified mental health needs receiving support	N/Av	36%	AD	41%

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

Priority: High-performing council services

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>
Continue to be alert to, and respond to, emerging areas of risk and vulnerability such as online safety; suicide and self-harm; child exploitation; radicalisation; female genital mutilation (FGM); children who go missing and misuse substances	Jane Parfrement	Underway	March 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

Key Performance Measures

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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>
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 Noble¹ Isobel Fleming ²	Underway	March 2021¹ 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

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.

Be an effective champion for high standards in education

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>
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

<i>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</i>	<i>Iain Peel</i>	<i>Underway</i>	<i>Sept 2020</i>	<ul style="list-style-type: none"> <i>• Maintain a high proportion of children and young people who are offered their first choice of school</i> <i>• Ensure that school place planning achieves value for money</i>
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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

<i>Division</i>	<i>Employees (£)</i>	<i>Premises (£)</i>	<i>Transport (£)</i>	<i>Supplies and Services (£)</i>	<i>Agency and Contracted Services (£)</i>	<i>Transfer payments (£)</i>	<i>Unallocated budget (£)</i>	<i>Controllable Recharges (£)</i>	<i>Gross Budget (£)</i>	<i>Income (£)</i>	<i>Grants (£)</i>	<i>Net Budget (£)</i>
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	-	-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

<i>Contract Title</i>	<i>Estimated Value (£)</i>	<i>Estimated Start Date</i>
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

<i>Contract Title</i>	<i>Estimated Value (£)</i>	<i>Estimated Start Date</i>
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

Commissioning, Communities and Policy

Service Plan 2017-2021 2020/21 Update

Emma Alexander
Executive Director – Commissioning, Communities and Policy

Update: 18 June 2020

Contents

<i>Council Ambition, Values, Outcomes and Priorities</i>	3
<i>Departmental Overview</i>	5
<i>Section One: Council Priorities</i>	17
<i>Section Two: Departmental Priorities</i>	40
<i>Appendix A – Approved controllable budget</i>	41
<i>Appendix B – Forward plan of procurement projects</i>	42

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

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

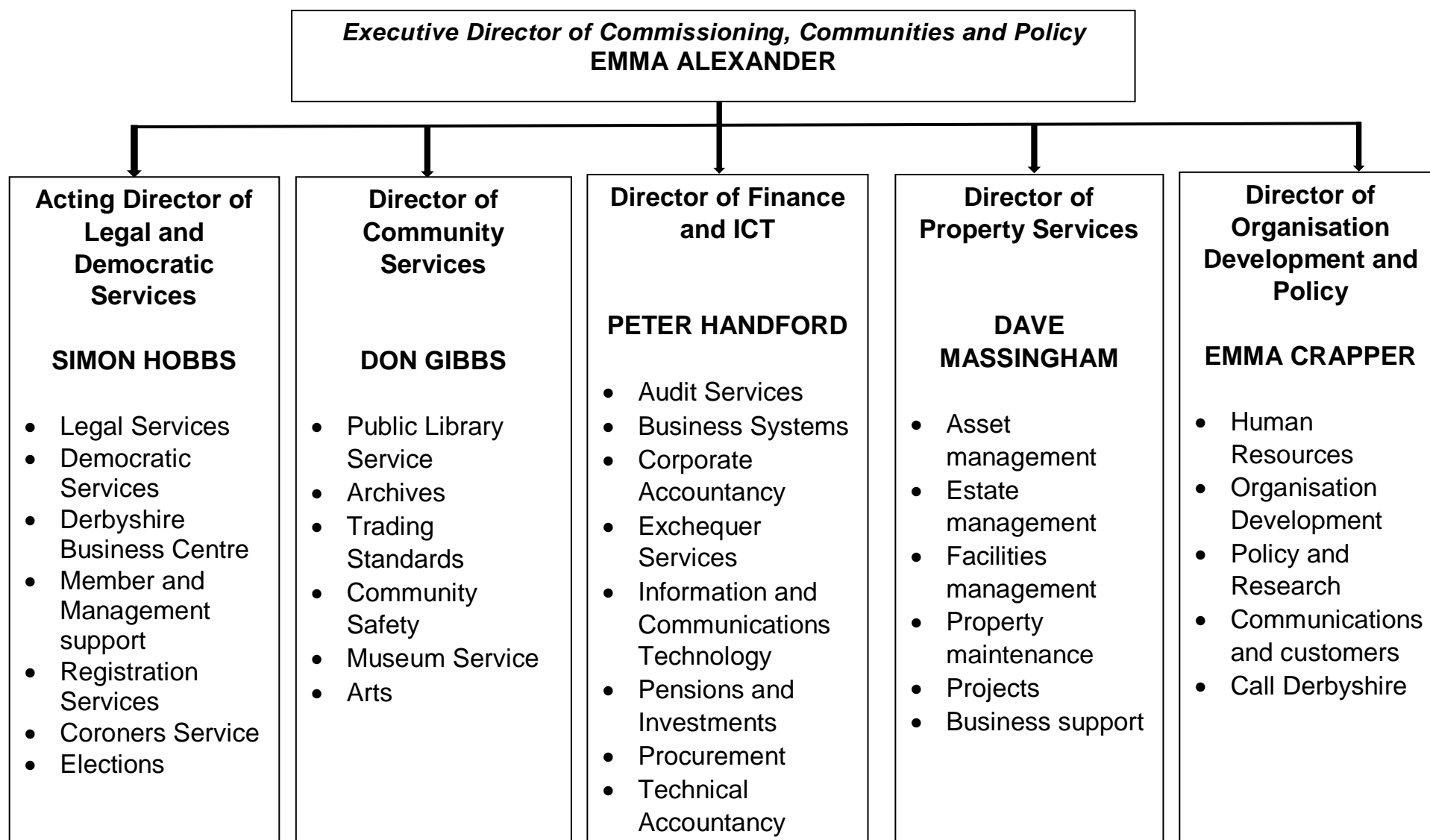
The Department will be undertaking actions to manage effectively and mitigate risks affecting services that would impact on delivery of the Council's priorities. Key risks are as follows:

<i>Council Priority</i>	<i>Key Risks</i>	<i>Mitigations</i>
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>

<i>Council Priority</i>	<i>Key Risks</i>	<i>Mitigations</i>
<i>Prosperous and green Derbyshire</i>	None	
<i>Empowered and self-sufficient communities</i>	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.
<i>A focus on prevention and early intervention</i>	None	
<i>High performing and council services</i>	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.

<i>Council Priority</i>	<i>Key Risks</i>	<i>Mitigations</i>
	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.	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.
	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.	Key mitigations include maintaining ISO 27001 accreditation, an ongoing programme of training and communication, and independent health checks and testing.
	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.	

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

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
7. Review and transform key services to ensure a mix of in-house and commissioned provision						
- 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

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
- Library Services – implementation of the Libraries for Derbyshire 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 Improvement Plan which sets out the actions to be delivered 	✓	Value for money

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

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
<i>provisions as a result of Covid-19, in conjunction with facilitating the pay award for 2020/21</i>						
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	Simon Hobbs	April 2019	May 2020	<ul style="list-style-type: none"> New constitution and scheme of delegation 	✓	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
speed up decision making				operational by May 2019 <ul style="list-style-type: none"> • Positive feedback from External Auditor in Annual Audit Letter 		
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 	✗	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				access to democracy		
16. Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets	Dave Massingham	March 2019	March 2022	<ul style="list-style-type: none"> • Partnership established with PSP • Maintenance backlog and outstanding repairs reduced • Capital receipts for disposal of land and buildings • Reduction in the percentage of land and buildings identified as surplus 	✓	Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
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 • Key projects to reduce emissions 	✕	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				<i>are being progressed</i>		
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. 	✓	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 		
21. <i>Develop communication plans to support the economic recovery of Derbyshire following Covid-19, including the visitor economy and tourism sector</i>	<i>Emma Crapper</i>	<i>April 2019</i>	<i>Timescales for work to be driven by Local resilience Forum</i>	<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 	✕	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
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 	✕	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	Dave Massingham	April 2021	March 2022	<ul style="list-style-type: none"> • Improve management of our land to maximise 	✕	A prosperous and green Derbyshire

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
<i>opportunities in partnership with PSP</i>				revenue generation from underutilised assets		
25. <i>Mainstream the Thriving Communities approach ensuring it drives the Council's transformative approach</i>	<i>Sarah Eaton</i>	<i>Nov 2018</i>	<i>March 2022</i>	<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

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
26. <i>Roll out the thriving communities programme across 13 localities</i>	<i>Sarah Eaton</i>	<i>July 2019</i>	<i>March 2021</i>	<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 utilising publicly-owned spaces Increased the percentage of residents who agree that they have enough people around them to avoid a crisis Increased the percentage of 	✓	Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				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 the pandemic and supporting the sector to recover well, retain new volunteers and thrive	Sarah Eaton / Julie Vollar (ASC&H)	October 2018	September 2021	<ul style="list-style-type: none"> New council wide grants system/ arrangements in place New council wide VCS infrastructure model and contract in place 	✓	Empowered and self-sufficient communities

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
29. <i>Invest in new technology and develop self-serve options in local libraries</i>	<i>Don Gibbs</i>	<i>April 2020</i>	<i>March 2021</i>	<ul style="list-style-type: none"> Replace self-service machines in 25 DCC libraries 	✗	Empowered and self-sufficient communities/ Value for money
30. <i>Build the capacity of, and support local communities in the transfer of designated libraries to community management</i>	<i>Don Gibbs</i>	<i>January 2019</i>	<i>March 2021</i>	<ul style="list-style-type: none"> Transferred five libraries to community management by 2021 	✓	Empowered and self-sufficient communities/ Value for money
31. <i>Develop a joined-up council-wide strategy and approach (on early intervention and prevention) which supports planning and investment now, for the future</i>	<i>Emma Alexander</i>	<i>May 2019</i>	<i>March 2021</i>	<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. <i>Develop a corporate approach to demand management across the Council</i>	<i>Emma Alexander</i>	<i>May 2019</i>	<i>March 2021</i>	<ul style="list-style-type: none"> Corporate approach and strategy developed 	✗	A focus on prevention and early intervention
33. <i>Deliver priority actions from the Enterprising Council Strategy and embed the approach with staff and partners</i>	<i>Emma Alexander</i>	<i>January 2019</i>	<i>March 2021</i>	<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. <i>Maximise the effectiveness of the Council's operating model and strengthen the One Council approach to enable high-performing services</i>	<i>Emma Alexander</i>	<i>March 2017</i>	<i>December 2020</i>	<ul style="list-style-type: none"> Received positive feedback from the Corporate Peer Challenge follow-up visit in 2020 regarding clarity if the operating model and implementation of 	✓	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				the One Council approach		
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 	✓	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				accessed via Council websites and other digital channels		
38. <i>Develop and embed a new Consultation, Engagement and Involvement Strategy for the Council</i>	<i>Sarah Eaton</i>	<i>January 2019</i>	<i>September 2020</i>	<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. <i>Undertake phase 2 of HR Review</i>	<i>Emma Crapper</i>	<i>April 2019</i>	<i>March 2021</i>	<ul style="list-style-type: none"> • Clear objectives for future HR/Organisational Development delivery model • New structure implemented that delivers within a budget that 	✕	High-performing council services/ Value for money

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				achieves the necessary savings		
40. <i>Review and develop the Council's approach to leadership and development across the organisation</i>	<i>Emma Crapper</i>	<i>April 2019</i>	<i>April 2021</i>	<ul style="list-style-type: none"> Leaders are equipped to deliver Enterprising Council outcomes 	✕	High-performing council services
41. <i>Develop and embed the Council's approach to strategic workforce planning</i>	<i>Emma Crapper</i>	<i>April 2019</i>	<i>April 2022</i>	<ul style="list-style-type: none"> People Strategy developed and implemented 	✕	High-performing council services
42. <i>Develop and define the Council's People Strategy</i>	<i>Emma Crapper</i>	<i>April 2019</i>	<i>June 2021</i>	<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. <i>Improve internal communications and engagement across the Council</i>	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. <i>Put in place a robust, integrated performance, finance, risk and major projects reporting and challenge system</i>	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. <i>Develop and embed a more robust performance management framework</i>	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 	✓	High-performing council services

Actions	Lead	Start	Complete	Success Measures	Deliverable listed in the Council Plan	Council Priority
				<ul style="list-style-type: none"> Received positive feedback from Corporate Peer 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

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
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
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	N/Av	57.0%	56.7% (Dec 2019)	58.0%	Sarah Eaton

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
can influence decisions that affect the local area – Thriving Communities areas					
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
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	Monitor	Sarah Eaton

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
			(Sep 2019)		
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
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

Description	Actual	Actual	Latest	Target	Responsible
	2017-18	2018-19	2019-20	2020-21	
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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Priority</i>
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

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
<i>Number of people accessing training on counter terrorism</i>	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.*

Appendix A

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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
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
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

<i>Contract Title</i>	<i>Estimated Amount/Value (£)</i>	<i>Estimated Procurement Project Start Date</i>
Shipleigh 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

Contents

<i>Council Ambition, Values, Outcomes and Priorities</i>	3
<i>Departmental Overview</i>	4
<i>Section One: Council Priorities</i>	12
<i>Section Two: Departmental Priorities</i>	22
<i>Appendix A – Approved Controllable Budget</i>	25
<i>Appendix B – Forward Plan of Procurement Projects</i>	27
<i>Appendix C – Vehicle Replacement Programme</i>	36
<i>Appendix D – Waste Management Service Capital Programme</i>	38
<i>Appendix E – Derelict Land Reclamation and Regeneration Capital Programme</i>	39

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.

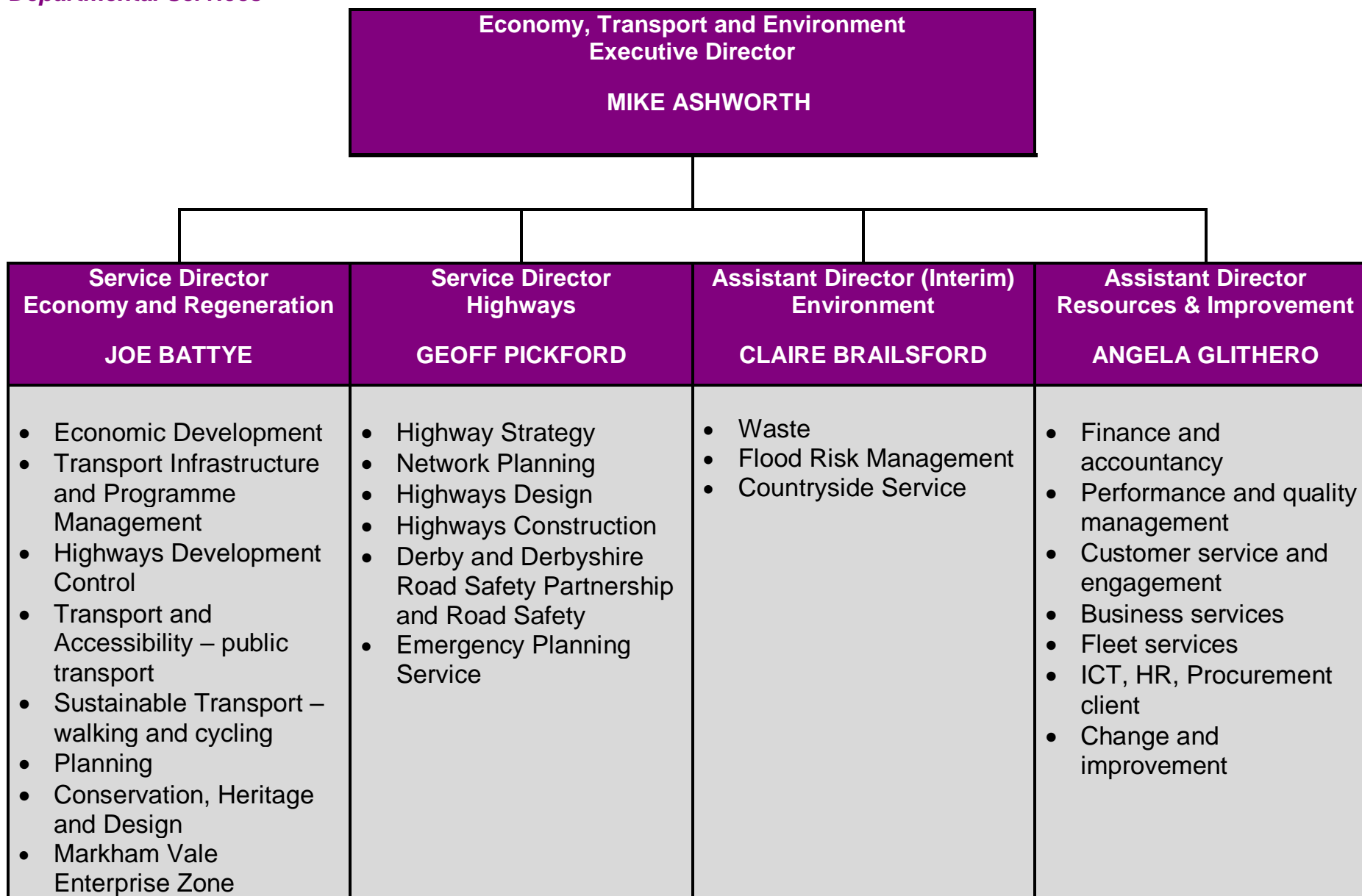
Workforce planning will ensure the Department is able to identify and effectively plan for issues and challenges, including any reducing areas of work, any new or growth areas, changes in Government and Council policies and the impact of other internal and external drivers. The workforce planning process 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.

Departmental Services



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</p>

<i>Priority</i>	<i>Key Risks</i>	<i>Mitigations</i>
		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.
<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

<i>Priority</i>	<i>Key Risks</i>	<i>Mitigations</i>
		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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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 	✓

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
				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 	✓
- 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 	

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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 increases productivity and reduces 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

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
<i>Develop and deliver a Derbyshire Good Growth Strategy to ensure sustainable economic prosperity and reduction in harmful emissions</i>	<i>Joe Battye</i>	<i>May 2019</i>	<i>Ongoing</i>	<ul style="list-style-type: none"> • <i>LEVI strategy approved and implemented</i> • <i>Other plans identified to mitigate against threats to the environment</i> • <i>Improved Public Transport offer</i> • <i>Key Cycle Network implemented</i> 	
Developed and implemented a COVID-19 economic recovery strategy to support business and sector renewal in line with timescales	Head of Economic Development	Ongoing June 2020	September 2020 March 2021	<ul style="list-style-type: none"> • <i>Economic Recovery Strategy and Action Plan developed and implemented</i> • <i>Successful implementation of plans to re-open town centres with</i> 	✓

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
				<i>appropriate social distancing measures</i> <ul style="list-style-type: none"> <i>• Maximised and managed the opportunity for people to enjoy healthier lifestyles through the facilities offered by the Countryside Service</i> 	
Support low carbon businesses to establish and encourage green energy entrepreneurs to develop renewable or zero carbon energy production	Joe Battye		Ongoing	<ul style="list-style-type: none"> <i>• New businesses started that support low carbon or are developing renewable energy production</i> <i>• Business support grant implemented</i> 	

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
Worked to maximise growth opportunities arising from HS2 and to mitigate impact	Joe Battye	May 2017	2037	<ul style="list-style-type: none"> <i>The economic benefits from the development of HS2 are maximised and the negative impacts on Derbyshire are mitigated</i> 	✓
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"> <i>Derbyshire is promoted as a prosperous County for business investment</i> 	✓
Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses	Joe Battye	April 2014	December 2021	<ul style="list-style-type: none"> <i>Derbyshire businesses and residents have ready access to fibre enabled broadband across most of the County</i> 	✓
Delivered the Employment and Skills Strategy Action Plan in line with programmed timescales	Joe Battye / Andrew Marsh	April 2019	March 2025	<ul style="list-style-type: none"> <i>More co-ordinated and</i> 	✓

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
including improved co-ordination of Council activity				comprehensive approach to effectively tackle the labour market, local employer and training provider issues	
Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	Joe Battye	March 2019	March 2021	• New manufacturing zone	✓
Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale	Joe Battye	Markham 2006 Coalite 2017	2023 2030	• Business opportunities for growth in Derbyshire are maximised	✓
Continue to refine and implement a comprehensive regeneration programme including Trent Valley development and the Market Town Strategy	Joe Battye	Trent Valley Market Town	Ongoing Ongoing	• Business opportunities for growth in Derbyshire are maximised	

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
Develop and implement a programme to support the Festival of Derbyshire	Joe Battye	April 2019	September 2021	<ul style="list-style-type: none"> • <i>Festival programme implemented attracting more national and international visitors</i> 	
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"> • <i>Funds secured from external infrastructure funding sources</i> • <i>Overseas opportunities for trade and investment identified</i> 	
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"> • <i>Bus Strategy developed</i> 	
Completed the development and started the implementation of The Derbyshire Infrastructure Plan to support Good Growth and access external funding	Joe Battye	September 2019	December 2020	<ul style="list-style-type: none"> • <i>Infrastructure and regeneration priorities agreed countywide to</i> 	✓

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
				<i>attract external funding</i>	
Complete the reviews and finalisation of the Waste Local Plan and Minerals Local Plan	Joe Battye	April 2017	December 2021	• <i>Local Plans adopted</i>	
Invested in well maintained roads and highway infrastructure	Geoff Pickford	Ongoing	Ongoing	• <i>The Highways infrastructure provides a safe and reliable network with increased customer satisfaction</i>	✓
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	• <i>Improvements in the delivery of Highway related services</i>	
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	Geoff Pickford	Ongoing	Ongoing	• <i>Highways infrastructure provides a safe and reliable network with</i>	

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
best use of resources and aiming to reduce burden on revenue budgets				<i>defects repaired in a timely manner</i>	
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"> <i>Programme of future highways schemes developed on asset management principles</i> 	
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"> <i>Opportunities to maximise funding for highways schemes are realised</i> 	
Reduce the number of people killed or seriously injured on Derbyshire roads	Geoff Pickford	Ongoing	Ongoing	<ul style="list-style-type: none"> <i>Reduction in the number of people that have been killed or seriously injured on Derbyshire's Highway Network</i> 	

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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 	✓

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
				<ul style="list-style-type: none"> • The Energy Strategy, Good Growth Strategy and Natural Capital Strategy have been approved by March 2021 • 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

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
• No. of businesses supported to export	<i>n/a</i>	<i>n/a</i>	51	20
• Number of start-up businesses supported	<i>n/a</i>	<i>n/a</i>	43	Monitor

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
• 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 as at Dec 2019	545,000
• 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

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
• 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% <i>as at Dec 17</i>	92.3% <i>as at Dec 18</i>	93.8% <i>as at Dec 2019</i>	100%
• Percentage infrastructure delivery active projects on track where DCC is promoter	88.9% <i>as at Dec 17</i>	85.7% <i>as at Dec 18</i>	85.7% <i>as at Dec 2019</i>	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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>	<i>Deliverable listed in the Council Plan</i>
Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services	Geoff Pickford	April 2008 January 2020	Ongoing Ongoing	<ul style="list-style-type: none"> • Maintained and improved customer satisfaction with Highways related services • Pioneered new methods of obtaining customer feedback 	✓

Key performance measures

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
• 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

<i>Actions</i>	<i>Lead</i>	<i>Start</i>	<i>Complete</i>	<i>Success Measures</i>
<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

Actions	Lead	Start	Complete	Success Measures
<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 network across Derbyshire 	Claire Brailsford		Ongoing	Consents responses successfully completed
<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

Actions	Lead	Start	Complete	Success Measures
<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
<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%

<i>Description</i>	<i>Actual</i>	<i>Actual</i>	<i>Latest</i>	<i>Target</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
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%

Appendix A

Approved Controllable Budget

				Supplies	Agency &					
Service Area	Employee	Premises	Transport	&	Contracted	Unallocated	Controllable	Gross		Net
	Related	Related	Related	Services	Services	budgets	Recharges	Budget	Income	Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Departmental Management Team	584	0	8	5	0	0	2	599	0	59
Economy and Regeneration:										
Planning Services	1,238	0	10	54	0	0	6	1,308	(244)	1,06
Economic Regeneration	509	4	8	610	0	(591)	2	542	0	54
Markham Employment Growth Zone	(40)	173	4	133	37	0	39	346	(336)	1
Development Control	693	0	18	0	0	0	2	713	(738)	(25
Strategic Transport	113	0	2	19	0	0	1	135	0	13
Derwent Valley Mills World Heritage Site	118	0	5	13	0	0	1	137	(27)	11
Conservation	471	1	10	14	0	(11)	(5)	480	(124)	35
Public Transport	944	12	50	247	20,758	(128)	(127)	21,756	(7,106)	14,65
Environment:										
Waste Management	431	157	20	652	45,167	0	12	46,439	(2,397)	44,04
Countryside Services	2,043	236	54	332	141	0	426	3,232	(933)	2,29
Flood Risk Management	271	1	3	112	0	59	1	447	0	44
Highways:										
Highway Network Planning	4,917	820	661	4,549	5,680	0	2,043	18,670	(2,311)	16,35

				Supplies	Agency &					
Service Area	Employee	Premises	Transport	&	Contracted	Unallocated	Controllable	Gross		Net
	Related	Related	Related	Services	Services	budgets	Recharges	Budget	Income	Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Highway Construction	(395)	(304)	(995)	83	4	0	1,364	(243)	0	(243)
Highways Strategy	350	2	(8)	66	8	0	33	451	(100)	35
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)	9
Emergency Planning	540	1	17	26	0	(57)	10	537	(268)	26
Resources and Improvement:										
Finance	406	0	1	2	0	17	1	427	0	42
Information Systems	175	0	0	0	0	0	0	175	0	17
Performance and Engagement	999	0	2	80	0	0	6	1,087	(580)	50
Business Services	1,701	13	10	218	8	(75)	(62)	1,813	(281)	1,53
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)	76,28

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

Contract Title	Estimated Value £	Estimated Contract Start Date
Desilting Operation (Culverts)	£50,000	01/08/2020
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

Contract Title	Estimated Value £	Estimated Contract Start Date
Matlock Town centre Flood Study	£30,000	01/06/2020
Eyam/Stoney Middleton Flood Investigation Study	£30,000	01/08/2020
Roliston 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

Contract Title	Estimated Value £	Estimated Contract Start Date
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
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

Contract Title	Estimated Value £	Estimated Contract Start Date
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
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 - Volkswagen 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

Contract Title	Estimated Value £	Estimated Contract Start Date
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
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

Contract Title	Estimated Value £	Estimated Contract Start Date
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
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

Contract Title	Estimated Value £	Estimated Contract Start Date
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
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

Contract Title	Estimated Value £	Estimated Contract Start Date
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
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 tender	£480,000	01/04/2021
Elvaston Castle Manned Security	£400,000	01/07/2020

Contract Title	Estimated Value £	Estimated Contract Start Date
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 – UTM 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

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	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
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

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	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		

DERBYSHIRE COUNTY COUNCIL

15 July 2020

COUNCIL

**Report of the Director of Legal and Democratic Services and Monitoring
Officer**

Updates to the Constitution

1. Purpose of the Report

To consider proposed amendments to the Constitution to ensure that the Constitution remains up to date and fit for purpose.

2. Information and Analysis

The revised Constitution was implemented in May 2019. However, it is regularly reviewed in order for it to remain up to date and fit for purpose and any future proposed changes will be considered by the Governance, Ethics and Standards Committee before being brought to Council. As a result of such a review, the Council is invited to consider the following amendments to the Constitution:

- a) Within Appendix 1 – Responsibility for Functions, the list of legislation included under delegation 1 of the Delegations to the Director – Community Services be replaced with the list attached to this report at Appendix A. As the list of legislation is regularly updated, it is proposed that the wording of delegation 1 to the Director –Community Services be amended to read:
“To undertake enforcement and administrative duties under the legislation detailed in the list at Appendix A”.

Updated lists (i.e. a replacement Appendix A) can then be included from time-to-time as necessary with the agreement of the Director of Legal and Democratic Services, with the Governance, Ethics and Standards Committee and the Council being notified in accordance with delegation 18 to the Director of Legal and Democratic Services, to *“undertake any revisions or amendments to the Constitution required as a consequence of amendments or variations to legislation, or the implementation of new legislation. Such amendments to be retrospectively approved by Council”.*

- b) Within, Appendix 1 – Responsibility for Functions, delegation 4 of the Delegations to the Director of Legal Democratic Services be amended to widen the authority to include the ability to settle or compromise potential as well as actual proceedings. It is proposed that the delegation be amended to read as follows:

“To prosecute, withdraw, defend, compromise, settle, appeal and appear in proceedings, or compromise or settle proceedings or potential proceedings on behalf of the County Council in any court of law, whether criminal or civil, tribunal, inquiry, chamber or other hearing or before any Judge, Registrar, Recorder, Magistrate, Coroner, Inspector, Arbitrator, Mediator or expert.”

- c) Within Appendix 1 – Responsibility for Functions, an additional function added to the list of *“Functions of the Full Council”* to include consideration of settlements and exit packages on termination of employment or remuneration on appointment in excess of £100,000.

- d) Amend Appendix 9 – Officer Procedure Rules to enable Executive Directors to appoint Directors on a temporary basis and pending recruitment to the permanent role. As mentioned in point 2 above, full Council must be involved whereby the annual remuneration package of a role is or exceeds £100,000 and Appendix 9 requires the appointment of Chief Officers and Deputy Chief Officers, which includes Executive Directors and Directors within the Council to be considered by Elected Members. Therefore, it is proposed to include an exception to Appendix 9 to provide for the temporary appointment to the role of director; that is an appointment for a maximum period of 6 months at a grade whereby the annual salary does not total £100,000 or more. To provide for this additional wording would be included at paragraphs 3 (c) (ii) and (iv) of Appendix 9 as follows:

“save where the appointment is on a temporary basis of no more than 6 months at a grade whereby the annual salary does not total £100,000 or more.”

- e) To clarify the position with regard to delegated authority for the making of key decisions, it is proposed to amend Part B1 of *Powers delegated to Executive Directors in Consultation with Cabinet Members* within Appendix 1 – Responsibility for Functions to read as follows:

Part B

B1 Delegations to Executive Directors and Directors do not include:-

- (d) any matter which constitutes a key decision except as provided for in Article 7.3(c)

The making of a key decision as outlined above would be subject to call-in as specified at paragraph 13(1) of Appendix 5 – Improvement and Scrutiny Procedure Rules. Should the matter be urgent, call-in could be waived in accordance with paragraph 13 (6) of Appendix 5. include decisions taken by an individual member of Cabinet, a Committee of Cabinet , or a key decision made by an officer with delegated authority from Cabinet or under joint arrangements, as well as by Cabinet.

Consequently, it is proposed to amend paragraph 13(6) to read *“the call-in procedure set out above shall not apply where the decision being taken by Cabinet, an individual member of Cabinet, a Committee of Cabinet or a key decision made by an officer with delegated authority from Cabinet or under joint arrangements is urgent.....”*

- f) Within Appendix 2 - the Council's Petition Scheme, to be considered further, a petition must be signed by 10 or more persons who, live, work or study in the Council's area. It is proposed to increase the number of signatures required for further consideration of a petition to 100.

Should the Council still wish to consider petitions with fewer signatures, Council may consider that it be reasonable to delegate such petitions to officers to consider. It is therefore proposed that the relevant section of the Petition Scheme be amended to read as follows:

“The County Council has decided that a petition for the purposes of this Petition Scheme must be signed by 50 or more persons who live, work or study in the Council's area. Any petition with fewer than 50 signatures will be passed to the relevant department to consider in accordance with the departmental complaints process.”

3. Legal Considerations

In accordance with the Council's Constitution, approval by the full Council is required for any change to the Constitution. However, under its terms of reference at Article 11 of the Constitution, the Governance, Ethics and Standards Committee is required *“to advise the County Council on the monitoring, amendments to and overall operation of the Constitution.”* Therefore, prior to the amendments being considered by the full Council, they were considered by the Governance, Ethics and Standards Committee at its meeting on 2nd July. After a debate, the Committee voted to commend the proposed amendments to the Council.

4. Other Considerations

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

5. Background Papers

The Constitution and the file held by the Director of Legal and Democratic Services.

6. Officer Recommendation

That the Council approves the amendments to the Constitution outlined in the report and commended by the Governance, Ethics and Standards Committee.

Simon Hobbs
Director of Legal and Democratic Services and Monitoring Officer

List of Legislation as at 19 January 2020

Part 1

Authorisation for officers enforcing legislation generally.

Agriculture (Miscellaneous Provisions) Act 1968
Animal Health Act 1981
Animal Welfare Act 2006
Animals Act 1971
Anti-social Behaviour Act 2003
Brucellosis (England) Order 2015
Cancer Act 1939
Children and Families Act 2014
Children and Young Persons (Protection from Tobacco) Act 1991
Children and Young Persons Act 1933
Clean Air Act 1993 – Motor Fuel (Composition and Content) Regs.
Companies Act 2006
Consumer Credit Act 1974
Consumer Protection Act 1987
Consumer Rights Act 2015
Copyright, Designs and Patents Act 1988
Criminal Justice Act 1988
Criminal Justice and Police Act 2001
Customs & Excise Management Act 1979
Education Reform Act 1988
Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015
Enterprise Act 2002
Environmental Protection (Microbeads)(England) Regulations 2017
Estate Agents Act 1979
European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty including:
 African Horse Sickness (England) Regulations 2012
 Animal By-Products(Enforcement)(England) Regulations 2013
 Avian influenza (Preventative Measures)(England) Regulations 2006
 Avian Influenza (Vaccination)(England) Regulations 2008
 Biofuel Labelling Regulations 2004
 Bluetongue Regulations 2008
 Business Protection from Misleading Marketing Regulations 2008
 Cat and Dog Fur (Control of Import, Export and Placing on the Market) Regulations 2008
 Cattle Identification Regulations 2007
 Construction Products Regulations 2013
 Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013
 Consumer Protection from Unfair Trading Regulations 2008
 Consumer Rights (Payment Surcharges) Regulations 2012
 Cosmetic Products Enforcement Regulations 2013 and the EU Cosmetic Products Regulation 1223/2009
 Crystal Glass (Descriptions) Regulations 1973
 Detergents Regulations 2010
 Diseases of Swine Regulations 2014
 EC Fertilisers (England and Wales) Regulations 2006
 Eggs and Chicks (England) Regulations 2009
 Electrical Equipment (Safety) Regulations 2016

Electromagnetic Compatibility Regulations 2016
Energy Information Regulations 2011
Energy Performance of Buildings (England and Wales) Regulations 2012
Equine Identification (England) Regulations 2018
Financial Services (Distance Marketing) Regulations 2004
Fluorinated Greenhouse Gases Regulations 2015
Foot-and-Mouth Disease (Control of Vaccination)(England) Regulations 2006
Footwear (Indication of Composition) Labelling Regulations 1995
Gas Appliances (Enforcement) and Miscellaneous Amendments Regulations 2018
General Product Safety Regulations 2005
Package Travel and Linked Travel Arrangements Regulations 2018
Packaging (Essential Requirements) Regulations 2015
Passenger Car (Fuel Consumption and CO2 Emissions Information) Regulations 2001
Personal Protective Equipment (Enforcement) Regulations 2018
Pressure Equipment (Safety) Regulations 2016
Products of Animal Origin (Disease Control)(England) Regulations 2008
Pyrotechnic Articles (Safety) Regulations 2015
Quality Schemes (Agricultural Products and Foodstuffs) Regulations 2018
Radio Equipment Regulations 2017
REACH Enforcement Regulations 2008
Recreational Craft Regulations 2017
Registration of Establishments (Laying Hens)(England) Regulations 2003
Rights of Passengers in Bus and Coach Transport (Exemptions and Enforcement) Regulations 2013
Simple Pressure Vessels (Safety) Regulations 2016
Supply of Machinery (Safety) Regulations 2008
Textile Products (Labelling and Fibre Composition) Regulations 2012
Timeshare, Holiday Products, Resale and Exchange Contracts Regulations 2010
Tobacco and Related Products Regulations 2016
Toys (Safety) Regulations 2011
Trade in Animals and Related Products Regulations 2011
Transmissible Spongiform Encephalopathies (England) Regulations 2018
Veterinary Medicines Regulations 2013
Volatile Organic Compounds in Paints, Varnishes and Vehicle Refinishing Products Regulations 2012
Welfare of Animals at Time of Killing (England) Regulations 2015
Zoonoses (Monitoring) (England) Regulations 2007

Fireworks Act 2003
Fraud Act 2006
Hallmarking Act 1973
Health Act 2006
Knives Act 1997
Legal Services Act 2007
Licensing Act 2003
Motor Cycle Noise Act 1987
Offensive Weapons Act 2019
Olympic Symbol etc. (Protection) Act 1995
Prices Act 1974
Protection of Animals Act 1911
Psychoactive Substances Act 2016
Registered Designs Act 1949
Road Traffic Acts 1988 and 1991
Single Use Carrier Bags Charges (England) Order 2015

Tenant Fees Act 2019
and the Housing and Planning Act 2016 as it relates to Client Money Protection Schemes
Theft Act 1968
Tobacco Advertising and Promotion Act 2002
Trade Descriptions Act 1968
Trade Marks Act 1994
Unsolicited Goods and Services Acts 1971 and 1975
Video Recordings Act 1984
Vehicles (Crime) Act 2001

The Health Protection (Coronavirus, Restrictions) (No. 2) (England) Regulations 2020

Part 2

Additional List of Legislation for officers with qualification/competency in: Food Law

European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty including:

Animals and Animal Products (Examination for Residues and Maximum Residue Limits)(England and Scotland) Regulations 2015
Beef and Veal Labelling Regulations 2010
Country of Origin of Certain Meats (England) Regulations 2015
Food for Specific Groups (Information and Compositional Requirements) (England) Regulations 2016
Food Information Regulations 2014
Food Safety and Hygiene (England) Regulations 2013
Genetically Modified Organisms (Traceability and Labelling)(England) Regulations 2004
Infant Formula and Follow-on Formula (England) Regulations 2007
Materials and Articles in Contact with Food (England) Regulations 2012
Novel Foods (England) Regulations 2018
Official Controls (Animals, Feed and Food, Plant Health Fees etc.) Regulations 2019 *in so far as it relates to food law*
Official Feed and Food Controls (England) Regulations 2009 *in so far as it relates to food law*
Olive Oil (Marketing Standards) Regulations 2014
Organic Products Regulations 2009
Poultrymeat (England) Regulations 2011
Quick-frozen Foodstuffs (England) Regulations 2007
Scotch Whisky Regulations 2009
Specified Products from China (Restrictions on First Placing on the Market) (England) Regulations 2008
Spirit Drinks Regulations 2008
Wine Regulations 2011

Food Act 1984
Food and Environment Protection Act 1985
Food Safety Act 1990

Part 3

Additional List of Legislation for officers with qualification/competency in: Feed Law

Agriculture Act 1970

Animal Feed (Composition, Marketing and Use)(England) Regulations 2015

Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015

European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty including:

Animal Feed (Basic Safety Standards) (England) Regulations 2019

Official Controls (Animals, Feed and Food, Plant Health Fees etc.) Regulations 2019 *in so far as it relates to feed law*

Official Feed and Food Controls (England) Regulations 2009 *in so far as it relates to feed law*

Part 4 Additional List of Legislation for officers with qualification in: Weights and Measures Law

European Union (Withdrawal) Act 2018 as it continues to give effect to the following Regulations or Orders under which this local authority has an enforcement duty including:

Measuring Container Bottles (EEC Requirements) Regulations 1977

Measuring Instruments Regulations 2016

Non-automatic Weighing Instruments Regulations 2016

Weights & Measures (Packaged Goods) Regulations 2006

Weights and Measures Act 1985

Part 5

A separate authorisation is required under the Health and Safety at Work etc Act 1974 referring to the following:

i) Sections 20, 21, 22 and 25 of the 1974 Act;

ii) The following Regulations made under the 1974 Act:

The Ammonium Nitrate Materials (High Nitrogen Content) Safety Regulations 2003

The Biocidal Products and Chemicals (Appointment of Authorities and Enforcement) Regulations 2013

The Chemicals (Hazard Information and Packaging for Supply) Regulations 2009

The Dangerous Substances and Explosive Atmospheres Regulations 2002,
The Explosives Regulations 2014,
The Petroleum (Consolidation) Regulations 2014, and

iii) The provisions of the following Acts mentioned in Schedule 1 to the 1974 Act;

Explosives Act 1875

Public Health Acts 1936 and 1961

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DERBYSHIRE COUNTY COUNCIL

COUNCIL

15 July 2020

Report of the Director of Legal and Democratic Services and Monitoring Officer

**Local Government Association – Consultation
on a Model Code of Conduct for Elected Members**

1. Purpose of the Report

To inform the Council of the Consultation launched by the Local Government Association on the draft Member Code of Conduct which will run for 10 weeks from Monday 8 June until Monday 17 August 2020.

2. Information and Analysis

The Committee on Standards in Public Life dated January 2019 undertook a review of the current standards framework to assure themselves that it was conducive to promoting and maintaining the high standards expected by the public.

The review identified some specific areas of concern and identified a number of risks in respect of the current rules around conflicts and declaring of interests, gifts and hospitality and the increased complexity of local government decision making.

The Committee made 26 recommendations and identified 15 recommendations of best practice to improve ethical standards in local government. The recommendations included the suggestion for the Local Government Association (LGA) to create an updated Model Code of Conduct to enhance consistency and the quality of local authority codes.

The LGA has now developed a Model Code of Conduct and has indicated that it intends to create additional guidance, working examples and explanatory text. The LGA has also launched consultation on the draft Member Code of Conduct which will run for 10 weeks from Monday 8 June until Monday 17 August. The consultation details and questionnaire, which Members can respond to

individually if they so wish, together with a copy of the Model Code of Conduct, can be accessed on line at <https://www.local.gov.uk/code-conduct-consultation-2020>. A copy of the Model Code of Conduct is also attached at Appendix 1.

3. Legal Considerations

Requirements to maintain high ethical standards for members, together with the requirement to adopt a code of conduct, was introduced by the Localism Act 2011.

4. Other Considerations

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

5. Officer recommendation

That Council notes the consultation and draft model code of conduct for elected members launched and prepared by the LGA.

Simon Hobbs
Director of Legal and Democratic Services and Monitoring Officer

Local Government Association Model Member Code of Conduct

Introduction

The Local Government Association (LGA) is providing this Model Member Code of Conduct as part of its work on supporting the sector to continue to aspire to high standards of leadership and performance.

The role of councillor in all tiers of local government is a vital part of our country's system of democracy. In voting for a local councillor, the public is imbuing that person and position with their trust. As such, it is important that as councillors we can be held accountable and all adopt the behaviours and responsibilities associated with the role. The conduct of an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to and want to participate with. We want to continue to attract individuals from a range of backgrounds and circumstances who understand the responsibility they take on and are motivated to make a positive difference to their local communities.

All councils are required to have a local Member Code of Conduct. This Model Member Code of Conduct has been developed in consultation with the sector and is offered as a template for councils to adopt in whole and/or with local amendments. The LGA will undertake an annual review of the Code to ensure it continues to be fit-for-purpose, particularly with respect to advances in technology, social media and any relevant changes in legislation. The LGA can also offer support, training and mediation to councils and councillors on the application of the Code, whilst the National Association of Local Councils (NALC) and the county associations of local councils can offer advice and support to town and parish councils.

As a councillor we all represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent everyone (in our ward/town/parish), taking decisions fairly, openly, transparently and with civility. Councillors should also be treated with civility by members of the public, other councillors and council employees. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations. This Code, therefore, has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.



Councillor Izzi Seccombe OBE
Leader, LGA Conservative Group



Councillor Nick Forbes CBE
Leader, LGA Labour Group



Councillor Howard Sykes MBE
Leader, LGA Liberal Democrats Group



Councillor Marianne Overton MBE
Leader, LGA independent Group

Purpose

The purpose of this Code of Conduct is to assist councillors in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow councillors, council officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

Application of the Code

The Code of Conduct applies to you when you are acting [or claiming or giving the impression that you are acting]¹ in [public or in]² your capacity as a member or representative of your council, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media, [including where you could be deemed to be representing your council or if there are potential implications for the council's reputation.] Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

The seven principles of public life

Everyone in public office at all levels – ministers, civil servants, members, council officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

Model member conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of councillor

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community
- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence; and
- ensure that public resources are used prudently and in the public interest

Specific obligations of general conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act [or claim or give the impression that you are acting] as a councillor [or in public], including representing your council on official business and when using social media.

Civility

- 1. Treating other councillors and members of the public with civility.**
- 2. Treating council employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.**

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the council, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

Bullying and harassment

- 3. Not bullying or harassing any person.**

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

The Equality Act 2010 defines harassment as 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'. The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

Impartiality of officers of the council

- 4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the council.**

Officers work for the council as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

Confidentiality and access to information

- 5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.**
- 6. Not preventing anyone getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and

printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the council are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

Disrepute

7. Not bringing my role or council into disrepute.

Behaviour that is considered dishonest and/or deceitful can bring your council into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other councillors and/or your council.

Your position

8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the council provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

Use of council resources and facilities

9. Not misusing council resources.

You may be provided with resources and facilities by the council to assist you in carrying out your duties as a councillor. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given

to you to help you carry out your role as a councillor more effectively and not to benefit you personally.

Interests

10. Registering and declaring my interests.

You need to register your interests so that the public, council employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer/Town or Parish Clerk and more detail is set out in appendix B.

Gifts and hospitality

11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the council or from persons who may apply to the council for any permission, licence or other significant advantage.

12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you

because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant gifts you are offered but refuse which you think may have been offered to influence you.

Note – items in square brackets [x] refer to recommendations made by the Committee on Standards in Public Life and may be part of a future Government consultation. This includes possible future sanctions and appeals processes.

Breaches of the Code of Conduct

Most councillors conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an 'independent person', and sanctions to be imposed on any councillors who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.

Example

LGA guidance and recommendations

Internal resolution procedure

Councils must have in place an internal resolution procedure to address conduct that is in breach of the Member Code of Conduct. The internal resolution process should make it clear how allegations of breaches of the Code of Conduct are to be handled, including the role of an Independent Person, the appeals process and can also include a local standards committee. The internal resolution procedure should be proportionate, allow for members to appeal allegations and decisions, and allow for an escalating scale of intervention. The procedure should be voted on by the council as a whole.

In the case of a non-criminal breach of the Code, the following escalating approach can be undertaken.

If the breach is confirmed and of a serious nature, action can be automatically escalated.

1. an informal discussion with the monitoring officer or appropriate senior officer
2. an informal opportunity to speak with the affected party/ies
3. a written apology
4. mediation
5. peer support
6. requirement to attend relevant training
7. where of a serious nature, a bar on chairing advisory or special committees for up to two months
8. where of a serious nature, a bar on attending committees for up to two months.

Where serious misconduct affects an employee, a member may be barred from contact with that individual; or if it relates to a specific responsibility of the council, barred from participating in decisions or information relating to that responsibility.

Endnotes

1. CSPL recommend that “Section 27(2) of the Localism Act 2011 should be amended to state that a local authority’s code of conduct applies to a member when they claim to act, or give the impression they are acting, in their capacity as a member or as a representative of the local authority”.
2. CSPL recommend that “councillors should be presumed to be acting in an official capacity in their public conduct, including statements on publicly accessible social media. Section 27(2) of the Localism Act 2011 should be amended to permit local authorities to presume so when deciding upon code of conduct breaches.”
3. Subject to footnotes 1 and 2 above
4. See CSPL website for further details www.gov.uk/government/news/the-principles-of-public-life-25-years
5. ACAS’s definition of bullying

Appendices

Code Appendix A

The principles are :

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Code Appendix B

Registering interests

1. Within 28 days of this Code of Conduct being adopted by the council or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

Declaring interests

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a friend, relative, close associate; or
 - c. a body covered by table 1 below

you must disclose the interest.

7. Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

Table 1: Disclosable Pecuniary Interests

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 .
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land and Property	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
Corporate tenancies	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*'director' includes a member of the committee of management of an industrial and provident society.

*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council;	
Any Body—	(a) exercising functions of a public nature;
	(b) directed to charitable purposes; or
	(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
of which you are a member or in a position of general control or management.	



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DERBYSHIRE COUNTY COUNCIL

COUNCIL

15 July 2020

**REPORT OF THE CHAIRMAN OF THE GOVERNANCE, ETHICS &
STANDARDS COMMITTEE (FORMERLY KNOWN AS THE STANDARDS
COMMITTEE)
FOR THE YEARS 2018/19 AND 2019/20**

Director of Legal and Democratic Services and Monitoring Officer

1. Purpose of the Report

To receive the Report of the Chairman of the Governance, Ethics and Standards Committee.

2. Information and Analysis

Article 11 of the Constitution requires the Chairman of the Governance, Ethics and Standards Committee to provide an Annual Report. The refreshed Constitution was implemented in May 2019 and therefore, this is the first annual report provided under those requirements. This report outlines the work done by the committee over the last year and provides an indication of the work programme for the next municipal year. As this is the first report provided under the requirements of the refreshed Constitution, it does cover the municipal years of both 2018-2019 and 2019-2020 in order to outline the involvement of the Committee in the preparation of the refreshed Constitution.

The report of the Chairman of the Governance, Ethics and Standards Committee is attached at Appendix 1.

3. Considerations

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

4. Background Papers

The Constitution and the file held by the Director of legal and Democratic Services

5. Officer's Recommendation

That the Council receives the report of the Chairman of the Governance, Ethics and Standards Committee attached at Appendix 1.

Simon Hobbs

Director of Legal and Democratic Services and Monitoring Officer

DERBYSHIRE COUNTY COUNCIL

15 July 2020

**ANNUAL REPORT OF THE CHAIRMAN OF THE GOVERNANCE, ETHICS &
STANDARDS COMMITTEE (FORMERLY KNOWN AS THE STANDARDS
COMMITTEE)
FOR THE YEARS 2018/19 AND 2019/20**

Introduction from Councillor C Short, Chairman of the Governance, Ethics and
Standards Committee

I am very pleased to present this report detailing the work undertaken by the Governance, Ethics and Standards Committee (formerly known as the Standards Committee) for the years 2018 to 2019 and 2019 to 2020.

This last 2 years has been a very busy period for the Committee as a comprehensive review of the Council's Constitution has been undertaken. In doing so, the Council's Ethical Governance Framework has been expanded and improved. In undertaking this piece of work, the Committee very much feels that the integrity and transparency of the Council's decision-making principals has been greatly enhanced. The Committee also took the opportunity to consider the implications of the Annual Report of the Committee for Standards in Public Life and the Committee is committed to ensuring that it continues to progress the many recommendations which have been suggested as delivering good practice.

The LGA has launched a consultation on a draft code of conduct for members as recommended by the Committee on Standards in Public Life's report into Local Government Ethical Standards. The consultation opened on 8th June and will run until 17th August. I would wish to encourage all members to consider the model code and respond to the consultation.

Councillor C Short
Chairman of the Governance, Ethics and Standards Committee

Membership of the Governance, Ethics and Standards Committee (formerly the Standards Committee) during the years 2018/19 and 2019/20

Membership of the Committee 2018/19:

Councillor C Short (Chairman)
Councillor K Buttery (Vice-Chairman)
Councillor J Coyle
Councillor A Fox
Councillor L Grooby
Councillor W Major
Councillor D McGregor
Councillor C R Moesby
Independent Person Lloyd Newby
Independent Person Keith Jackson-Horner

Membership of the Committee 2019/20:

Councillor C Short (Chairman)
Councillor K Buttery (Vice-Chairman)
Councillor J Coyle
Councillor A Fox
Councillor L Grooby
Councillor W Major
Councillor D McGregor
Councillor C R Moesby
Independent Person Lloyd Newby
Independent Person Keith Jackson-Horner

The Committee would also like to thank the Independent Persons, Peter Smith, Keith Jackson-Horner and Lloyd Newby for their commitment and support to the Committee.

We also wish Peter Smith and Keith Jackson-Horner well following their retirement. During the next municipal year, the Committee will be seeking to recruit Independent Persons as a result of the two retirements and also due to the term of office for Mr Newby drawing to a close.

Refreshing the Council's Constitution

In July 2018, the Committee invited the Council's Monitoring Officer to undertake a review of the Council's Constitution.

The refreshed Constitution focussed on streamlining the Council's decision-making principals, whilst maintaining a governance framework which could deliver a commitment to integrity and transparency. As part of this process, the Articles of the Constitution, the Rules of Procedure and Protocols were reviewed and as such, the composition of the new Constitution is now broken down into a series of Articles and Appendices. The Articles set out the overarching functions and the decision-making framework of the Council, whilst the Appendices to Articles contain the details as to how the functions listed in the Articles will be carried out.

This was also an opportunity for the Committee to invite the committees of the Council to undertake a review of their respective terms of reference to ensure that they too would be effective going forward. However, upon reviewing the range of committees promoted by the Council, a decision was taken to cease the Regulatory Licensing Committee, due to the work being absorbed into the revised Schemes of Delegation. A new committee, the Appointment and Conditions of Service Committee was created.

The Standards Committee, as it was previously known, also undertook a fundamental review of its own terms of reference and this has resulted in a comprehensive wide ranging scope for the Committee which offers assurance to the Council for the promotion of the Council's Governance and Ethical Governance Frameworks. The Committee also decided to rename itself as the Governance, Ethics and Standards Committee so as to truly reflect its new profile.

During this period, the Committee felt that training and awareness raising of the proposed refreshed Constitution was of paramount importance to members and officers alike, and the Monitoring Officer was asked to convene a number of training sessions and presentations to the Committees, including to the Resources, Improvement and Scrutiny Committee.

The Committee took the decision to review the aspects of the Constitution relating to the improvement and scrutiny arrangements during the next municipal year due to the publication of relevant Government guidance being delayed.

In revising the Constitution, the Committee was able to fully consider the recommendations made by the Committee for Standards in Public Life in their Annual Report as it sought to confirm the Committee had adopted good practice by virtue of its wider development of the Council's Ethical Governance Framework, for example, Member Officer Protocols and Guidance for Members appointed to outside bodies.

After a number of lengthy meetings, the Committee recommended the refreshed Constitution to the Full Council at the Annual Meeting on 15 May 2019. Going

forward, the Committee have given an assurance to the Council that the Constitution will be the subject of regular reviews.

Role Profiles

During the process of refreshing the Constitution, the Committee has overseen the revision to the Member Role Profiles and disestablished the Member Role Profile for the Chairman of the Council and established:

- 1) a revised Member Role Profile for the Chairman of the County Council;
- 2) created a new Member Role Profile for the Civic Chairman of Derbyshire County Council; and
- 3) created a new Member Role Profile for Vice Civic Chairman of Derbyshire County Council.

Complaints received pursuant to the Member's Code of Conduct

During 2018/19, the Committee received the following complaints pursuant to the Code of Conduct. The Council's Code of Conduct was implemented in July 2012 and is supported by a procedure for the handling of complaints received. The Code of Conduct is published in the Council's Constitution and appears on the Council's website.

The Committee is grateful for the support received from the Independent Persons in determination of these complaints.

	Complaint received from	Substance of the complaint	Outcome
Councillor 1	Member of the public.	Failure to respond to repeated requests for support and information relating to a local issue.	Complaint not upheld as the investigation indicated that there had been a communication error between the complainant and a council department as opposed to the role of the councillor in question.
Councillor 2	Member of the public.	Failure to treat with respect, allegations of defamation of character via use of	Complaint not upheld as the complaint fell outside the remit of

		social medial.	the Code of Conduct. Councillor 2 was not acting in the capacity of a councillor when using social media and had already provided an apology in a private capacity.
Councillor 3	Member of the public.	Allegation of failure to act with honesty when information was printed in a political newsletter. The allegation was that comments printed were inaccurate.	Complaint not upheld as the complaint fell outside the remit of the Code of Conduct. The printed material in question was of a political nature and not related to the County Council.
Councillor 4	Member of the public.	Allegation that all aspects of Code Conduct had been breached due to alleged disrespectful behaviour by Councillor 4.	Complaint not upheld.

Over the course of the year 2018 to 2019, 4 potential complaints against councillors were received. However, on undertaking preliminary enquiries, none of those complaints were upheld and 2 were considered to fall outside the remit of the Code of Conduct.

A report for the 2019 to 2020 will be provided to the Committee but has been delayed and will be presented during the next municipal year.

Other activity undertaken by the Committee

The Committee has overseen a project which has delivered the newly fitted audio visual equipment in the Council Chamber and it is hoped that this will considerably enhance the delivery of council meetings.

Work Programme for the next municipal year (May 2020 – 2021)

It is proposed that during the next municipal year, the work programme for the Governance, Ethics and Standards Committee will include the following;

1. further review of the Constitution as necessary and as an evolving document to reflect council changes and/or new initiatives. A detailed review is currently underway and a report will be presented to the Governance, Ethics and Standards Committee in July and subsequently to the Council. Therefore, the purposes of future reviews will be to ensure that the Constitution remains up to date;
2. overview of complaints against the Council, both corporately and across departments, with reports and presentations from representatives who deal with complaints in departments;
3. overview of complaints against elected members and receipt of the annual report, including consideration of the procedure in relation to the involvement of the Chair of the Committee in considering complaints.
4. Member Safety - following the concerns within the report of the Committee on Standards in Public Life regarding elected members dealing with members of the public, consideration will be given to occasions when they may feel threatened, practical solutions and how this can be monitored and considered by the Council. This would also include consideration of the Members Safety Policy and a report/presentation from Audit on the work they have undertaken regarding this.
5. Recruitment of Independent Persons - following receipt of resignations from two of the Independent Persons and the term of office for the third drawing to a close. It is proposed that the recruitment arrangements will be delegated to officers.
6. Code of Conduct for Members - consideration of refresher training and also to provide a forum for debate on conduct issues in order to canvass views for elected members on potential changes.

The Committee will use its discretion to adapt this work programme in response to any matters arising.

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