Public Document Pack

DERBYSHIRE County Council

Simon Hobbs
Director of Legal and Democratic Services
County Hall
Matlock
Derbyshire
DE4 3AG

Extension 38327
Direct Dial 01629 538327
Ask for Roy Ackrill

PUBLIC

To: Members of Cabinet

Wednesday, 2 September 2020

Dear Councillor,

Please attend a meeting of the **Cabinet** to be held at **2.00 pm** on **Thursday, 10 September 2020**

This meeting will be held virtually. As a member of the public you can view the virtual meeting via the County Council's website. The website will provide details of how to access the meeting, the agenda for which is set out below.

Yours faithfully,

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.   Minority Group Leader questions

        To receive Minority Group Leader questions (if any)

4.   Cabinet minutes (Pages 1 - 22)

        To confirm the non-exempt minutes of the meeting of Cabinet held on 30 July 2020

5.   Cabinet Member Meetings minutes

        To receive the non-exempt minutes of Cabinet Member Meetings as follows:

5 (a)   Adult Care - 24 July, 6 August and 20 August 2020 (Pages 23 - 30)

5 (b)   Clean Growth and Regeneration - 30 July 2020 (Pages 31 - 32)

5 (c)   Corporate Services - 16 July 2020 (Pages 33 - 34)

5 (d)   Health and Communities - 22 July, 3 August and 21 August 2020 (Pages 35 - 42)

5 (e)   Highways, Transport and Infrastructure - 30 July 2020 (Pages 43 - 48)

5 (f)   Strategic Leadership, Culture and Tourism - 5 August 2020 (Pages 49 - 50)

5 (g)   Young People - 4 August 2020 (Pages 51 - 56)

6.   To consider the following reports:

6 (a)   Capital Budget Monitoring to Month 3 2020-21 (Pages 57 - 68)

6 (b)   Preparation of Budget 2021-22 (Pages 69 - 74)

6 (c)   Heage Educational Charity, Chesterfield School Foundation and Long Eaton Charities (Pages 75 - 104)

6 (d)   Derby and Derbyshire Annual Casualty Report 2019 (Pages 105 - 134)

6 (e)   County Transport Enterprising Council Review (Pages 135 - 176)

6 (f)   Developer Contributions Protocol (Pages 177 - 262)

6 (g)   Elvaston Castle Masterplan Delivery Programme (Pages 263 - 280)

6 (h)   Financial Support to Derbyshire Foodbanks (Pages 281 - 286)

6 (i)   Covid-19 Funding Allocation to District and Borough Councils to Support Derbyshire Response to Covid-19 (Pages 287 - 290)

6 (j)   Insurance Capital Maintenance Pool Allocations in 2020 (Pages 291 - 300)

6 (k)   Refurbishment of the Council's Homes for Older People (Pages 301 - 306)

6 (l)   Enterprising Council Phase 2 (Pages 307 - 330)

6 (m)   Council Plan Performance - Quarter 1 - 2020/21 (Pages 331 - 362)

7.   Exclusion of the Public

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

PART II - EXEMPT ITEMS

8.   Declarations of Interest

        To receive declarations of interest (if any)

9.   Cabinet Minutes (Pages 363 - 372)

        To confirm the exempt minutes of the meeting of Cabinet held on 30 July 2020

10.   Cabinet Member Meetings Minutes

        To receive the exempt minutes of Cabinet Member Meetings as follows:

10 (a)   Adult Care - 20 August 2020 (Pages 373 - 374)

10 (b)   Corporate Services - 16 July (Pages 375 - 376)

10 (c)   Highways, Transport and Infrastructure - 30 July (Pages 377 - 378)

11.   To consider the following exempt reports:

11 (a)   Engagement of PSP Derbyshire LLP for Joint Venture Delivery of Projects (Pages 379 - 410)

11 (b)   Award of Contract for the Construction of the Woodville-Swadlincote

PUBLIC

MINUTES of a meeting of **CABINET** held on 30 July 2020.

PRESENT

Councillor B Lewis (in the Chair)

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

Declarations of Interest

There were no declarations of interest made.

122/20   **MINORITY GROUP LEADERS' QUESTIONS**

Councillor P Smith asked the following questions:

(a)   Agenda item 6(c) – Budget

Other than emptying the reserves below the level of sustainability expected by Government, what is the plan for covering the costs the Council has incurred for handling the Covid-19 pandemic?

Councillor B Lewis, Cabinet Member for Strategic Policy and Budget and Leader of the Council responded that there was no level of sustainable reserves set by the Government and it was for each council to determine on a risk assessed basis, whether the levels are appropriate and the External Auditor would take a view each year as to whether this level was adequate as part of the annual assessment of value for money. As the report stated, there was an expectation that there will be further help from Government and that some of the costs around home to school transport are likely to reduce and some existing earmarked reserves will be used to offset some of the costs. There is a large balance in the General Reserve at present and although it is planned to use a significant element to balance over the medium-term, it doesn't stop the Council using more now and looking to put some of this additional use back over the medium-term. The development of the 2021-22 budget alongside the medium-term Financial Plan over the next four years, will take this into account. General Reserves and the allocation of other earmarked towards Covid-19 expenditure is entirely appropriate in this situation. If the use of reserves is supposed to be for when it is raining, it is appropriate to use funds to support residents and businesses in Derbyshire.

(b)   Agenda item 6(e) – Delivering Climate & Carbon Reduction

It has been more than 12 months since the Climate Manifesto was launched, despite us making several calls to do so, why is there still no mandatory Climate Impact Statement included on papers being brought to Cabinet and Full Council?

Councillor T King, Cabinet Member for Clean Growth and Regeneration reported that Councillor Smith was correct in saying that the Climate Change manifesto was launched 12 months ago. However, the only time that the Climate Impact Statement had been talked about was this week. In general, both Cabinet and Council papers have a format which has environmental considerations alongside health, personnel, finance and legal considerations and it was expected that all report authors should look at carbon effects and the Council were fully committed to that. However, it was important to bear in mind that this was a very specialised area and in terms of determining the impact of carbon in reports, this was very difficult. He had asked that a system be established that would allow the Council to do this. Best practice in other councils was being looked at and it was hoped to bring forward a system this Autumn.

(c)   Agenda item 6(g) - Derbyshire Covid-19 Outbreak Management Plan

Referring to the Health Protection examples table on Page 34 of the document, does Cllr Lewis agree that doing nothing is the conservative approach?

Councillor B Lewis, Cabinet Member for Strategic Policy and Budget and Leader of the Council responded that he was disappointed with the question as Councillor Smith sits on the Board as an observer member so that he can keep the Labour Group informed about any outbreaks and to have an active dialogue about any potential outbreaks that may occur in communities in Derbyshire.

(d)   Agenda item 6(k) – Transferring long term care to the private sector

When this started to be piloted, many Labour members were approached by concerned and distressed service users about the timing and policy of transferring their long-term complex care needs over to private service providers. Have those concerns been listened to and what changes have been put in place in order to address those concerns?

Councillor J Wharmby, Cabinet Member for Adult Care assured Councillor Smith that the Council did listen and were conscious of the

concerns. In order to minimise these concerns, a range of circumstances had been identified whereby people would be exempted from the process and the Council would work with each individual to ensure we had a full account of their personal circumstances. Councillor Wharmby reassured all Members that all care providers were inspected and regulated by the CQC.

(e)   Agenda item 11(a)   - Corporate Property Delivery – Joint Ventures update

There is a paper being brought to Cabinet today on the plans to deliver Corporate Property Services via a Joint Venture company. Why is this being treated as a restricted report? What warrants keeping all information about this away from public view?

Councillor A Foster, Cabinet Member for Corporate Services responded that in February this year, the Council approved the new operating model for the Property Division. In March this year, the Council approved the creation of two joint ventures to carry out some of the services it was agreed to externalise. The County Council will own 49% of the shares and it was intended to improve services and provide financial stability.

The report included in the exempt part of the meeting is an update on the Joint Venture and the transfer of staff which was due to take place on 1 April. However, due to the lockdown, the transfer of staff was postponed until 1 September 2020. Both Councillor Smith and Councillor Marshall-Clarke, as Shadow Cabinet Member for Corporate Services, have been informed and updated at regular intervals.

The report is in the exempt section as it refers to information relating to labour relations and also to negotiations and to financial affairs between the Council and the Joint Venture so these are the reasons requiring the report to be in the exempt section. Specifically, it includes contract prices between the Council and its partners which would be prejudicial to the Council if they were put in the public domain. It also includes information provided to the Council in commercial confidence by partners.

During the setting up of the Joint Venture, the Council has made sure that it has made available as much information as possible. There are regular monthly Newsletters which are available to staff, councillors and the public. The last Newsletter was published this week and was available on the Council's website. Both proposals have involved significant engagement with staff, the trade unions and councillors.

123/20   MINUTES RESOLVED that the non-exempt minutes of the meeting of Cabinet held on 9 July 2020 be confirmed as a correct record.

124/20 **CABINET MEMBER MEETINGS - MINUTES RESOLVED** to receive the non-exempt minutes of Cabinet Member meetings as follows:

(a)   Adult Care – 25 June & 9 July 2020
(b)   Young People – 7 July 2020
(c)   Health & Communities – 8 July 2020
(d)   Clean Growth & Regeneration – 9 July 2020
(e)   Highways, Transport & Infrastructure – 9 July 2020

125/20 **REVENUE OUTTURN 2019-20** (Strategic Leadership, Culture and Tourism) Cabinet was updated with the final revenue outturn position for 2019-20, identifying significant variations from the revised estimate and identifying commitments already agreed against the underspend, together with proposals for the further use of underspends, subject to the appropriate approval. The report also identified the impact of the 2019-20 outturn on future years and any action proposed.

The report also set out the Council's General and Earmarked Reserves position. The General Reserve was £53.547m as at 31 March 2020, although it was noted that there were commitments held against the balance, as detailed in the report. Earmarked Reserves were held to meet known or predicted liabilities and the funds should be used for the item for which they have been set aside. Any funds no longer required were returned to the General Reserve. The Council reviewed the level of Earmarked Reserves at least annually. A summary of outstanding balances on Earmarked Reserves as at 31 March 2020 was detailed in Appendix 2 to the report.

The local government sector had responded swiftly to the Covid-19 outbreak, to ensure that it was supporting residents and businesses throughout the pandemic. On 4 June 2020, Cabinet received a report outlining details of Covid-19 cost pressures, including loss of income and savings slippage for the period April to June 2020. The three month cost pressures were estimated to be approximately £33m. A total of £38m of Government funding had been received, however, the Council would have exhausted the current funding received in mid-July. Neither, did it take into account the financial impact of a second outbreak or additional funding to support the private care market. The Council's 2020-21 Revenue Budget had been revised and was being presented in a separate report to this meeting. The FYFP would be updated over the Summer period, when details of any further Government financial support should become clearer.

RESOLVED to (1) note the departmental outturn position for 2019-20;

(2) note the position on General and Earmarked Reserves;

(3) approve the allocation of underspend amounts and commitments to

Portfolios; and

(4) note that requests for use of underspends in departmental Earmarked Reserves would be subject to appropriate approval, either Executive Director or Cabinet Member.

126/20 <u>**BUDGET MONITORING 2020-21 (AS AT 31 MAY 2020)**</u> (Strategic Leadership, Culture and Tourism) Cabinet was updated with the Revenue Budget position for 2020-21 as at 31 May 2020.

The report gave details of the controllable budget position by Cabinet Member Portfolios and further reports would be considered at Audit Committee and Council in accordance with the Budget Monitoring Policy and Financial Regulations. A total portfolio underspend of £2.797m was forecast after the use of £19.951m of MHCLG Covid-19 grant funding for immediate Covid related costs.

The Debt Charges budget was underspent by £2.675m, whilst the Risk Management Budget was forecast to overspend by £45.274m. Details of the Council's Earmarked Reserves balances as at 29 June 2020 were detailed in Appendix 1 to the report.

RESOLVED to (1) note the 2020-21 budget monitoring position as at 31 May 2020.

127/20 <u>**BUDGET 2020-21**</u> (Strategic Leadership, Culture and Tourism) The Director of Finance and ICT reported on the financial consequences of responding to the Covid-19 pandemic.

At the Council meeting held on 5 February 2020, the Council set a net revenue budget of £560.211m which included substantial budget increases for both adults and children's social care, further details of which were presented.

In setting its budget, the Council set a 2% Council Tax rise utilising the Government's legislation to raise much needed income to support services for older people. There was no additional increase in Council Tax for other services, resulting in one of the lowest council tax rises in the country compared to similar authorities.

To date, the financial costs of Covid-19 to the local government sector were significant. Analysis undertaken by the Local Government Association in respect of the DELTA Covid-19 returns for June, showed a total projected cost, loss of income (including council tax and business rates) for local government totalling approximately £11bn. Details of funding streams provided to local authorities by Government were presented.

Despite the above funding measures, the budget monitoring report which appeared as an agenda item earlier in the meeting, served as a stark reminder of the potential in-year Covid-19 costs which might result in an overspend of £45.382m. However, the £4.000m from the Business Rates Pilot might be utilised to reduce the overspend. It must be recognised that the estimates were based on a number of assumptions, which had a high degree of volatility, but the range of potential outcomes would start to narrow in later periods of the financial year as budget monitoring was completed. Any significant variations would be reported to Cabinet.

It was important to note that the projected costs, as set out in the budget monitoring report, for the remainder of the financial year, included an estimate of the amount the Council might wish to spend on recovery. Additional costs, over and above normal operating costs, would be incurred in ensuring that the Council was operating its services safely and in accordance with Government guidelines. For example, if social distancing measures are to be maintained as pupils return to school in September 2020, the provision of additional home to school transport would be required. Furthermore, several services would incur additional costs in transitioning to safe and risk assessed operating activities. The forecast overspend did not reflect the potential for further funding support from the Government. Therefore, it was hoped that the funding gap would not be as significant.

The Council continued to lobby for additional funding through special interest groups such as the Local Government Association and County Council Networks. The Council's Director of Finance and ICT had expressed his concerns in a recent call with officers from the Local Government Finance Directorate at the Ministry of Housing, Communities and Local Government.

The key issue and concern of the Council was the impact in future years and the Director of Finance and ICT was explicit in expressing his concerns during the conversation with MHCLG. There were several unknowns in respect of local authority funding over the medium-term which were hindering the financial planning of local authorities. Without the certainty of funding allocations, the sector would have to make decisions on how it would deliver its services in a post Covid-19 environment, without the foresight of a fiscal plan from Government on which to base its plans and priorities.

The loss of Council Tax and Business Rates income would have a significant impact on the Council's budget for the next financial year. Early indications suggested that loss of Council Tax income would impact the collection funds with an estimated deficit as much as £10m expected. This loss of income would be challenging against the backdrop of bids for service pressures which were expected as the Council looked to invest in recovery whilst maintaining and delivering Council Plan objectives.

The key risk to the Council's finances were the continuing costs of the first wave of the pandemic and the potential for a second wave of the pandemic, which would unquestionably give rise to additional costs such as increased demand for social care. Further risks included the current Covid-19 Hospital Discharge Scheme, home to school transport and loss of income.

RESOLVED to note (1) the additional costs of Covid-19 and the projected funding gap; and

(2) the financial risks and uncertainties associated with Covid-19.

130/20 **REVISED FINANCIAL REGULATIONS** (Strategic Leadership, Culture and Tourism) The Director of Finance and ICT reported on proposed amendments to the Council's Financial Regulations.

A copy of the revised Regulations were appended to the report. The key areas that were recommended for change were:

- Requirement for all Council staff to furnish information to the Chief Financial Officer with information required for the financial administration of the Council's affairs.
- Addition of the role and responsibilities of the Deputy s.151 Officer in the Statutory Officers section.
- Recognition that financial management standards should be in accordance with the principles of The CIPFA Financial Management Code.
- Clarity on where and whom to submit a Declaration of Interest
- Running costs of surplus assets to remain the responsibility of the transferee for a period of 18 months or until the asset is either sold or brought into new usage. After such time the running costs become the responsibility of Property Services.
- Authorisation of write offs reflect the latest OJEU thresholds.
- Clarification that requests for payment in advance should be made to the Chief Financial Officer.
- A requirement to review the Council's Tax Strategy at least annually.

RESOLVED to commend the approval of the proposed amendments to the Financial Regulations to Council.

131/20 **DELIVERING THE CLIMATE AND CARBON REDUCTION MANIFESTO** (Strategic Leadership, Culture and Tourism) The Executive Director – Economy, Transport and Environment updated Cabinet on the delivery of the Climate and Carbon Change Reduction Manifesto.

On 13 May 2019, the Council published its Climate and Carbon Reduction Manifesto, recognising the global challenge of climate change. The Manifesto set out the Council's commitment to reduce emissions from its own estate and operations and to take a strategic leadership role in bringing together partners and stakeholders across Derbyshire to work together to tackle climate change.

Since that time, work had taken place to take forward and implement identified actions both across the Council and with partner agencies. Good progress had been made on the work to reduce the Council's greenhouse gas emissions in-line with the Carbon Reduction Plan. Over the last few months, the Council's efforts had been re-focused towards tackling the Covid-19 crisis. The pandemic had dramatically changed how the Council worked, with employees working from home where possible and attending meetings virtually. This had resulted in a reduction in mileage both to and from work and for business purposes. This modal shift provided the Council with an opportunity to re-assess property requirements and working methods and consequently, greenhouse gas emissions, moving forwards.

An update on key achievements and progress made on delivery of the Carbon Reduction Plan and the Derbyshire Environment and Climate Change Framework was set out for consideration. Key achievements included progress on property, streetlighting, the core and grey fleet, single use plastic commitment, training and development programme and climate change action planning.

The Environment and Climate Change Framework had now been agreed and approved in principle by local authority partners. A county-wide approach to tackling climate change was fully supported by the Leaders and Chief Executives of Derbyshire local authorities who had agreed to pursue the approach through Vision Derbyshire. An Officer Working Group had been established to move this work forward and to support development of the agreed activity in respect of economy, the "Tackling Climate Change Together" event, energy, travel, communication and engagement and modelling emissions.

As detailed, the Coronavirus pandemic had changed how people, including Council employees, worded and travelled across the County. Preliminary date comparing greenhouse gas emissions from the grey fleet and from properties in March and April 2019, indicated significant reductions in emissions, further details of which were presented.

The modal change from office to homeworking and from travel to meetings to virtual meetings had the potential to cut emissions by around a third, though care should be taken into interpreting too much from this early data. However, gave an indication of what could be achieved through

embedding climate action in all areas of Council operations and would suggest that using Council buildings differently and a review of fleet could permanently reduce Council emissions.

A detailed work programme was currently being developed for internal and county-wide initiatives. This would take in to account opportunities presented by the modal shift in work patterns created by the Covid-19 crisis. The Council would be working collaboratively with District and Borough Councils and other agencies over forthcoming months to further develop the partnership response.

The work outlined was largely focused on reducing emissions, though it was still necessary to explore how the Council and partners adapted to a changing climate in the future. As highlighted, work was being undertaken to develop a set of climate projections for Derbyshire setting out the likely climate of the County until 2080. These would be available for departments and services to enable them to produce climate change risk assessments and develop adaptation plans moving forwards.

Climate action would play a key role in the Covid-19 recovery process providing short and long-term economic, environmental and health and well-being benefits. The Council was likely to see an uptick in the level of work as swift responses are needed to take advantage of current and anticipated central Government announcements regarding a shift in policy and funding support for climate-related projects. Given the work that was taking place on detailed action and business plan development, it was recommended that a further report on progress be brought to a future Cabinet Member meeting once plans were in place.

RESOLVED to (1) note recent achievements and progress on the delivery of the Climate and Carbon Reduction Manifesto; and

(2) to receive a further report on progress following the production of the Council detailed work programme.

132/20   VOLUNTARY AND COMMUNITY SECTOR REVIEW
 (Adult Social Care, Health and Communities and Strategic Leadership, Culture and Tourism)   Cabinet considered a joint report which sought approval to take forward proposals on the future funding of Voluntary and Community Sector (VCS) infrastructure providers and to extend recurrent payments to VCS organisations for a period of twelve months from 1 October 2020 to 30 September 2021.

At Cabinet on 28 February 2019, the Council agreed plans to undertake a Council wide review of VCS grants. On 21 November 2019, Cabinet agreed that funding for all 2019-20 grant funded organisations be extended for the

first six months of 2020-21, until 30 September 2020, whilst proposals on the future funding of voluntary and community sector infrastructure support were being developed. This was to ensure that organisations were not adversely affected during the review process and to maintain the security and stability of the sector.

On 16 January 2019, draft proposals on the future funding of voluntary and community sector infrastructure support were considered by Cabinet and approved for consultation for a period of twelve weeks. Since January 2020, work on the review had continued at pace. However, the emergence and impact of the coronavirus pandemic has had a significant impact on many areas of work, not least the VCS review, consultation on which was taking place at a time when the voluntary and community sector were being called upon to mobilise around both a national and local response.

In Derbyshire, VCS and infrastructure providers across the County had mobilised resources across communities to ensure that vulnerable people had enough food and medications to support their health and wellbeing during what had been a challenging time. The context and landscape for the review had changed and work had been taking place on a revised approach.

The agreed timetable for the review would have seen Cabinet considering final proposals in June 2020 with the new offer/approach being in place by the end of September 2020. During the consultation period, many organisations requested that the Council postpone the infrastructure review as a result of Covid-19 and for the existing grant arrangements to be extended indefinitely.

Over 800 responses to the consultation were subsequently received, details of which were presented. The consultation revealed an overwhelming consensus that Covid-19 had presented Derbyshire and the sector with both challenges and opportunities and that it was 'not the right time' to be implementing new proposals which reduced funding to infrastructure providers. The "ask" from the sector, and other partners, was that the Council should 'level up' rather than 'level down' funding allocations. More than ever, Covid-19 had highlighted the need to ensure that in future, there was a core, consistent offer of support to the community and voluntary sector across all parts of the County.

Following detailed analysis of the consultation and internal discussions with key stakeholders, it was recommended that a number of key components of the original infrastructure proposals, deemed essential in taking work forward, were maintained. It also recommended that there be a number of key revisions to proposals for an interim period whilst further work on the review takes place. The essential components which would form part of proposals from 1 October 2020 included Agreed Principles, a Shared Outcomes

Framework, Funding Methodology and Fair Distribution, further details of which were presented.

Revisions to the proposals, which would be put in place as interim arrangements whilst further work took place, included the following:

- There would be no reduction in funding to those infrastructure organisations who are currently funded by the Council from 1 October 2020 – 30 September 2021.
- Those areas which were due an uplift in funding through a commitment to redistribute the funding would see that uplift honoured.
- Current funding would therefore be committed for a period of one-year, not the four years outlined in the original proposal. Work would take place over the next year to look at ways the Council could make a longer-term commitment to providers.
- Interim funding arrangements would be based on providers commitment
- to the essential components s detailed.
- Over the next year, the Council would continue its work with infrastructure providers to make the changes necessary to delivery arrangements. This would include taking-stock of the last four months and understanding and apply the learning from Covid-19.

Fully revised proposals were detailed in Appendix A to the report. In addition, an Equality Impact Assessment (EIA) on the revised proposals had been undertaken, the findings of which could be found at Appendix B to the report. Due to the complexities in current delivery arrangements and ways of working, it was anticipated that not all providers would be able to implement the new approach in its entirety by October 2020. Seeking consensus on the approach and a willingness of organisations to move this work forward however, builds a solid foundation for the future. Grant-aid flexibility would give organisations the time and space to effectively work together if necessary, and plan how they would deliver against the framework in the short to medium-term, as an ongoing, developmental process.

Adult Care currently had twelve infrastructure support grant arrangements in place across the County, whilst Policy and Research had eight grant arrangements. There were currently no grant arrangements in place for Bolsover. The total cost, including a funding allocation for Bolsover, is currently £399,137. Further details of the current grant arrangements were set out in Appendix C to the report.

It was recommended that for the one-year interim period, all current grant allocations and their values were maintained and that no infrastructure provider would see their funding reduced. Where there was an uplift in funding, providers would be supported to agree how the additional funding

would be allocated. This would require an additional funding amount of £53,089. It was also recommended that an additional payment of £11,244 be made to Bassetlaw CVS for the work undertaken to support Covid-19 response in Bolsover over the six-month period between April and September 2020.

It was essential that the Council continued to work closely with infrastructure providers and the wider sector to support Derbyshire's response and recovery, over forthcoming months alongside existing plans to roll out our proposals for Thriving Communities and Vision Derbyshire. It was vital that this was done in a way that builds upon consistent and coordinated provision and did not widen current disparities across the County.

The Council currently funded a range of VCS organisations across the County as detailed in Appendix D to the report. The Council had continued to make usual grant payments during the Covid-19 crisis and had maintained regular contact with relevant organisations.

It was essential that the process of reviewing all recurring VCS grants continued. The Council however, recognised the pressure that VCS organisations were currently under as a result of the pandemic and continued to support all existing VCS grant funded organisations during this period of uncertainty. It was therefore recommended that alongside the on-going VCS grants review outlined, the security and stability of the sector be maintained in the interim, through a further extension of funding for general grants, from 1 October 2020 to 30 September 2021.

Details of Adult Care, Policy and Research and Arts Service proposed grant arrangements were detailed at Appendix D to the report. In November 2019, Age UK Derbyshire Dales Bakewell Day Service and Age UK Derbyshire Dales Hulland Day Service were successful in their application to join the day services framework and were due to join this on 1 October 2020. Due to Covid-19 the transition period required an extension. It was therefore recommended that these grants be extended by up to six months to 31 March 2021 to allow for a well-managed transition.

RESOLVED to (1) note progress on the review of the Council's voluntary and community sector grants and the challenges and opportunities that had arisen as a result of the recent Covid-19 pandemic;

(2) approve revised infrastructure proposals and interim arrangements for taking forward proposals over the next twelve months as set out in the report;

(3) approve an extension of funding totalling £463,450 for voluntary and community sector infrastructure support until 30 September 2021;

(4) note progress on the general grant funding review and receives a further report on proposals for taking work forward from September 2020 onwards;

(5) approve the extension of funding totalling £912,348 to the VCS organisations set out in the report for one year from October 2020 to September 2021; and

(6) approve an extension of Bakewell and Hulland Day Service grants for six months to 31 March 2021 to allow for a transition to the day services framework.

133/20 **COVID-19 OUTBREAK MANAGEMENT PLAN AND TEST AND TRACE COMMUNICATIONS STRATEGY** (Health and Communities) The Director of Public Health sought approval for the Derbyshire County Council Covid-19 Outbreak Management Plan and for the Test and Trace Communications Strategy, copies of which were appended to the report.

RESOLVED to approve Derbyshire County Council Covid-19 Outbreak Management Plan and the Test and Trace Communications Strategy.

134/20 **AWARD OF GRANT FUNDING TO ACTIVE PARTNERS TRUST FOR THE PROVISION OF FUNDING TO ACTIVE DERBYSHIRE** (Health and Communities) The Director of Public Health sought approval to award grant funding to the value of £0.312m for a period of three years from 1 April 2020 to 31 March 2023 to the Active Partners Trust in order for them to support the public health priority of increasing physical activity levels across Derbyshire.

There was a considerable body of evidence demonstrating the benefits of physical activity in terms of both treating and preventing diseases. Increasing physical activity improved health for those with chronic conditions and prevents many common serious medical conditions. Active Partners Trust was the umbrella organisation that oversees delivery of physical activity programmes across Derbyshire, under the Active Derbyshire partnership. Active Derbyshire work closely with the Council to support the vision of increasing the levels of physical activity amongst young people and adults. Continued investment in Active Derbyshire was proposed to enable an integrated approach to physical activity participation across the County.

RESOLVED to approve the award of grant funding totalling £0.312m to APT over the period from April 2020 to March 2023, in order for it to support the public health priority of increasing physical activity levels across Derbyshire.

135/20 **REIMBURSEMENT OF STOP SMOKING PHARMACOTHERAPY PRODUCT COSTS** (Health and Communities) The Director of Public Health sought approval to reimburse the Derby and Derbyshire Clinical Commissioning Group (CCG), for the costs of stop smoking pharmacotherapy products available on prescription only throughout 2020-21.

Smoking was the main cause of preventable illness, disability and premature death in England, it also accounted for half the difference in life expectancy between the most affluent and most deprived groups within society. In Derbyshire, it was a key issue with 13.9% of adults smoking compared to the England average of 14.4% (APS method, 2018). Smoking was a key contributor to health inequalities with a prevalence of 23.3% in Derbyshire (England 25.4%) in routine and manual workers (APS method, 2018).

Live Life Better Derbyshire (LLBD) provided an evidence-based stop smoking service to support smokers who wanted to quit smoking. It was the most effective method of quitting smoking, with smokers four times more likely to quit smoking with a stop smoking service than if they tried to quit on their own. The support provided by the LLBD stop smoking service consisted of behavioural support (advice on quitting, setting a date to quit and dealing with withdrawal symptoms/cravings) and advice and access to smoking cessation pharmacotherapy products.

The monies for smoking cessation pharmacotherapy products issued on a prescription did not originally transfer to local authorities when Public Health responsibilities transferred on 1 April 2013 under the Health and Social Care Act 2012, and instead were included within CCG budgets. Following discussions with the Derby and Derbyshire CCG, it was agreed the County Council would hold the budgets associated with the cost of smoking cessation pharmacotherapy products issued on a prescription. Therefore the budgets were transferred from the Derby and Derbyshire CCG by the Department of Health to Derbyshire's ring-fenced Public Health Grant with effect from 1 April 2016. However prescriptions issued in general practice were initially charged to CCG prescribing budgets and therefore it is expected that CCG will invoice Derbyshire Public Health for these costs as they no longer hold the budget for prescriptions related to stop smoking.

A maximum annual charge for 2020-21 of £326,150 had been agreed with the CCG based on historic prescribing costs and the cost would be met by the ring-fenced Public Health Grant budget.

RESOLVED to approve the reimbursement of prescription only smoking cessation pharmacotherapy product costs to the Derby and Derbyshire CCG to a maximum cost of £326,150.

136/20 <u>**REVIEW OF OFFICER DECISIONS**</u> (Strategic Leadership, Culture and Tourism) The current challenges relating to the Covid-19 virus had necessitated urgent decision-making processes by Executive Directors and Directors to be implemented in order to ensure the welfare of service users and the public and to safeguard the interests of the Council.

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

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

Cabinet on 4 June, approved a report on amended officer decision-making processes arising from the pandemic. It was agreed that new officer decisions would continue to be presented to Cabinet. Given the short timescales for reviews however (which were compulsory fortnightly in the case of the application of Adult care 'easements'), it was agreed that Cabinet formally delegated review decisions to the relevant Cabinet Member (CABCO) meetings. As a further safeguard, it was agreed that any significant reductions in service that had been reviewed and substantially maintained over any eight-week period, would be reported to Cabinet as soon as possible after the eight-week period for ratification. Under this provision, reviews of decisions were reported as detailed in Appendices 1 and 2 to the report.

RESOLVED to note the review of officer decisions made under delegated powers arising from the Covid-19 virus pandemic as detailed in Appendices 1 and 2 to the report.

137/20 <u>**RESHAPING AND RECONFIGURING THE DERBYSHIRE HOMECARE MARKET – TRANSFERRING LONG-TERM PACKAGES OF CARE FROM DIRECT CARE TO THE PRIVATE HOMECARE SECTOR**</u> (Adult Social Care) The Executive Director – Adult Social Care and Health provided an update on the work which had been undertaken to reshape the homecare market in Derbyshire and also sought approval for the continued rollout of the transfer of long-term packages of care from Direct Care to the Independent Sector.

Following a Cabinet Member report in August 2017, the department has been undertaking a programme of work to reshape the homecare market in Derbyshire. The department's Direct Care Homecare Service had been refocused and reconfigured to form a delivery model based upon the provision of mainly Short-term Services (STS) with the private, voluntary and independent (PVI) sector being asked to focus on longer term packages of care.

The Council's Direct Care Short-term Service had also been re-organised to ensure that 'virtual' patch boundaries did not act as barriers to the effective deployment of resources. The Short-term Service was now at a point where it was necessary to increase its capacity from within its existing resources to enable the effective delivery of the time-limited, reactive short-term services.

To increase the capacity within the intensive Short-term Service to deliver the more reactive, preventative and time limited support, the department would be required, where appropriate, to transfer clients with long-term packages of care to the PVI sector. To release the capacity to carry out this important work a joint review of people currently receiving a long-term care package would be undertaken. This would be delivered jointly by Prevention and Personalisation (Social Workers) and Direct Care staff in line with the Care Act duties to ensure assessments are person-centred, promote independence and allow the individual choice and control as to how their care and support needs were met.

Some people may also wish to take up the option of a Direct Payment in order to have greater choice and control as to how their care and support was provided. These reviews would be undertaken on a geographical area by area basis, to allow for the PVI homecare market to be able to respond to any requests involving the transfer of long-term clients from Direct Care. The Council's Adult Social Care Contracts Team would continue to work with PVI providers to stimulate growth in the homecare market to facilitate this transfer of long-term work.

Each person would have their current circumstances reviewed to ensure that the care and support that they were receiving continues to match their needs and support as detailed in their care package. Where a person was being transferred to a different provider this would be done so at the same level of care as provided by the Council run Direct Care provision unless it was agreed in the review discussions with the person and or their representative that circumstances had changed.

The Council would write to all people to advise them of our proposals to review and transfer their support packages and to involve them fully in those reviews as well as in the planning for any subsequent transfer. Once a PVI

provider had been identified the Direct Care care workers would work with the PVI staff to ensure the new provider had insight into the needs of the client and that the client was supported through the transition process. If there was no PVI provider available to carry out this new work then Direct Care would continue to provide the client's care package until a new provider could be found, or until they decide to receive a Direct Payment and arrange their own care and support provision.

RESOLVED to (1) note the work that the Adult Social Care and Health department had been undertaking to reshape the homecare market in Derbyshire; and

(2) approve the continued rollout of the programme to support the reshaping of the Derbyshire homecare market.

138/20 **SUPPORT CENTRE FUNDING** (Young People) The Executive Director – Children's Services sought approval to amend the funding arrangements in respect of Support Centre provision from September 2020.

There were three maintained Support Centres in Amber Valley and Erewash, North East Derbyshire and South Derbyshire, formerly known as Pupil Referral Units (PRUs), in Derbyshire operating over eight sites. Between August 2018 and August 2019, the Support Centres converted to academy status and now were all part of the Esteem Multi Academy Trust.

The Support Centres worked with vulnerable pre 16 children at Key Stages 2, 3 and 4, that had either been permanently or temporarily excluded from mainstream schools with the aim of re-integrating them into school or college settings.

Support Centres' delegated budget shares were funded out of the High Needs Block of the Dedicated Schools Grant (DSG). Individual centre funding was determined by a combination of the number of places commissioned, at £10,000 per place, plus a site-specific Element 3 top-up value. The places and top up rates for 2020-21 were approved by Cabinet at its meeting on 16 March 2020 and were detailed in the report.

Based on these figures, the cost of the annual top ups, excluding Alternative Provision, was £1.579m in respect of 193.6 fte students, equivalent to £8,155 per pupil. Alternative Provision (AP) had been excluded from the calculation as this provision was different in nature being largely off site. The use of the term AP in this context referred to additional provision commissioned by the Support Centres away from the Support Centre sites, such as college provision, or vocational courses. AP would remain funded at £10,000 per place plus a £3,314 top up and the value of rates would be included in future discussions.

The simple per pupil model for Support Centre provision could have been refined to reflect the age profiles of the children supported i.e. by weighting the funding by key stage. However, such a refinement would add limited value to the funding process and Esteem had indicated their preference for a single rate across all ages in all settings. A simple pupil led model would result in variations to the allocations for each site as detailed in the report.

Management of the impacts arising from the re-distribution of funding would be a matter for Esteem, either by reallocating funding differently across the Trust, reducing costs or reshaping delivery including, if necessary, de-commissioning some elements of provision. However, the Trust would still be required to meet its service obligations to the LA under the Commissioning Agreement. The LA had a duty to provide suitable alternative education provisions for children of compulsory school age, including those in Support Centres run by the academy.

No objections to the revised funding model were received from the Schools Forum.

RESOLVED to (1) agree to adopt a per pupil funding rate from September 2020 as set out in the report; and

(2) note the further work the Service intends to undertake regarding the future arrangements for commissioning and paying for support for pupils excluded, or at risk of exclusion, from mainstream provision.

139/20 **THE BIG CONSULTATION** (Young People) The Executive Director – Children's Services updated Cabinet on 'The Big Consultation' on youth democracy in Derbyshire. This was originally presented to Cabinet on 16 January 2020 and approval was received to proceed with the consultation on proposals to replace the Derbyshire Youth Council.

From 26 January to 17 April 2020, a countywide consultation was undertaken to ask young people and other stakeholders whether they agreed with the following proposal:

"For the Derbyshire Youth Council (DYC) to be disbanded and replaced with a strategic network developed around the current school council structure and other locality groups."

A full and detailed analysis of the results was attached at Appendix A to the report.

Further work was to be undertaken by the participation and children's rights team to finalise how the strategic network would be implemented.

Unfortunately, the COVID-19 pandemic had severely impacted on the ability of schools to contribute to the planning process at the current time, however this work would commence in autumn 2020 with the network implemented in January 2021. Our vision was that the network would utilise technology and bespoke participation resources in order to maximise the number of schools and other stakeholders who would participate.

RESOLVED to approve that work commences to disband Derbyshire Youth Council and replace it with a strategic participation network, which links school councils and other participation groups in order to strengthen youth democracy in Derbyshire.

140/20 **SCHOOLS FORUM CONSTITUTION** (Young People) The Executive Director – Children's Services sought approval to the proposed changes to the constitution of the Schools Forum.

The Education Skills and Funding Agency (ESFA) guidance entitled 'Schools Forum, operational and good practice guide' (May 2020) suggested that it was good practice to review regularly the Schools Forum's membership to ensure that the allocation of mainstream school places between maintained schools and academies remains broadly representative of the position within each local authority. The current membership of the Schools Forum was constituted in accordance with the Schools Forums (England) Regulations 2012 (as amended), further details of which were presented in the report.

As well as reviewing the balance of school and academy places, the advent of Covid -19 made it necessary to consider the practical operations of the Forum. The ESFA guidance stipulated that Schools Forums could be held remotely until 31 March 2021. The Schools Forums (England) (Coronavirus) (Amendment) Regulations 2020, make provision to enable the forum to meet remotely. Locally, one issue was the size of the forum. There was no minimum or maximum size for the forum so as long as the groups were proportionately represented in accordance with the 2012 Regulations, namely that LA maintained and academies schools made up at least 2/3 of the forum and non-school members no more than 1/3.

The size of Derbyshire's forum was last reviewed in 2015 when the LA proposed reducing it from 40 to 28. However, in light of the concerns expressed by the Forum at the time a smaller reduction to 36 was agreed. Derbyshire's Forum is the largest in the East Midlands. Since 2015, the Schools Forums' and LAs' flexibilities around funding had been significantly curtailed with most LA-level DSG funding allocated via objective formulae with limited movements between blocks. In addition, national funding formulae now determined the distribution of institutional-level funding to mainstream schools and academies.

In terms of decision-making, the Schools Forum powers were now more broadly limited, details of which were presented. As well as the reductions in responsibilities, Covid -19 could mean that the Forum may have to operate virtually for some time and the Schools Forums (England) (Coronavirus Regulations 2020) facilitated this until 31 March 2021. It was essential that the size of the forum did not impede the efficient operation of future meetings.

Potential alternative sizes in the school and non-school memberships were provided in the report. The alternatives ensured that the proposed constitution was representative of the groups, whilst meeting the requirement for at least 2/3 of the Forum to be made up of members from maintained schools and academies.

The Authority shared a paper on the membership issues with the Forum at its meeting on 25 June 2020 and sought views on a proposal to reduce the number of places to 28. No objections to the proposal were made and accordingly Cabinet was asked to approve the reduction to 28 to take effect from September 2020. It was further proposed that DIASS be removed from the list of observers, as their membership was inconsistent with ESFA guidance. Any relevant issues would instead be covered by other senior officers in attendance. DIASS could be asked to attend should an item specifically necessitate this.

The national school landscape had changed significantly since 2015, not least the increase in the number of academies which were part of Multi Academy Trust (MAT) chains. This change gave rise to a theoretical issue as Derbyshire's Schools Forum constitution, whilst not allowing more than one representative from an individual school, did not currently limit the number of representatives from the same MAT. In order to ensure that representation remains balanced, it was proposed that the constitution be amended to limit the number of representatives from the same MAT to a maximum of two. This proposal was also considered by the Forum in June and the amendment was supported.

RESOLVED to approve (1) the proposal for the school and non-school membership of the Schools Forum to be reduced from 36 to 28 places from September 2020 as set out in the report;

(2) that the 28 places be allocated across sectors in accordance with the details in the report;

(3) the proposal to remove DIASS from the list of observers;

(4) the proposal that the number of representatives from an individual MAT be limited to a maximum of two places;

(5) that decisions on future changes to the Schools Forum's constitution be delegated to the Executive Director - Children's Services, in consultation with relevant Cabinet Members as necessary; and

(6) approve that the Schools Forum's Constitution be amended to reflect the above.

141/20   CHILDREN'S SERVICES CAPITAL PROGRAMME 2020-21 CAPITAL PROGRAMME ALLOCATIONS (Young People) The Executive Director – Children's Services sought approval to the Children's Services Capital programme and to allocations to individual projects.

On 4 April 2020, the Department for Education (DfE) announced School Condition Allocations for 2020-21 which included £7,153,794 for the Authority to allocate to projects in the schools for which it was responsible for capital funding. From 2020-2021 Voluntary Aided Schools would receive their School Condition Allocation direct from the DfE and no longer via the Local Authority Voluntary Aided Programme (LCVAP).

On 5 March 2019, the DfE announced that the Basic Need allocations for 2021-22 onwards would not be announced in March as expected, but would await the next spending review that would take place on an unspecified date in 2019. The DfE had previously announced the Basic Need allocations for Derbyshire up to the financial year 2018-19 for schemes to be delivered up to 2020-21. In the event the allocations for 2021-22 were not announced until 15 April 2020 and the Authority were advised that no new Basic Need funding was to be allocated for Derbyshire.

As reported to Cabinet on 9 July 2020, there was unallocated balance from the 2019-20 Childrens Services Capital budget of £2,240,232 which was made up of £1,644,546 school condition funding and £595,686 basic need funding. The balances represented the unallocated funds from the 2019-2020 budget, but also included elements of unallocated funds from previous years' budgets. Work was in hand to provide a full breakdown of funds by years and this would be reported to Cabinet at a future date.

In the absence of any new Basic Need funding, it would only be possible to progress essential projects using the unallocated balance from previous years and School Condition funding. This would restrict the amount of School Condition funding available for capital maintenance schemes. A breakdown of the proposed programme was attached at Appendices A and B to the report.

RESOLVED to approve the allocations from the 2020-21 School Condition Allocation to the projects detailed in Appendices A and B to the report.

142/20 **EXCLUSION OF THE PUBLIC FROM THE MEETING**
RESOLVED that the public be excluded from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings.

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

1.   To consider Minority Group Leaders' Questions (if any).

2.   To confirm the Exempt Minutes of the meeting of Cabinet held on 9 July 2020.

3.   To receive exempt minutes of Cabinet Member meetings as follows:

(a) Adult Care – 25 June 2020
(b) Highways, Transport & Infrastructure – 9 July 2020

4.   To consider exempt reports as follows:

(a)   Corporate Property Delivery – Joint Ventures update – Executive Director Commissioning, Communities and Policy (contains information relating to labour relations matters and; contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(b)   Approval to award a contract for the Construction of the Ashbourne Business Park Link Road – Executive Director Economy, Transport and Environment (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(c)   Review of Officer Decisions – exempt matters – Executive Director Commissioning, Communities & Policy (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information)).

(d)   Care Leavers' Discount for Care Leavers living outside Derbyshire – Executive Director Children's Services (contains information which is likely to reveal the identity of any individual).

(e) (Children's Services) Care Leavers' Employment Opportunities – Paid Internships and Apprenticeships – Executive Director Children's Services (contains information which is likely to reveal the identity of any individual).

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER – ADULT CARE** held on 24 July 2020.

PRESENT

Councillor J Wharmby (in the Chair)

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

31/20 **MINUTES RESOLVED** that the minutes of the meeting held on 09 July 2020 be confirmed as a correct record.

32/20 **REVIEW OF URGENT OFFICER DECISIONS TAKEN TO SUPPORT THE COVID-19 RESPONSE** The Cabinet Member was provided with an update in relation to those actions which were the subject of Officer's Decisions utilising emergency decision making powers as detailed in the constitution and to provide assurance in relation to the reviews which had been undertaken.

In the main, the decisions related to short-term temporary arrangements which were subject to regular review. This was particularly important where subsequent Government guidance had been issued. It was intended that as Cabinet was now able to function by meetings being held 'remotely' the need for officers to make urgent decisions would now diminish. However, it was important that officer decisions were kept under regular review by elected members and officers. At the 4 June 2020 Cabinet meeting it was agreed that Cabinet would formally delegate review decisions to the relevant Cabinet Member meeting.

In Table 1 to the report, was an update on the reviews that had taken place since the last Cabinet Member meeting on 09 July 2020. All review decisions to date had been discussed with the Executive Director and Cabinet Member following review by SMT.

A copy of the most up to date version of the Officer Decision Records was attached at Appendix 1 to the report.

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

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER – ADULT CARE** held on 06 August 2020.

<u>**PRESENT**</u>

Councillor J Wharmby (in the Chair)

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

33/20 <u>**MINUTES**</u> **RESOLVED** that the minutes of the meeting held on 24 July 2020 be confirmed as a correct record.

34/20 <u>**REVIEW OF URGENT OFFICER DECISIONS TAKEN TO SUPPORT THE COVID-19 RESPONSE**</u> **T**he Cabinet Member was provided with an update in relation to those actions which were the subject of Officer's Decisions utilising emergency decision making powers as detailed in the constitution and to provide assurance in relation to the reviews which had been undertaken.

In the main, the decisions related to short-term temporary arrangements which were subject to regular review. This was particularly important where subsequent Government guidance had been issued. It was intended that as Cabinet was now able to function by meetings being held 'remotely' the need for officers to make urgent decisions would now diminish. However, it was important that officer decisions were kept under regular review by elected members and officers. At the 4 June 2020 Cabinet meeting it was agreed that Cabinet would formally delegate review decisions to the relevant Cabinet Member meeting.

In Table 1 to the report, was an update on the reviews that had taken place since the last Cabinet Member meeting on 24 July 2020. All review decisions to date had been discussed with the Executive Director and Cabinet Member following review by SMT.

A copy of the most up to date version of the Officer Decision Records was attached at Appendix 1 to the report.

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

35/20 <u>**ADULT SOCIAL CARE INFECTION CONTROL FUND**</u> On the 22 May 2020, the Minister of State for Care wrote to local authorities setting out details of how a new Infection Control Fund should be used. This

funding would be paid as a Section 31 grant, ring fenced exclusively for actions which supported care homes and domiciliary care providers which must only be used by them to tackle the risks of COVID-19 infections.

For Derbyshire the total fund was £9.741m, with the second tranche of two instalments equating to £4.870m. 75% of each instalment to be paid to care homes providers on a "per bed" basis with no distinction to be made whether the local authority had a contract with the provider or not. Payments had already been made and providers had submitted their declarations that they would use the funds in line with the grant criteria.

Payment was subject to the Provider having completed the Capacity Tracker at least once and being committed to completing the Tracker on a consistent basis. The local authority must remain satisfied at all times that the funding was being used for infection control purposes.

The local authority had the discretion to target the allocation of the remaining 25% of the funding to care homes or to domiciliary care providers and to support wider workforce resilience. The funding must only be used for infection control purposes. It should not be used for any fee uplift. Any unallocated funding from the 75% of the second tranche would be added to the 25% of funding available to be distributed as described in the report.

RESOLVED to agree to distribute 25% of the second tranche of the nationally distributed adult social care infection control fund to the following:
- £82.35 per care quality commission registered care bed;
- £192.16 per home care and supported living client including noncontracted care.

36/20 **BUDGET MONITORING 2020-21 – PERIOD 2 (as at 31 May 2020)** The Cabinet Member had been provided with an update of the Revenue Budget position of the Adult Care portfolio for 2020-21 up to the end of May (Period 2).

The net controllable budget for the Adult Care portfolio was £261.170m. The Revenue Budget Monitoring Statement prepared at period 2 indicated that there was a projected year-end overspend of £6.757m. This overspend would be supported by the use of £7.081m of additional Covid-19 funding. After the use of this funding the forecast position was an underspend of £0.324m.

Budget reductions totalling £3.784m were allocated for the year. There was an over-achievement of savings of £0.427m that was brought forward to the current year. This had resulted in total reductions to be achieved of £3.357m at the start of the year. It was forecast that £0.337m of savings would have been achieved by the year-end.

RESOLVED to note the report.

37/20   REVIEW OF DIRECT CARE RESIDENTIAL RATES FOR SELF-FUNDERS IN HOMES FOR OLDER PEOPLE AND COMMUNITY CARE CENTRES Currently self-funding residents in Homes for Older People (HOPs) and Community Care Centres (CCCs) were charged at a weekly rate which was below the true cost of the provision.

However, due to increasing budget pressures, and a budget savings target of £21.346m over the next four financial years, it was no longer feasible to subsidise self-funding clients in HOPs and CCCs and so it had been proposed that the full cost of these placements should be passed on to these residents.

The change in rates for the remainder of 2020-21 had been listed in detail within the report.

As this would mean an increase in the fee of between 12.5% and 28.0%, it was intended to phase the change in. Details of how Derbyshire County Council would do this had been outlined in the report.

The full rate would apply to the following self-funding clients:-
- All new permanent residents from 1 September 2020
- All new respite clients from 1 September 2020
- All new residents who were admitted after 1 September 2020 as non-self-funders who subsequently become self-funders

These charges would be uplifted in future years based on the actual unit cost at the end of December in the previous financial year with a CPI inflation increase.

   RESOLVED to approve increasing the rates for self-funders at Homes for Older People and Community Care Centres to the full cost rate with effect from 1 September 2020, with preserved rights for all current and transitional clients.

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER – ADULT CARE** held on 20 August 2020.

PRESENT

Councillor J Wharmby (in the Chair)

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

38/20 **MINUTES** RESOLVED that the minutes of the meeting held on 6 August 2020 be confirmed as a correct record.

39/20 **REVIEW OF URGENT OFFICER DECISIONS TAKEN TO SUPPORT THE COVID-19 RESPONSE T**he Cabinet Member was provided with an update in relation to those actions which were the subject of Officer's Decisions utilising emergency decision making powers as detailed in the constitution and to provide assurance in relation to the reviews which had been undertaken.

In the main, the decisions related to short-term temporary arrangements which were subject to regular review. This was particularly important where subsequent Government guidance had been issued. It was intended that as Cabinet was now able to function by meetings being held 'remotely' the need for officers to make urgent decisions would now diminish. However, it was important that officer decisions were kept under regular review by elected members and officers. At the 4 June 2020 Cabinet meeting it was agreed that Cabinet would formally delegate review decisions to the relevant Cabinet Member meeting.

In Table 1 to the report, was an update on the reviews that had taken place since the last Cabinet Member meeting on 6 August 2020. All review decisions to date had been discussed with the Executive Director and Cabinet Member following review by SMT.

A copy of the most up to date version of the Officer Decision Records was attached at Appendix 1 to the report.

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

40/20 **EXCLUSION OF THE PUBLIC** RESOLVED that the public be excluded from the meeting during the consideration of the remaining items on

the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings:-

<u>SUMMARY OF PROCEEDINGS CONDUCTED AFTER THE PUBLIC WERE EXCLUDED FROM THE MEETING</u>

1. To consider the report of the Executive Director Adult Social Care & Health on Adult Social Care Client Financial Services Restructure (contains information relating to labour relations matters)

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR CLEAN GROWTH AND REGENERATION** held virtually on MS Teams on 30 July 2020

<u>**PRESENT**</u>

Cabinet Member – Councillor T King

Also in attendance – Councillors G Hickton and R Mihaly

08/20 <u>**MINUTES**</u> **RESOLVED** that the minutes of the meeting held on 9 July 2020 be confirmed as a correct record and signed by the Cabinet Member.

09/20 <u>**REVENUE OUTTURN 2019-20**</u> The Cabinet Member was presented with the final revenue controllable outturn position for 2019-2020 for the Clean Growth and Regeneration portfolio which identified significant variations in expenditure from the budget and the impact of the 2019-20 outturn on future years and any action proposed.

The final controllable outturn position for the portfolio for 2019-20 showed net expenditure was £5.615m, against a budget of £5.580m. These were distorted by the receipt of £4.836m Business Rates meaning that the proper figures for the portfolio would have been net expenditure of £0.779m against a budget of £0.744m resulting in a controllable overspend of £0.035m.

There was an economic development underspend £0.035m: matched funding had been successful with the levering of EU funding (notably European Regional Development Fund) since 2015. The implementation of the revised 'enterprise and investment' function was continuing with yet to be completed. Business support interventions and investment/trade promotion continued to be developed and rolled out to businesses.

The had been an employment and skills overspend of £0.074m due to incurring salary costs that were not budgeted for and were pending rationalisation of the whole Economy and Regeneration Service structure. Markham Vale had an underspend £0.010m mainly due to a reduction in salary spend as relevant salaries were being charged to capital. Earmarked Reserves of £0.695m, were being held to support future expenditure.

RESOLVED that the Cabinet Member note the report.

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PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR CORPORATE SERVICES** held on 16 July 2020

PRESENT

Cabinet Member – Councillor A Foster

Also in attendance – Councillor P Murray

15/20 **MINUTES RESOLVED** that the minutes of the meeting held on 16 April 2020 be confirmed as a correct record.

16/20 **EXCLUSION OF THE PUBLIC RESOLVED** to exclude the public from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of exempt or confidential information

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

1. To consider the exempt reports of the Executive Director Commissioning, Communities and Policy on:-

    a) Sales by Auction – Noting Report
    b) Quarterly Report of Delegated Authority Approvals for Property Transactions
       (contains information relating to the financial or business affairs of any particular person (including the Authority holding that information))

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PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR HEALTH AND COMMUNITIES** held on 22 July 2020 virtually on MS Teams

PRESENT

Councillor C Hart – Cabinet Member

Also in attendance: Councillor D Allen

27/20 <u>**MINUTES**</u> **RESOLVED** that the non-exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 8 July 2020 be confirmed as a correct record.

28/20 <u>**REVIEW OF URGENT DECISION OF CHANGES TO DELIVERY OF PUBLIC HEALTH DELIVERED SERVICES**</u> The Cabinet Member was updated on changes made to Public Health-delivered services due to the COVID19 pandemic.

Live Life Better Derbyshire - Stop Smoking, Weight Management, Physical Activity and the National Child Measurement Programme (NCMP) remained on pause, with support still available to existing and new clients through phone and video-call support. Smokers and specific clients were prioritised for support due to their high risk status as a result of COVID19. NHS guidance on prioritisation of community health services during the COVID19 pandemic had been provided from NHS England and NHS Improvement; the NCMP programme was paused with a recommendation to apply until 31st July at the earliest.

School Crossing Patrols – 56 sites were now open, with focussed communication with schools and support for patrols having an influencing the increase. There were only two sites that remained concerned about their return to work. Since the announcement of the reduction to one metre social distancing where two metres was not possible, risk assessment reviews of 13 sites were on-going and anticipated to opened within the week. The service continued to have four high risk sites where patrols were unable to return due to shielding or caring responsibilities, however it had been possible to open one of these using a relief patrol. Six schools continued to have extremely low numbers of pupils attending and remained closed; these were being monitored so that service could resume when appropriate.

Time Swap, Safe Places, Local Area Co-ordination, Disability Employment Service, First contact, 50+ Forums and the Pension Credit Project continued to offer a variety of means of help and support to vulnerable people within the community. The majority of 50+ Forum members were aged over 70 years old, and therefore were recommended to implement stringent social distancing and social isolation practices due to their increased risk of more severe illness from COVID19. Pension Credit Support remained available to older people through the work of the Welfare Rights Service but not on the scale achievable by the project.

RESOLVED - that the Cabinet Member note the report.

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR HEALTH AND COMMUNITIES** held on 3 August 2020 virtually on MS Teams

<u>**PRESENT**</u>

Councillor C Hart – Cabinet Member

Also in attendance: Councillor G Wharmby

29/20 <u>**MINUTES**</u> **RESOLVED** that the non-exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 22July 2020 be confirmed as a correct record.

30/20 <u>**REVIEW OF URGENT DECISION OF CHANGES TO DELIVERY OF PUBLIC HEALTH DELIVERED SERVICES**</u> The Cabinet Member was updated on changes made to Public Health-delivered services due to the COVID19 pandemic.

Live Life Better Derbyshire - Stop Smoking, Weight Management, Physical Activity and the National Child Measurement Programme (NCMP) remained on pause, with support still available to existing and new clients through phone and video-call support. Smokers and specific clients were prioritised for support due to their high risk status as a result of COVID19. NHS guidance on prioritisation of community health services during the COVID19 pandemic had been provided from NHS England and NHS Improvement; the NCMP programme would apply until 31st July at the earliest.

School Crossing Patrols – the Service was now in a position to open with only five sites struggling to open at the start of the new term in September; three were unable to accommodate social distancing guidance and the other two were where the schools had made temporary changes to site entrances and exits, meaning that the patrol was not required at the site whilst these were in place. These sites would be reviewed in the new term. The Service would be reviewing patrol duty times with each school during the school holidays to ensure that each site had a patrol when schools needed them in the new term.

Time Swap, Safe Places, Local Area Co-ordination, Disability Employment Service, First contact, 50+ Forums and the Pension Credit Project continued to offer a variety of means of help and support to vulnerable people within the community. The majority of 50+ Forum members were aged over 70 years old, and therefore were recommended to implement stringent social distancing and social isolation practices due to their increased risk of more severe illness from COVID19. Pension Credit Support remained available to older people through the work of the Welfare Rights Service but not on the scale achievable by the project. The services remained suspended, with staff redeployed to support the Council's response to COVID19.

RESOLVED - that the Cabinet Member note the report.

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR HEALTH AND COMMUNITIES** held on 21 August 2020 virtually on MS Teams

<u>**PRESENT**</u>

Councillor C Hart – Cabinet Member

Also in attendance: Councillor G Wharmby

31/20 <u>**MINUTES**</u> **RESOLVED** that the non-exempt minutes of the meeting of the Cabinet Member for Health and Communities held on 3 August 2020 be confirmed as a correct record.

32/20 <u>**REVENUE OUTTURN 2019-2020**</u> The Cabinet Member was presented with the 2019-20 controllable net budget for the Health and Communities portfolio. The figure of £4.433m included the Public Health base budget of £39.477m which was fully funded by the ring-fenced Grant. There was an overspend of £21,638 against the ring-fenced Public Health Grant budget. This had been met by the Public Health Reserve at Year-End and the resulting position was detailed within the report. The controllable underspend against the rest of the portfolio was £0.262m.

The portfolio incurred additional costs of almost £19,000 due to the Toddbrook Reservoir Whaley Bridge incident, which was funded from The Council's General Reserve; details of the total underspend were presented in the report.

Other items considered in the report were:

- Trading Standards underspend of £0.191m which was attributed to planning for the achievement of future savings, one-off funding to support older people in relation to scams and doorstep crime, vacancies and additional income.

- Public Health overspend of £21,638 which had been met by the balance of the Public Health Reserve. Plans were in place committing the remaining balance to provide post Covid-19 support in areas such as Mental Health and Wellbeing, Domestic Violence and the Community response to support most vulnerable residents;
- £0.800m to meet increased drug costs within the Substance Misuse Integrated Contract;
- £0.500m investment in Substance Misuse Recovery Hubs;
- £0.500m Health Improvement Behaviour change;
- £0.323m to support the recent move to a section 75 agreement for Children's Public Health services; and
- £0.150m additional support of CAB service.

- Extra budget provision had been made to fund £0.550m of investment in Children's Health as well as investing over £1.000m in areas such as

Supported employment, School crossing patrols and Community based health interventions.

Budget Savings Target had been £0.207m; through identified savings initiatives; these were itemised within the report.

The portfolio received the following additional one-off budget allocations in 2019-20:

- Trading Standards – Older People, £48,000 to provide a sustained awareness raising programme over 3 years to reduce the number of instances of fraudulent activity against Older People;
- Community Safety - Digital MOT funding from Proceeds of Crime Reserve, £13,500 one-off draw down from reserve for the technical development of Digital MOT on-line risk assessment to be hosted by Safer Derbyshire website; and
- Coroners – unpaid duties due to HMRC, £0.156m. Assistant Coroners were deemed to be DCC employees by HMRC.

A detailed analysis of the portfolio's earmarked reserves totalling £10.264m was also broken down within the report.

RESOLVED that the Cabinet Member note the revenue outturn position for 2019-20 and the balance of earmarked reserves as at 31 March 2020.

33/20 **BUDGET MONITORING 2020-21 PERIOD 2** The joint report outlined the revenue budget position of the health and Communities portfolio for 20-21 up to 31 May 2020. The net controllable budget for the Health and Communities portfolio was £8.619m.

The Revenue Budget Monitoring Statement indicated a projected year-end overspend of £0.567m. This would be supported by £1.483m additional Covid-19 funding. After this funding, the forecast position was an underspend of £0.916m. these items were detailed within the report.

Public Health underspend of £0.871m was generated from the Live Life Better Derbyshire Service which had seen activity adversely affected by Covid-19 and the need to socially distance and self-isolate. Registrars overspend of £0.770m was due to loss of income from fees as a result of Covid-19. Emergency Planning overspend of £0.325m was due to additional costs incurred in April and forecast to June 2020, due to Covid-19, for hand sanitiser and the cost for overtime for Emergency Planning staff. Community Safety overspend of £0.195m was due to additional costs relating to Covid-19 in Domestic Violence and Hate Crime services.

Budget reductions totalling £0.216m were allocated for the year and the value of the savings initiatives which have been identified for implementation in the current year was £0.216m. It was forecasted that £0.216m of savings would have been achieved by the year-end. These were detailed in the report.

The portfolio received the following additional budget allocations in 2020-21:

- Coroners – Pathologists costs of £0.101m to meet the increasing fees due to a national shortage of Pathologists. To date £0.017m had been spent.
- Community Safety – Use of Domestic Violence Reserve of £0.500m being used to meet increasing costs of Domestic Violence services. To date £0.125m had been spent.

The risks that could negatively impact on the portfolio's forecast outturn position reported in the Forecast Summary were listed. Earmarked reserves totalling £10.264m were held to support future expenditure.

RESOLVED that the Cabinet Member note the report.

34/20 <u>**REVIEW OF URGENT DECISION OF CHANGES TO DELIVERY OF PUBLIC HEALTH DELIVERED SERVICES**</u> The Cabinet Member was updated on changes made to Public Health-delivered services due to the COVID19 pandemic.

Live Life Better Derbyshire - Stop Smoking, Weight Management, Physical Activity and the National Child Measurement Programme (NCMP) remained on pause, with support still available to existing and new clients through phone and video-call support. Smokers and specific clients were prioritised for support due to their high risk status as a result of COVID19. NHS guidance on prioritisation of community health services during the COVID19 pandemic had been provided from NHS England and NHS Improvement. There was an expectation that NCMP should re-commence in early 2021 and assurance was given that service delivery would align with COVID19 practices within school settings. On receipt of further guidance, the Service would plan accordingly to ensure delivery for the 2020/21 academic year.

School Crossing Patrols – the Service was now in a position to open with only five sites struggling to open at the start of the new term in September; three were unable to accommodate social distancing guidance and the other two were where the schools had made temporary changes to site entrances and exits, meaning that the patrol was not required at the site whilst these were in place. These sites would be reviewed in the new term. The Service would be reviewing patrol duty times with each school during the school holidays to ensure that each site had a patrol when schools needed them in the new term.

Time Swap, Safe Places, Local Area Co-ordination, Disability Employment Service, First contact, 50+ Forums and the Pension Credit Project continued to offer a variety of means of help and support to vulnerable people within the community. The majority of 50+ Forum members were aged over 70 years old, and therefore were recommended to implement stringent social distancing and social isolation practices due to their increased risk of more severe illness from COVID19. Pension Credit Support remained available to older people through the work of the Welfare Rights Service but not on the scale achievable by the project. The services remained suspended, with staff redeployed to support the Council's response to COVID19.

RESOLVED - that the Cabinet Member note the report.

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MINUTES of a meeting of the **CABINET MEMBER FOR HIGHWAYS, TRANSPORT AND INFRASTRUCTURE** held on 30 July 2020

PRESENT

Cabinet Member - Councillor S Spencer

Also in attendance – Councillors T Ainsworth, G Hickton and M Wall

36/20 **PETITION** **RESOLVED** (1) to receive the under-mentioned petition:-

Location/Subject	Signatures	Local Member
Glapwell, Park Avenue - Request for Village Green status	455	Councillor C Moesby

(2) that the organiser of the Glapwell petition listed in the report be informed by letter that:- no action can be taken by the Council to meet the request in the petition, because (i) it has no power to create a new village green, and (ii) it is not allowed to add any land to the Register of Village Greens (which it keeps as the Commons Registration Authority for Derbyshire) unless that is required by any determination from an application for registration which has been submitted to it in accordance with the Commons Registration Act 1965.   .

37/20 **MINUTES** **RESOLVED** that the Minutes of the meeting of the Cabinet Member for Highways, Transport and Infrastructure held on 9 July 2020 be confirmed as a correct record.

38/20 **PETITION – HADY LANE, CHESTERFIELD** Following receipt of a petition requesting the provision of a car parking area adjacent to Hady Primary and Nursery school with a surfaced footpath leading from Hady Lane to this car parking area the matter has been investigated. The petitioners also reported excessive vehicular speed and obstructive parking on Hady Lane as safety concerns.

A system of vertical traffic calming features is in place either side of the school entrance in the form of two bus friendly style road humps. One of the raised areas also forms an uncontrolled crossing point for the school patrol to operate at. Either side of the school patrol crossing site are school safety zone warning signs with flashing amber warning lights.

Hady Lane suffers from a parking problem caused by staff and visitors to the Chesterfield Royal Hospital and together with school parking could, on occasion, pose an obstruction issue for the bus service and emergency service vehicles. This contravenes parking rules found within the Highway Code and obstructions of the highway of this nature were enforced by the Police who should be contacted when this situation occurs.

The Council received many requests for speed reduction and safety measures from across the County and available resources were directed to those locations where there was a history of reported injury collisions and where a highway improvement scheme can effectively reduce the number of collisions. The Council's collision database showed one reported injury collision having occurred in the last three year period up to 31 December 2019 on Hady Lane. A speed survey undertaken on Hady Lane in June 2019 gave an 85 percentile speed of 26mph. The collision record and the recorded vehicular speed on Hady Lane did not meet the criteria required in the County Council's Speed Management Plan to justify the installation of further traffic calming features or any other speed reducing measures at this time.

It was not standard practice to provide car parking and drop-off facilities for parents, but to work alongside schools to adopt active School Travel Plans and reflects the national guidance from the Department for Education and such facilities were not listed as a statutory requirement. The request for a car parking area and link footpath must therefore be declined.

RESOLVED that (1) the request for the provision of a car parking area, a footpath link and additional engineering or safety measures on Hady Lane, Chesterfield be refused; and

(2) the Local Member and petitioner be informed of the decision.

39/20 **PEDESTRIAN CROSSING FACILITIES – ELDER WAY, CHESTERFIELD** The County Council's Signals Team has been contacted by Chesterfield Borough Council requesting a price for services associated with the supply of detailed design drawings associated with the replacement of three existing pedestrians light controlled crossing facilities at Elder Way, Chesterfield. A costing of £3,149.75 has been submitted, which was in line with the County Council's 2020-21 fees and charges. The design fee for supply of detailed signal drawings would be recharged to Chesterfield Borough Council.

The Borough Council required formal permission from the County Council's, as Highway Authority, for works to be undertaken in the public highway using an Agreement under Section 278 of the Highways Act 1980.

RESOLVED to approve the addition of a traffic signal design scheme in the 2020-21 Capital Programme with regard to proposed works at Elder Way, Chesterfield, undertaken by Chesterfield Borough Council under a Section 278 Agreement of the Highways Act 1980.

40/20   **NATIONAL PROPERTY RESILIENCE FRAMEWORK**   The Department for Environment, Food and Rural Affairs (DEFRA) has made funding available, through the Property Flood Resilience Recovery Support Scheme, to install flood resilience and mitigation measures to properties and businesses affected by the floods in November 2019 and February 2020.

The County Council, as Lead Local Flood Authority, was best placed to manage the scheme, given its previous experience in managing other grant schemes, along with its expertise in flood mitigation. Derbyshire District and Borough Councils have confirmed the numbers of properties eligible for the scheme and this has been reported back to DEFRA.

Through the scheme, up to £5,000 per property or business was available. This included £500 to undertake a survey of the building, which was an obligatory requirement, to determine the measures required. The Council's Flood Risk Management Team was managing the scheme, which involves the processing of applications, liaising with applicants, conducting surveys and arranging payment for successful applications.

It was proposed that the Council utilises the Environment Agency's National Property Flood Resilience Framework, to procure a Contractor to deliver the survey work for the Property Flood Resilience Recovery Support Scheme, which would ensure that the Contractor was fit for purpose and reduce the timescales for procurement and award of contract.

In accordance with the County Council's Financial Regulations a business case for the use of the Environment Agency's National Property Resilience Framework has been approved by the Director of Finance & ICT and the Director of Legal Services. The award of contract from the Framework was delegated to the Executive Director - Economy, Transport and Environment, in accordance with Financial Regulations.

RESOLVED to approve the use of the Environment Agency's National Property Flood Resilience Framework to procure a Contractor to deliver survey work for the Property Flood Resilience Recovery Support Scheme, as detailed in the report.

41/20   **MINERALS LOCAL PLAN – SAND AND GRAVEL CONSULTATION** Derbyshire County Council and Derby City Council (the Councils) were working together to prepare a joint Minerals Local Plan, the Derbyshire and Derby Minerals Local Plan, which will cover the geographical area of Derbyshire and Derby, excluding the Peak District National Park. A revision to national planning policy in 2019 stipulated that local plans should cover a 15 year period from the time of adoption. This has required the councils to extend the Plan period to 2036.

The situation regarding the supply of sand and gravel has had to be re-examined and, as part of this, the sand and gravel operators within the County have been asked if they wished to promote additional sites for minerals working. Three further sites for the extraction of sand and gravel have been suggested by mineral

companies and along with the other five sites that were suggested previously, have been assessed against the same methodology to determine which sites have the greatest potential for working and which should therefore be included as allocations in the Minerals Local Plan.

Before publication of the full Proposed Draft Minerals Local Plan later this year, an interim public consultation was proposed to enable the public to comment on the proposed strategy for sand and gravel provision for this extended Plan period. The main consultation document and two supporting documents, the Site Assessment Methodology and Site Assessments, were attached to the report.

Consultation would run for 8 weeks and details would be determined following further guidance from Government and COVID-19 advice, relating to safe conduct of public drop-ins and meetings. Documents would be made widely available to interested parties and members of the public, including via the Councils' websites.

RESOLVED that approval be given for Derbyshire County Council to carry out the consultation on sand and gravel provision in Derbyshire.

42/20 **PLANNING SERVICES - STATEMENT OF COMMUNITY INVOLVEMENT** Section 18 of the Planning and Compulsory Purchase Act 2004 introduced a requirement for all local planning authorities (LPA) to prepare a Statement of Community Involvement (SCI) setting out how the LPA would involve the community in matters relating to spatial development and town and country planning in its area. The purpose of a SCI was to be the first means for stakeholders and the community to find out when and how they could become effectively involved in all aspects of the planning process from the earliest stage.

Derbyshire County Council adopted its first SCI in December 2006 and there have been a number of legislative changes which need to be reflected in the updating of the content to ensure that it was legally complaint and fit-for-purpose. The SCI has been revised to include legislative changes and to bring it in line with the Council's current corporate approach to community engagement.

Whilst there was no legal requirement for LPAs to consult when reviewing and updating their SCI, in the spirit of encouraging meaningful community engagement, it was considered appropriate in this instance. It was anticipated that following completion of the consultation exercise a further report would be made to the Cabinet Member to seek approval for adoption of a revised and updated SCI.

RESOLVED that approval be given for the Planning Service to carry out a consultation on a revised and updated Statement of Community Involvement.

43/20 **REVENUE OUTTURN 2019-20** The net controllable expenditure in 2019-2020 for the Highways, Transport and Infrastructure Portfolio, detailed in the report, was £78.148m against a net controllable budget of £79.967m, resulting in a controllable year-end underspend of £1.819m.

The Portfolio incurred additional costs of £0.547m due to the Toddbrook Reservoir Whaley Bridge incident and £0.824m for costs incurred as a result of the flooding in November and Storm Ciara and Dennis, which have been funded from General Reserve.

Costs incurred in 2019-20 for Coronavirus COVID-19 were £0.011m which have also been funded from General Reserve. These costs were expected to rise significantly in 2020-21.

The Portfolio has also been supported by the use of £2.000m of Budget Management Earmarked Reserve, as agreed in the Revenue Budget report 2019-20, which was reported to Council on 6 February 2019.

Key variances included Waste Management (underspend of £3.250m), Public and Community Transport (underspend of £1.122m), Winter Maintenance (overspend £1.061m), Highway Maintenance and Land Reclamation (overspend of £0.572m), Resources and Improvement (underspend of £0.515m), Council Fleet Services (underspend £0.922m), Planning and Development (underspend of £0.666m); and Unallocated Savings (overspend of £3.234m). The underspend was to be used for offsetting the potential additional cost of the Woodville Swadlincote By-Pass.

Budget reductions totalling £2.593m were allocated for the year, with further reductions allocated in prior years totalling £3.321m, not being achieved and brought forward to the current year. Total reductions to be achieved was £5.914m. The shortfall between the total reductions expected to be achieved and the identified savings initiatives at the start of the year was £5.234m. This savings target has been reduced by £2.000m as a result of a contribution from the General Reserve for one year only to enable the Highway Maintenance budget to remain at the same level. Therefore, the unallocated savings in 2019-20 were £3.254m.

Growth items in the 2019-20 budget were Waste Management and Disposal (£1.500m ongoing); Highway Maintenance (£1.000m one-off); Public Transport (£0.500m ongoing); Water Body (£0.100m one-off), HS2 Co-ordination Officer (£0.064m one-off), and Street Lighting (£0.048m one-off).

Earmarked Reserves relating to the portfolio, totalling £17.238m, were currently held to support future expenditure. The Debt Position was also detailed in the report.

Discussion was held and comments made on the underspend, use of general reserves, future funding requests to central government and challenges being experienced over the last months. It was noted that details of the Bellwin funding would be provided to members.

Members commended all staff for their diligence during this unprecedented time.

RESOLVED to note the report.

44/20   **EXCLUSION OF THE PUBLIC**   **RESOLVED** that the public, including the press, be excluded from the meeting during consideration of the remaining items on the agenda to avoid the disclosure of the kind of exempt information detailed in the following summary of proceedings:-

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

1.   To confirm the exempt Minutes of the meeting held on 9 July 2020.

2.   To consider the exempt Report of the Executive Director – Economy, Transport and Environment on Further Extension of Contract for Emergency Event Management Resource to Enable the Continued Opening of Household Waste Recycling Centres. (contains information relating to the Financial or Business Affairs of a Particular Person (including the Authority Holding that Information))

PUBLIC

MINUTES of a meeting of the **CABINET MEMBER FOR STRATEGIC LEADERSHIP, CULTURE AND TOURISM** held on 5 August 2020.

PRESENT

Cabinet Member – Councillor B Lewis

Also in attendance – Councillor R Flatley

Apologies for absence were submitted on behalf of Councillor P Smith

25/20 **MINUTES RESOLVED** that the minutes of the meeting held on 18 June 2020 be confirmed as a correct record.

26/20 **REVENUE OUTTURN 2019-20** This item was withdrawn.

27/20 **BUDGET MONITORING 2020-21 PERIOD 2 (AS AT 31 MAY 2020)** This item was withdrawn.

28/20 **APPOINTMENTS TO OUTSIDE BODIES** The Cabinet Member was asked to endorse the proposed appointments to outside bodies for 2020-21. Any subsequent amendments to the list would be reported as necessary.

RESOLVED that the appointments to outside bodies as detailed in the Appendix to the report, be approved.

29/20 **EXCLUSION OF THE PUBLIC RESOLVED** to exclude the public from the meeting during the consideration of the remaining items on the agenda to avoid the disclosure of exempt or confidential information

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

1. To confirm the exempt minutes of the meeting held on 18 June 2020 (contains exempt information)

30/20 **MINUTES RESOLVED** that the exempt minutes of the meeting held on 18 June 2020 be confirmed as a correct record.

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PUBLIC

MINUTES of a meeting of the **CABINET MEMBER – YOUNG PEOPLE** held on 4 August 2020.

PRESENT

Cabinet Member - Councillor A Dale

Also in attendance – Councillor J Patten

34/20 **MINUTES** **RESOLVED** that the minutes of the meetings of the Cabinet Member for Young People held on 7 July 2020 be confirmed as a correct record.

35/20 **MUSIC EDUCATION HUB GRANT 2020-21** Music Education Hubs were groups of organisations working together to create joined-up music education provision, responsive to local need and fulfil objectives set out in the National Plan for Music Education (NPME). Since their formation in 2012, the Hubs have been co-ordinated by a 'lead organisation'; locally this being the Derby & Derbyshire Music Partnership, which also takes responsibility for the finances and governance of the Hub.

The total amount of Hub funding across the country from the Department for Education, via fund-holders Arts Council England, in 2020/21 was £79m and the Derby/Derbyshire allocation was £1.4m. Derbyshire Music Education Hub's delivery partner organisations were established and working collaboratively, with various application processes and decision-making criteria, which was detailed in the report.

Authority was sought for the Derby & Derbyshire Music Partnership to devolve funds of up to £30,000 per approved delivery partner organisation in order that each could fulfil its role in the local delivery of the National Plan for Music Education as mandated in the grant terms administered by the Arts Council England.

RESOLVED (1) note the work of the Derby & Derbyshire Music Partnership; and
(2) to approve the Derbyshire & Derbyshire Music Partnership to devolve funds of up to £30,000 per approved delivery partner organisation in order that each may continue to fulfil its role in the local delivery of the National Plan for Music Education.

36/20 **REVENUE OUTTURN 2019-20** The Cabinet Member was informed of the revenue out-turn of the Young People's portfolio for 2019/20.

The net controllable budget for the portfolio was £109.318m and the outturn statement for 2019/20 showed a year-end overspend of £8.236m. The Council had

earmarked £1.382m within the budget management reserve to contribute to this overspend. After the application of this reserve the revenue outturn was an overspend of £6.854m.

The outturn position included £6.756 million of Dedicated Schools Grant income transferred to contribute to costs incurred within Children's Services supporting Early Help services and children with additional needs. This income might not continue at the same level in future years.

The significant areas which make up the outturn were detailed in the report.

Key variances included Placements for Children in Care/Unable to remain at home (overspend £7.410m); Support for children with disabilities (overspend £0.733m); Children's Safeguarding services (overspend £1.917m); Early Help and Preventative services (breakeven); Home to School Transport (overspend £1.698m); Education Support services (overspend £0.834m); Pensions payable to former teachers and other staff (overspend £0.193m); Redundancies (breakeven); Other Grant Income (underspend £0.360m); and Unallocated budget, underspend £4.051m.

The value of the savings initiatives which have been identified for implementation in the current year was £3.013m and these were detailed in the report.

Growth items and one off funding in the 2019-20 budget included Social Worker recruitment (£1.300m ongoing, £2.600m one-off); Placement demand pressures (£3.000m ongoing, £5.000m one-off); Home to School Transport SEN (£1.450m ongoing); SEND assessment and planning (£0.275m ongoing); Increase in Special Guardianship placements (£1.097m ongoing); Children's Homes (£0.450m ongoing); Foster Carers (£0.060m ongoing); Care Leavers (£0.402m one-off); Children's Participation (£0.080m one-off); Child Protection (£0.105m one-off); Complex Case pooled budget (£0.250m one-off); Mobile Working (£0.260m one-off); and Children in Care Legal Proceedings (£1.050m one-off).

Details of the earmarked reserves totalling £8.025m and the debt position were also reported.

RESOLVED to note the report.

37/20   **DEDICATED SCHOOLS GRANT OUTTURN 2019-20**   The Cabinet Member received a report on the Revenue Budget outturn of the Dedicated Schools Grant (Young People portfolio) for 2019-20. The significant areas of expenditure were detailed in the report.

The Dedicated Schools Grant (DSG) and 6th form grant income received by the Authority in 2019-20 was £365.845m. This, together with the use of reserves for 2019-20 of £2.278m covering planned expenditure, totalled income available to fund expenditure of £368.123m. Full year expenditure amounted to £371.260m

and compared with the income there was an overspend of £3.137m. However, this included an underspend of £0.291m which was ring-fenced to schools and a further £1.520m underspend of school growth funding, £1.002m of which has been earmarked to contribute to pre and post opening grants to planned new schools. The overspend falling to the Authority was therefore £4.430m.

Uncommitted DSG earmarked reserves of £1.290m were available to support this overspend meaning that the Authority would report a DSG deficit reserve at the end of 2019-20 estimated at £3.140m. Other DSG committed reserves totalling £3.327m offset this deficit reserve within the Authority's accounts and the reported DSG position was a net surplus reserve of £0.187m.

Following a recent consultation with Local Authorities (LA) and other stakeholders, the Department for Education have amended the School and Early Years Finance (England) Regulations 2020 and a DSG deficit must be carried forward to be dealt with from future DSG income, unless the Secretary of State authorises the LA not to do this. Steps, agreed by the Schools Forum, were being taken to recover the deficit in Derbyshire.

RESOLVED to note the report.

38/20   SCHOOL BUDGETS: DEFICIT BALANCES AND RECOVERY PLANS BRINGING BUDGETS INTO BALANCE OVER MORE THAN ONE FINANCIAL YEAR   The report detailed Governing bodies of schools with budget deficits who have requested approval to implement budget plans in order to repay the deficits over more than one year and schools which have still to agree a deficit recovery plan.

Before making such a request, the school must demonstrate to officers from Children's Services and Corporate Finance that all other options have been exhausted. Approval to repay a deficit was normally only allowed over a maximum of three years. Additional years might be granted if, in the opinion of the Executive Director for Children's Services, the school's ability to deliver the national curriculum would otherwise be seriously jeopardised and that no other reasonable course of action was available.

The estimated balances and pupil numbers of the schools included in the report were provided in Appendix 1 attached to the report.

In relation to requests to balance the budget over more than one year there were six schools, namely Arkwright Primary School (2 year plan); Ashbourne Hill Top Primary School (2 year plan); Ripley Junior School (2 year plan); Charlesworth Primary School (3 year plan); Glossopdale Community School (3 year plan); and William Allitt School (3 year plan). A number of schools had plans beyond three years.

The Authority held less detailed transactional data for Fairmeadows Primary School as it operated its own bank account and has an external payroll provider. At

the end of 2019-20 the school had an accumulated deficit of £0.141m and this was expected to have reduced to £0.017m by the end of 2022-23, with the balance being recovered in 2023-24.

New Mills School has not been able to produce a plan to bring their budget back into balance within the next three years. The deficit was planned to reduce from £0.714m at 31 March 2021 to £0.498m by 31 March 2024. The school continued to work closely with the Local Authority to address its deficit position and was being supported by the Authority's Team Around The School (TATS) processes. Further meetings of senior Local Authority officers were planned with the school's governors and senior leadership teams to identify further measures to recover the deficit.

RESOLVED (1) to allow the schools detailed in section 2.1 of the report to recover their budget deficits over more than one financial year;

(2) to note the position of the two schools in section 2.2 of the report that are currently unable to submit a balanced budget recovery plan within three years; and

(3) to require the governing body of New Mills to agree and submit plans to the Authority by the end of the current financial year that eliminate the accumulated deficit within a timeframe acceptable to the Authority.

39/20   **BUDGET MONITORING 2020-21 – PERIOD 2 (as at 31 May 2020)**
The Cabinet Member was informed of the Revenue budget position of the Young People portfolio for 2020-21 up to the end of May 2020 (Period 2), budget savings, growth and one-off funding, risks and earmarked reserves.

The net controllable budget for the Young People portfolio is £116.912m and the Revenue Budget Monitoring Statement prepared at period 2 indicated that there was a projected year-end overspend of £2.578m plus a further £1.400m to £3.000m depending on whether the current provision of placements for children in care levels off or continued the trajectory seen over the past twelve months.

This included the impact of Covid-19 which was estimated at £2.059m and comprised mainly loss of income from services supported by trading. This would be supported by use of £2.059m additional Covid-19 funding and after the use of this funding the forecast position was an overspend of £0.519m.

The key variances included Placements for Children in Care/Unable to remain at home (overspend £2.661m), Support for children with disabilities (overspend £0.479m), Children's Safeguarding services (underspend £0.194m), Early Help and Preventative services (underspend £0.603m), Home to School Transport (overspend £0.235m), Education Support services (overspend £1.612m), Pensions payable to former staff (overspend £0.413m), and Unallocated budget (underspend £2.124m).

The value of the savings initiatives originally identified for implementation in the current year was £2.350m and it was forecast that £1.207m of savings will have been achieved by the year-end.

The portfolio received additional budget allocations in 2019-20 for Social Worker recruitment (£1.300m ongoing, £1.300m one-off), Placement demand pressures (£11.000m ongoing), Home to School Transport SEN (£1.000m ongoing, £0.971m one-off), SEND assessment and planning (£0.600m ongoing), Increase in Special Guardianship placements (£0.336m ongoing), Foster Carers (£0.100m ongoing), Care Leavers (£0.498m one-off), Child Protection (£0.500m ongoing), Children in Care Legal Proceedings (£1.100m one-off), Support to Achieving Great Futures (£0.108m one-off), Preventative Support to Families (£1.000m one-off), Elective Home Education (£0.207m one-off), Service Transformation (£0.438m one-off), and Quality Assurance SEND and Fostering (£0.214m one-off).

The number of children who were educated at home by choice has been increasing leading to an increased need for staff to visit and assess the education provision to those children.   Recruitment of the additional assessors required has commenced. Contracts would be for one year but would span across the 2020-21 and 2021-22 financial years, approval was therefore requested to create an earmarked reserve up to £100,000 to hold the resources required to fund the costs of the newly recruited staff where their contracts extended into 2021-22.

The report also detailed the services that could negatively impact on the portfolio's forecast outturn position reported in the Forecast Summary, the earmarked reserves totalling £7.926m that were currently held to support future expenditure and the profile of the debt position.

RESOLVED to (1) note the report; and

(2) approve the creation of an earmarked reserve to cover the employment costs of additional Elective Home Education staff which are expected to be partially incurred in 2021-22.

40/20   DEDICATED SCHOOLS GRANT MONITORING 2020-21 – PERIOD 2 (as at 31 May 2020)   The Cabinet Member was provided with an update of the Revenue Budget position of the Dedicated Schools Grant (Young People portfolio) for 2020-21 up to the end of May 2020 (Period 2).

The expected Dedicated Schools Grant (DSG) and 6th form grant income in 2020-21 was £375.222m. The Revenue Budget Monitoring Statement prepared at period 2 indicated a projected year-end expenditure of £373.864m. The expected underspend compared to income was £1.358m, however this included an underspend of £0.373m which was ring-fenced to schools. The underspend falling to the Authority was therefore £0.985m.

The underspend included the benefit of £1.325m which Schools Forum agreed could remain uncommitted to assist with the pressures within the DSG therefore the underlying overspend against in-year grant was £0.340m.

The net total DSG reserves as at the end of 2019-20 were £0.188m surplus, within which the uncommitted DSG reserve stood at a deficit of £3.140m.

The key variances were Central School Services Block (underspend £1.534m), Re-pooled school funding (underspend £0.373m), and High Needs Block (overspend £0.747m).

There was a risk that the High needs block placements and top-ups could negatively impact on the portfolio's forecast outturn position reported in the Forecast Summary.

RESOLVED to note the report.

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director of Finance & ICT

**CAPITAL BUDGET MONITORING TO MONTH 3 2020-2021
(STRATEGIC LEADERSHIP, CULTURE AND TOURISM)**

1   Purpose of the Report

To inform Cabinet of the latest Capital budget monitoring position as at 30 June 2020.

2   Information and Analysis

The report reflects those schemes that are currently under way and have had previous Cabinet approval. Each scheme has a nominated budget holder who is responsible for ensuring the scheme stays within budget, and who verifies the projected spend against their allocated schemes. The report contains schemes that were open at 1 April 2020 and also those that have been completed and closed in-year.

On 5 February 2020 Council approved proposals relating to the Capital starts programme for 2020-21 totaling £109.3m, compared to the 2019-20 programme of £67.6m, an increase of £41.7m. The programme acknowledged the increased amount of borrowing above the previous set limit of £15m that would be required to fund the schemes in order for the Council to meet its statutory objectives. Due to subsequent approvals and project adjustments the 2020-21 Capital programme now stands at £111.1m. The schemes contained within this Report include previously approved Capital Programmes over numerous funding years, including 2020-21.

The current budget for open schemes as at 1 April 2020 (some of which have now closed) is approximately £639.485m, with the latest monitoring showing a forecast underspend over the life of the projects of £11.537m which is represented in Appendix 1. The current budget for schemes that remain open as at 30 June is £629.532m.

The impact of the decisions taken by the Government in relation to the Covid-19 virus as a proactive measure to prevent the virus spreading have caused

delays in some instances and have hindered the progress of projects to a varying degree which has altered the expenditure profile.

2.1 Adult Care – projected overspend of £0.234m

There are 57 open schemes within Adult Care with a budget value of £85.66m as at 30 June 2020. Five schemes within the Department make up approximately 64% of the current departmental budget of schemes. The major projects are:

Scheme Name	£m
Belper Integrated Specialist Facilities Centre	15.363
Bennerley Avenue – Care Home	15.000
Darley Dale Specialist Community Centre	10.520
Heanor Specialist Community Care Centre	9.000
Disabled Adaptations 2019-20	5.024

The Belper Integrated Specialist Facilities Centre
The Belper Centre offers accommodation for up to 40 older persons with dementia and includes a library on-site. Construction work commenced in May 2018 and the Centre opened in June 2020. The previous potential overspend risk reported to Cabinet as part of Period 9 2019/20 monitoring remains, currently estimated to be in the region of £1.5m (not currently reflected in the monitoring) but there are initiatives in place to mitigate this and potentially utilise underspends on other projects. The success of these measures will be determined in 2020/2021.

Bennerley Avenue - Care Home
Cabinet approved the development of the Care Home in September 2019 including the use of a non-Derbyshire County Council Framework for the procurement of a construction contract. The Council is currently in negotiation with a number of providers. Construction is due to commence in September 2020 once approvals have been obtained; the completion date for the whole scheme is estimated to be early 2022. The Home will replace the nearby Hazelwood Care home and will have 40 beds with the option of being extended to an 80 bed home at a later date if required.

Specialist Care Centres
The Council also has 4 specialist centres, providing care for physically frail, elderly clients with dementia. These are all operational, some schemes are closed and others are awaiting sign-off – see details below:-

- Darley Dale - opened in March 2016 and had issues with its roof. Remediation is now complete. This scheme is due for sign-off pending the completion of some minor works and retention fees. The Council is awaiting the final certificate.

- Heanor - opened in August 2015 and is now complete and the final certificate has been issued. No further costs are envisaged.
- Long Eaton - opened in August 2015 and has had floor defects which have now been addressed. The project will be closed shortly. Any surplus funding will be allocated to the Belper Centre scheme.
- Buxton - opened in June 2018 and is awaiting its final certificate and invoice. All issues will be completed by the contractor under the terms of the construction contract for each site.

Disabled Adaptations

The Disabled Adaptations scheme relates to aids and adaptations installed in residents own homes so they may remain as independent as possible. They will be financed from a combination of borrowing together with contributions from clients and the district/borough councils. Currently there is a predicted underspend of approximately £1.0m as a result of waiting lists for assessments prior to work commencing.

2.2   Children's Services - projected underspend - £1.585m

Children's Services currently have 619 open schemes with a budget value of £165.78 as at 30 June 2020. Five schemes within the Department make up approximately 36% of the current budgets open. The major schemes are:

Scheme Name	£m
Glossopdale School – Replacement	27.814
Alfreton Park School Replacement	13.350
Tibshelf New Primary School	7.012
Highfield Farm School	6.200
Boulton Moor School	5.910

Glossopdale School

The new build at Glossopdale School is complete with the external works ongoing, this had been delayed due to the Covid-19 outbreak but has recommenced now contractors are actively working. Phase 1 is expected to be completed in line with the budget set.   Negotiations for the Phase 2 extension are ongoing with the incumbent contractor of Phase One, Henry Brothers Limited. Expenditure on this element of the project is limited at the current time. The design for Phase Two has been commissioned with a view to start in November 2020 and achieve a practical completion by October 2021.

Alfreton Park

The project comprises the delivery of a replacement new build Special school on the site of Highfield Plantation, Alfreton Park which is to be acquired from Amber Valley Borough Council (AVBC). The project will also incorporate the demolition of the existing school and return it to AVBC as parkland, together with a replacement adventure playground. The tender for the new replacement

Alfreton Park School has been received with the contract award to be completed in July 2020 and a view to start on site on 24 August 2020. Practical completion of the School is planned for August 2021 with the practical completion for the Parkland to follow shortly after in September 2021. The project is currently in line with the funding allocated.

Tibshelf New Primary School
The feasibility work for the new primary school at Tibshelf is complete and permission has been granted to approach planning. The project is currently being considered by the Children's Services Department and the Projects Team is awaiting feedback. There has been limited expenditure on the project at the current time.

Highfield Farm School
The contract for the new build at Highfield Farm School has been awarded to Morgan Sindall through the SCAPE Framework. Work is commencing on site, whilst there have been implications due to the Covid-19 outbreak practical completion is expected to be achieved within budget and by the programmed date of September 2020.

Boulton Moor School
A company have been approached through the SCAPE framework to undertake the new build at Boulton Moor and negotiations around the contract value and contract terms are ongoing. Issues have arisen around the land transfer and consultation with Legal Services is ongoing, such issues require resolution prior to the project progressing further. It has been identified that an archaeological survey is required over the site to ensure the proposed development does not have an adverse impact on archaeological heritage. The scheme is anticipated to be in line with the funding allocated at this stage.

2.3   Commissioning, Communities & Policy – projected underspend - £0.682m

There are 182 open schemes with a value of £68.73m as at 30 June 2020, the majority of which are funded from the Corporate Maintenance budget and cover all departments (excluding schools). Four schemes within the Department make up approximately 71% of the current budgets open. The major schemes under this portfolio are:

Scheme Name	£m
Buxton Crescent	41.263
Ashbourne Library/Civic Centre	3.029
Green Deal and Fuel Poverty grant	2.521
New Glossop Library	2.325

Buxton Crescent

The Council's involvement with the Buxton Crescent Hotel and Thermal Spa is to provide funding through enabling development in order to address the conservation deficit with the objective to secure the future conservation of a heritage asset.

The main contractor has reached practical completion of Buxton Crescent Hotel and Thermal Spa. The project is anticipated to complete in line with the funding allocated. Commissioning, snagging and Fixtures, Fittings & Equipment have been continuing where it is possible to do so but this area has been impacted by the effects of the Covid-19 outbreak and the 'lockdown' imposed by the Government. The external hoarding that was in place has been removed to allow the highways work to be completed.

Ashbourne Library / Civic Centre

The project at Ashbourne Library is now complete. A period of making good defects followed the completion of the scheme. All defects have now been rectified by the contractor and the Certificate of Completion of Making Good Defects was issued on 17 October 2019. The final account has been prepared and accepted for the scheme with no further costs for the works expected. Anticipated savings to the budget of £0.067m are forecast which is to be returned for a decision to be made regarding its future use.

Green Deal and Fuel Poverty Grant

Spending of the Green Deal and Fuel Poverty Grant has been delayed as other external funding with a deadline on spend is being used ahead of this grant. It is anticipated that spending of the grant will resume later in the year and continue into 2021.

Glossop Library

The project at New Glossop Library was completed on 29 March 2018. Following practical completion the defect rectification period commenced. Outstanding defects were identified, some of which remain outstanding. Once the defects have been satisfactorily rectified the Certificate of Making Good Defects will be issued together with the final account. The project is anticipated to complete in line with the funding allocated.

2.4 Economy, Transport & Environment - projected underspend - £9.504m

The budget for the 97 open schemes under this portfolio is currently £309.37m as at 30 June 2020. The current projected underspends mainly relates to the Local Transport Plans from 2016 onwards which accounts for £8.621m of the underspend. Five schemes within the Department make up approximately 71% of the current budgets open. The current budget for the Department represents

approximately 49% of the total Capital current budget for the Council. The major schemes under this portfolio are:-

Scheme Name	£m
Local Transport Plan 2015-2020	111.913
Markham Vale Employment Zone (MEGZ)	41.641
LED Street Lighting	32.100
Waste Project, Derby	25.000
A61 Growth Corridor	10.621

Local Transport Plan
Expenditure on ETE projects relates mainly to the delivery of the Highways Infrastructure and Integrated Transport Programmes. These are managed within the Council's Local Transport Plans, and funded from grants provided by the Department for Transport. All grants are fully utilised, and subject to approval, are reallocated to other infrastructure projects. The underspends projected on individual programmes will be rolled forward into future years plans.

Markham Vale
The remediation of Markham Vale is approximately 80% complete and development land is approximately 60% occupied. A number of new enquiries are progressing towards detailed negotiations. The annual Jobs Survey was arranged to be undertaken in March 2020 but unfortunately was not completed due to the start of the Covid-19 pandemic; the Council were predicting an increase of between 400 and 500 jobs over and above the previous year's survey results of 2,236 full-time employees working on site. However, the survey was not completed and therefore no figures for this year are available.

Some companies have continued operating successfully throughout the first quarter of 2020/21, others have operated on a much reduced level with many staff furloughed.

On Markham Vale North, five businesses are now operating, comprising Bilstein, Great Bear, Gist, Sterigenics and Protec International. In June 2020 construction commenced on Plot 15 on a major new development costed at £25m for Aver which is an investment company who have speculatively commissioned two large factory units, one at 221,515 sq. ft. and the second at 75,500 sq.ft. These two buildings are expected to be completed by March 2021 but marketing of them will commence during the Autumn of this year.

On Markham Vale East, Priority Space and the Hunt group completed the construction of a 15,000 sq. ft. factory and office unit on Greaves Close; this has since been sold. In July a major earthworks contract commenced to level and compact stockpiled soil on the sidings area, its development as rail sidings is unlikely to happen due to the lack of rail connectivity and market requirement but officers are identifying options to bring it forward for industrial development.

On the Western side of the M1 motorway the speculative MV55 development commissioned by HBD Ltd, our partners at Markham Vale, remains unoccupied but has recently generated a number of enquiries. Negotiations are continuing with a major occupier for a development site on the opposite side of Enterprise Way, Plot 6 is to be extended slightly as part of an earthworks contract and options are being discussed regarding the development of Plot 8.

In addition to the above, lots of landscape improvement works remain to be done across the whole site along with planning work to improve and extend the infrastructure in and around Markham Vale. This includes the removal of a derelict and dangerous structure and additional routes to work for cyclists and walkers for which grant funding is being sought. Currently the project is in line with the allocated funding.

LED Street Lighting
The residential element of the LED project is 95% complete and 53% complete on the strategic road network. The project in total has converted 76,000 street lights to LED. As with most projects it has suffered delays due to the COVID-19 outbreak which equates to 8 weeks' downtime as it was not deemed to be 'essential works' and as a result was temporarily suspended. Resources are being dedicated, both by the Council's's internal workforce, and by external contractors to reduce the effects of the lost time on the project. The project is forecast to be within the allocated funding but additional funds have been secured should they be required.

Moving forward the project will focus on the conversion of 4,500 street lights on the strategic route which have been assessed as suitable for conversion.

Since the project commenced in December 2016 there have been fundamental changes to legislation and standards and these are being considered by Procurement to ensure these changes are incorporated into the Authority's existing frameworks to allow a smooth continuation of the project.

Waste Project
The Council and Derby City Council entered into an Inter Authority Agreement (IAA) on 20 August 2014 in relation to the operation and management of a Public Private Partnership contract with Resource Recovery Solutions (Derbyshire) Ltd (RRS) for the construction of the long term Waste Treatment Facility in Sinfin and provision of associated services. It has been previously reported the contract with RRS was terminated on 2 August 2019.

Work has been progressing on the facility to determine its condition and capability, this will allow the councils to ascertain what measures need to be in place for the facility to become fully operational.

The councils are in negotiations to pay an 'estimated fair value' for the plant taking into account all of the costs of rectifying ongoing issues at the plant and the costs of providing the services to meet the agreed contract standards.

A61 Growth Corridor

The A61 Growth Corridor consists of a number of specific projects that provide enabling infrastructure to unlock new housing and jobs and mitigate the impacts of increased travel generated by growth. The enabling works consist largely of new highway and cycling infrastructures and the Council has taken the role of 'scheme promotor' with support from other local neighbouring councils and private sector developers. The 21st Century Transport Corridor and Standard Gauge Travel aspects of the project are progressing but have suffered some delay due to the impact of the COVID-19 virus but are for the most part on target. The full Business Case for the Chesterfield Station Master Plan was approved by the Local Enterprise Partnership (D2N2) in June and work progresses towards relocating Jewsons before construction of the first phase of the link road begins in 2021-22. The Avenue is no longer part of the project as land assembly issues have resulted in the project not being completed within the timeframe to qualify for Local Growth Fund funding. Work continues to resolve these issues to move the project forward to enable capital financing to be sought from other sources. Similarly the Clowne North project could not be progressed as part of this project due to a lack of commitment by the developer for their share of the financing with work continuing to secure alternative financing sources.

2.5   Top Ten Capital schemes by value

Set out in Appendix 2 is a summary of the ten largest capital schemes that the Council currently has. These represent approximately 53% in value of all the capital schemes that were open as at 1 April 2020. These schemes are currently projected to underspend by £7.905m, this is mainly accounted for by the Local Transport Plans; any underspend on each yearly plan is to be rolled forward. The reportable schemes within the Appendix has changed slightly from those previously reported to represent the completion of two Capital projects relating to the Accelerated Highways Maintenance project and Tibshelf School and Autism Centre. A Capital project for a new care home at Bennerley was created on 11 May 2020 and due to its value now appears in the Appendix. One existing project is also now reportable relating to Alfreton Park Special School due to the completion of the previously mentioned higher value projects.

3   Considerations

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

4   Key Decision

No.

5   Background Papers

Files held by the Director of Finance & ICT.

6   Call-in

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

7   Officer's Recommendation

That Cabinet notes the current position on the monitoring of Capital schemes.

PETER HANDFORD

Director of Finance & ICT

Summary of Projected Capital Spend by Department

Department	Current Budget	Total spend to date (inc commitments)	Estimated spend remaining in 2020/21	Total projected spend to 31/3/2021	Planned expenditure 2021/22	Planned expenditure 2022/23	Planned expenditure 2023/24	Planned expenditure 2024 +	TOTAL Revised planned expenditure	(Under) / Over
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Care & Health	85,673	66,072	6,455	72,527	5,380	5,000	2,500	500	**85,907**	234
Childrens Services	168,265	98,360	39,754	138,114	23,676	4,765	125	0	**166,680**	(1,585)
Commissioning, Communities & Policy	69,503	58,266	9,902	68,168	652	1	0	0	**68,821**	(682)
Economy, Transport & Environment	316,043	205,460	66,789	272,249	24,197	5,995	2,000	2,098	**306,539**	(9,504)
Grand Total	**639,484**	**428,158**	**122,900**	**551,058**	**53,905**	**15,761**	**4,625**	**2,598**	**627,947**	**(11,537)**

APPENDIX 2

Top Ten Capital Projects according to Budget Value

	Approval Year	Current Budget	Total spend to date	Estimated spend remaining in 2020/21	Total projected spend to 31/3/2021	Planned expenditure 2021/22	Planned expenditure 2022/23	Planned expenditure 2023/24	Planned expenditure 2024+	TOTAL Revised planned expenditure	(Under) / Over
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Local Transport Plan	16/19	111,913	62,357	21,494	83,851	9,910	5,432	2,000	2,098	**103,291**	(8,622)
Markham Employment Growth Zone	88/89	41,641	37,111	1,644	38,755	2,529	357	0	0	**41,641**	0
Buxton, The Crescent	06/07	41,263	40,222	1,041	41,263	0	0	0	0	**41,263**	0
Street Lighting LEDs	15/16	32,100	23,159	4,941	28,100	4,000	0	0	0	**32,100**	0
New Glossopdale School - Ph 1 & 2	13/14	27,814	23,250	2,564	25,814	2,000	0	0	0	**27,814**	0
New Waste Treatment Facility Derby	07/08	25,000	17,259	7,741	25,000	0	0	0	0	**25,000**	0
Belper Integrated Specialist Facilities	12/13	15,363	13,848	1,852	15,700	380	0	0	0	**16,080**	717
Bennerley Avenue – Care Home	20/21	15,000	12	1,988	2,000	5,000	5,000	2,500	500	**15,000**	0
Alfreton Park Special School	17/18	13,350	1,111	4,461	5,572	7,278	500	0	0	**13,350**	0
A61 – Growth Deal Project	15/16	10,621	4,034	5,587	9,621	1,000	0	0	0	**10,621**	0
TOTAL		**334,065**	**222,363**	**53,313**	**275,676**	**37,097**	**11,289**	**4,500**	**2,598**	**326,160**	**(7,905)**

11

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Agenda Item No 6(b)

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director of Finance & ICT

PREPARATION OF BUDGET 2021-22
(STRATEGIC LEADERSHIP, CULTURE AND TOURISM)

1   Purpose of the Report

To seek Cabinet approval for the proposed timetable for the Council's 2021-22 budget preparation and procedures and the associated consultation arrangements.

2   Information and Analysis

Preparation of Budget 2021-22

The production of the Council's budget is undertaken in accordance with the requirements of the Council's Constitution. The Constitution requires that a timetable is publicised by Cabinet for making proposals to the full Council in relation to the annual Revenue Budget, along with arrangements for consultation with stakeholders, which should be for a period of not less than six weeks. The proposed timetable is attached at Appendix 1.

A key element of the Council's budget setting process is consultation with stakeholders.

It is proposed to undertake the following consultation activities:

- Online "Your Council, Your Voice Survey". Hard copies will be available on request. A report to Cabinet and CMT in October 2019 set out proposals for the Your Council, Your Voice 2019 Survey. The online survey, which was developed using the findings from a number of focus groups held across the county at the end of September and early October 2019, combined both the budget and residents' consultations and ran for six weeks from 18 October 2019 to 1 December 2019. The 2020 survey will further build and develop this approach of positioning the planning cycle for the budget with that for the Council Plan. A key change is that the 2020 survey will take place earlier, running for six weeks during September and

1

October 2020, enabling the findings to better align with the budget setting, Council Plan and service planning timetables.

- The consultation will be publicised as follows:

  o E-mail to respondents to past consultations who have consented to be contacted.
  o Articles on the Council's website and in Our Derbyshire employee newsletter and Derbyshire Now.
  o Promotion in employee payroll letter.
  o Facebook paid-for campaign.
  o E-newsletters to community groups, parish councils, partner organisations and community publications.
  o Media releases and blogs.
  o Organic social media campaign.

- Whilst carrying out the survey has provided useful public budget consultation information and enabled a tracking of changes over time, information gathered is limited to direct responses to the questions posed and therefore gives a limited understanding of the reasons behind respondents' choices. It is therefore intended to undertake additional activity to explore a number of issues in greater detail. This will begin with a series of virtual conversations and focus groups with residents, which will commence in September 2020 and carry on through and during the survey period, to the end of October 2020. By inviting residents to be involved in this way, it is hoped that the Council will gain a better understanding of what residents think about the Council, their local area and which services are important to them and why.

- Residents who have expressed an interest in being involved in further consultation will be invited to take part in the initial conversations. As part of the approach for 2020 it is proposed that weekly reports of headline survey findings will be reported to CMT with significant emerging issues becoming the subject of virtual focus groups carried out during the survey period. These will involve residents who have responded to the survey and who have agreed to take part in further consultation.

- As a result of this combined approach, the Council will have a rich blend of both quantitative and qualitative information available, to not only support this year's budget setting, Council Plan development and service planning but to also form the basis for further work, to build a better insight into residents' views about the Council, their local area and services.

- Statutory consultation with business ratepayers, corresponding with the East Midlands Chamber of Commerce (Derbyshire, Nottinghamshire and Leicestershire), the Federation of Small Businesses (FSB) in

2

Nottinghamshire and Derbyshire and the CBI East Midlands on the Council's budget proposals.

- Consultation with the trade unions at a Corporate Joint Committee.

- Consultation with the Council's Improvement and Scrutiny Committee.

Cabinet will take account of the consultation when drawing up firm proposals to the Council.   Results will be communicated after the consultation has ended.

As in previous years, an initial Equality Impact Assessment (EIA) will be undertaken at a corporate level. It is anticipated that this corporate assessment will help identify areas where there is a significant risk of adverse impact which would then be subject to a full equality impact assessment process. Alongside the budget consultation, the budget saving proposals in the updated Five Year Financial Plan will be considered to assess which proposals will need a separate targeted consultation with staff, the public and/or with current/potential service users. The outcomes of these processes will be reported to Council/Cabinet as part of the budget process and specific assessments/consultation outcomes reported to Cabinet before decisions are made on individual services.

Five Year Financial Plan

The Council's Five Year Financial Plan 2020-21 to 2024-25 (FYFP) is being updated during 2020-21 and the results will be included in a report later in the year.

The FYFP will be updated again as part of the budget setting process, to reflect the Government's Autumn Budget, the outcome of the Comprehensive Spending Review 2020 for the period 2020-21 to 2023-24 and the Provisional Local Government Finance Settlement, which are expected to be announced in November / December 2020.

Reserves

The Council has in place a Reserves Policy which sets out the framework within which decisions will be made regarding the level of reserves. In line with this framework the balance and level of reserves over the medium term are regularly monitored to ensure they are adequate to manage the risk of the Council. This covers both the General and Earmarked Reserves.

The results of a review of the General Reserves Position is included in the FYFP in a separate report to this meeting. A review of the Earmarked Reserves Position is being undertaken and the results will be included in a report to Cabinet in November 2020.

3   Other Considerations

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

4   Background Papers

Papers held electronically by Technical Section, Finance & ICT Division, Room 137, County Hall.

5   Key Decision

No.

6   Officer's Recommendations

That Cabinet:

(i)   Approves the timetable for completion of the 2021-22 budget, including arrangements for consultation with stakeholders and the carrying out of an assessment of the need for full equality impact assessment on budget saving proposals.

(ii)   Notes the proposals for reviewing and updating the Five Year Financial Plan.

(iii)   Notes the arrangements for reviewing Earmarked Reserves and updating the General Reserve projections.

PETER HANDFORD

Director of Finance & ICT

Budget Preparation Timetable

Mid September 2020	Deadline for 2021-22 budget savings proposals to be submitted to the Director of Finance & ICT approved by Executive Directors for direct inclusion in Revenue Budget Report.
September - October 2020	Public budget consultation, forming part of the "Your Council, Your Voice Survey".
September - October 2020	Virtual conversations and focus groups with residents.
October 2020	Results of public budget consultation available for informing the Revenue Budget Report and reporting in the Budget Consultation Report.
November - December 2020	Priorities for revenue and capital spending, budget savings and risks facing the Council are evaluated. Improvement and Scrutiny Committee consulted. Trades Unions consulted. Business Ratepayers consulted. Outcome of the Government's Autumn Budget and Comprehensive Spending Review 2020 analysed.
December 2020	Government announces details of Provisional Local Government Finance Settlement.
15 January 2021	Deadline for collection fund and business rates figures to be submitted to the Council by district/borough councils.
21 January 2021	Cabinet considers report on final revenue/capital settlements, results of consultation/budget priorities, reserves position and five year financial plan and determines budgets and Council Tax recommendations to Full Council.
31 January 2021	Deadline for taxbase figures to be submitted to the Council by district/borough councils.
3 February 2021	Council debates Cabinet recommendations/results of consultation and determines revenue/capital budgets and Council Tax level for 2021-22.
1 March 2021	Notify district/borough councils of precepts.

* Dates in bold are statutory deadlines. Date in italics is a key milestone in the timetable. These dates must be met. The other dates are for indication only.

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PUBLIC

DERBYSHIRE COUNTY COUNCIL

CABINET

Report of the Executive Director Commissioning, Communities and Policy

10 September 2020

**HEAGE EDUCATIONAL CHARITY, CHESTERFIELD SCHOOL FOUNDATION AND LONG EATON CHARITIES
(Strategic Leadership, Culture & Tourism/Young People)**

In considering this report Cabinet will be acting, on behalf of the County Council, as Trustee of the Charities.

1.   Purpose of the Report

To ask Cabinet to approve the annual reports and accounts of the Heage Educational Charity and Chesterfield School Foundation ('the Charities') for 2018 – 2019, and the transfer of three educational charities which benefit schools in Long Eaton, for which the Council is trustee, to Foundation Derbyshire

2.   Information and Analysis

2.1   Annual Report and Accounts

Heage Educational Charity is a charitable trust governed by the provisions of a Charity Commission Scheme dated 20 October 1997. The Charity primarily benefits the pupils and former pupils of Heage and Ambergate Primary Schools, and secondly, young people resident in the Parish of Ripley, and has a substantial endowment. It also owns land at Ambergate which is used by Ambergate Primary School as its detached playing field as well as being leased by the Charity to Ambergate Cricket Club.

Chesterfield School Foundation benefits pupils and former pupils of the 6 secondary schools which were in the Borough of Chesterfield prior to Local Government Reorganisation in 1974. These are now Brookfield School, Outwood Newbold Academy, Parkside School, Hasland Hall School, St. Mary's RC High School and Whittington Green School.

Heage Educational Charity and Chesterfield School Foundation are two of the 47 educational charities for which Derbyshire County Council is currently sole trustee. On 23rd April 2020 Cabinet approved the transfer of these educational charities to Foundation Derbyshire. The process of transferring the trusts has begun, however the County Council is still required to submit annual returns for these two charities up to the point of transfer. This report is in respect of the charities' annual returns for 2018-2019.

In 2019 the interest paid by the Council since 2012-13 on individual funds' cash balances was increased to an amount equivalent to that payable had the money been invested in a medium-risk rated diversified investment fund from 2012-13 to 2018-19. Consequently the charities were awarded additional interest which, when added to the base rate of interest which had already been accrued, was equivalent to compounded market interest of 3.7% from 2012-13 – 2018-19.

On 25th March 2019, Chesterfield School Foundation received £68,855.11 of additional interest to cover the period 2012-13 to 2018-19, over and above the £1,774 of interest it received in 2018-19 at base rate, and Heage Educational Charity received £122,463.44 of additional interest, over and above the £3,531.73 of interest it received in 2018-19 at base rate.

As registered charities with a gross annual income each of over £25,000 for the financial year 2018/19, Chesterfield School Foundation and Heage Educational Charity are required to submit annual returns to the Charity Commission, together with a trustee annual report, accounts and an independent examiner's report. The independent examiner's report is a report prepared by an independent person or accountancy firm, the purpose of which is to give the charity's trustees, beneficiaries and the wider public some independent assurance that the charity's money has been properly accounted for and accurate accounting records kept.

The charities' accounts for the year 2018/19 are attached to this report for approval (see Appendix 1), together with the Trustee's Annual Report.

2.2 Long Eaton educational charities

The report to Cabinet on 23rd April 2020 also referred to three educational charities established for the benefit of pupils at three Long Eaton schools – The John and Mary Crowe Scholarships, The John R Davis Memorial Prizes Fund and The Ernest W Roper Memorial Prize Fund which had also been inactive for some time and not fulfilling their objects.

The report advised that further enquiries were needed as there appeared to be other local trusts with similar purposes to which these funds might be transferred and Cabinet agreed to receive a further report in due course (Minute No 71/20 refers).

Those enquiries have been completed and it has been established that the purposes for which the above three trusts were set up could not be met by those other local trusts within their own charitable objects.

It is therefore proposed that the three charities should also be transferred to Foundation Derbyshire along with the other 43 for which Cabinet has already approved the transfer.

Foundation Derbyshire would manage the John and Mary Crowe Scholarships as a separate fund for the continued benefit of pupils and former pupils of Long Eaton School and Wilsthorpe School, and the other two, smaller, trusts would be incorporated into the Derbyshire Education Fund to be set up by Foundation Derbyshire for the benefit of pupils and former pupils of named schools included in that fund.

3   Financial Considerations

Copies of the 2018-19 accounts, Trustee's Report and Independent Examinations for Heage Educational Charity and Chesterfield School Foundation are attached to this report.

4   Legal Considerations

The Charities Act 2011 s. 163 requires charity trustees to prepare annual reports and submit these to the Charity Commission.

S. 145 of the same Act requires that a charity's accounts are examined independently where its gross income for the financial year exceeds £25,000.

5   Other Considerations

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

6   Background Papers

The Charity Commission Scheme for Heage Educational Charity and Chesterfield School Charity and Charity Commission guidance for Trustees. File held by the Director of Legal Services.

7   Key Decision   No.

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

9   Officer's Recommendation   That Cabinet:-

9.1   approves the draft Trustee's Annual Reports and accounts of the Heage Educational Charity and Chesterfield School Foundation for 2018-2019;

9.2   approves the transfer of John and Mary Crowe Scholarships, John R Davis Memorial Prizes Fund and the Ernest Roper Memorial Prize Fund to Foundation Derbyshire to be administered as set out in the report to Cabinet of 23rd April 2020;

9.3   authorises the Director of Legal Services to execute all documents necessary for the purposes of the transfers of the John and Mary Crowe Scholarships, the John R Davis Memorial Prizes Fund and the Ernest W Roper Memorial Prize Fund to Foundation Derbyshire;

9.4   authorises the Director of Finance & ICT to transfer the funds of the John and Mary Crowe Scholarships, the John R Davis Memorial Prizes Fund and the Ernest W Roper Memorial Prize Fund held by the County Council to Foundation Derbyshire once the legal transfers have been completed.

Emma Alexander
Executive Director Commissioning, Communities and Policy

Charity Name **Heage Educational Charity**		No (if any) **1069480**	
Receipts and payments accounts			**CC16a**
For the period from	Period start date 01/04/18	**To**	Period end date 31/03/19

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Interest	-	125,995	-	125,995	-
Rent	-	750	-	750	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	-	126,745	-	126,745	-
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	-	126,745	-	126,745	-
A3 Payments					
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
A4 Asset and investment purchases. (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	-	-	-	-	-
Net of receipts/(payments)	-	126,745	-	126,745	-
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	532,049	-	532,049	-
Cash funds this year end	-	658,794	-	658,794	-

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Bank Account	-	658,794	-
		-	-	-
		-	-	-
	Total cash funds	-	658,794	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets				-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval

Charity Name	No (if any)
Chesterfield Schools Foundation	**0527170**

Receipts and payments accounts

For the period from	Period start date 01/04/18	To	Period end date 31/03/19

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £
A1 Receipts				
Interest	-	70,629	-	70,629
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Sub total *(Gross income for AR)*	-	70,629	-	70,629
A2 Asset and investment sales, (see table).				
	-	-	-	-
	-	-	-	-
Sub total	-	-	-	-
Total receipts	-	70,629	-	70,629
A3 Payments				
Security - Hurst House	-	5,646	-	5,646
Gas - Hurst House	-	361	-	361
Electricity - Hurst House	-	1,933	-	1,933
Water - Hurst House	-	271	-	271
EPC - Hurst House	-	325	-	325
Solicitors - Advice re Charity Commission Enquiry	-	480	-	480
Reprographics - Hurst House	-	78	-	78
	-	-	-	-
	-	-	-	-
Sub total	-	9,094	-	9,094
A4 Asset and investment purchases, (see table)				
	-	-	-	-
	-	-	-	-
Sub total	-	-	-	-
Total payments	-	9,094	-	9,094
Net of receipts/(payments)	-	61,535	-	61,535
A5 Transfers between funds	-	-	-	-
A6 Cash funds last year end	-	272,497	-	272,497
Cash funds this year end	-	334,032	-	334,032

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
B1 Cash funds	Bank Account	-	334,032
		-	-
		-	-
	Total cash funds	**-**	**334,032**
	(agree balances with receipts and payments account(s))	OK	OK

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £
B2 Other monetary assets		-	-
		-	-
		-	-
		-	-
		-	-
		-	-

	Details	Fund to which asset belongs	Cost (optional)
B3 Investment assets			-
			-
			-
			-
			-

	Details	Fund to which asset belongs	Cost (optional)
B4 Assets retained for the charity's own use			-
			-
			-
			-
			-
			-
			-
			-
			-

	Details	Fund to which liability relates	Amount due (optional)
B5 Liabilities			-
			-
			-
			-
			-

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name

CC16a

Last year

to the nearest £

-
-
-
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**Endowment
funds**
to nearest £

-
-
-
-

OK

**Endowment
funds**
to nearest £

-
-
-
-
-
-

**Current value
(optional)**

-
-
-
-
-

**Current value
(optional)**

-
-
-
-
-
-
-
-
-

**When due
(optional)**

Date of
approval

Trustees' Annual Report for the period

From 1st April 2018   **Period start date To 31st March 2019**
Period end date

Charity name: The Heage Educational Charity

Charity registration number: 1069480

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	To provide for the Ambergate Primary School and the Heage Primary School such special benefits not normally provided by the local education authority as may from time to time be agreed between the trustee and the governors of the schools; and to advance the education (including social and physical training) of pupils and former pupils of the said who are under the age of 25 years; and to promote the education (including social and physical training) of other persons under the age of 25 years who are resident in the Parish of Ripley.
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	The Charity accepts requests for funding that fall within its objects and in considering such requests has regard to the guidance on public benefit issued by the Charity Commission.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	The Charity accepts requests for funding that fall within its objects and in considering such requests has regard to the guidance on public benefit issued by the Charity Commission.

Additional information (optional)
You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	
	Para 1.38	

Policy on social investment including program related investment		
Contribution made by volunteers	Para 1.38	
Other		

Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	In recent years the charity has providing funding to the two schools that are beneficiaries, which has been used for building work, IT equipment, training and staffing. The charity purchased land adjacent to the A610 in 2015 for use by Ambergate Primary School as a detached playing field. This land is also leased to Ambergate Cricket Club, which provides an income to the charity as well as benefitting the local community.

Additional information (optional)
You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	
Performance of fundraising activities against objectives set	Para 1.41	
Investment performance against objectives	Para 1.41	

Other		

Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	In 2019 the interest paid by the Council since 2012-13 on individual funds' cash balances was increased to an amount equivalent to that payable had the money been invested in a medium-risk rated diversified investment fund from 2012-13 to 2018-19. Consequently the charity was awarded additional interest which, when added to the base rate of interest which had already been accrued, was equivalent to compounded market interest of 3.7% from 2012-13 – 2018-19. The Charity received £122,463.44 of additional interest, over and above the £3,531.73 of interest it received in 2018-19 at base rate.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	The Charity's reserves are to be used in meeting the proper costs of administering the Charity, furthering the objects of the Charity and managing its assets.
Amount of reserves held	Para 1.22	658,794.22
Reasons for holding zero reserves	Para 1.22	N/A
Details of fund materially in deficit	Para 1.24	N/A
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	The Charity is one of 47 educational charities for which the Council is sole trustee. Some of these charities are nominal in value with an annual income of only a few pounds and some were established for purposes or beneficiaries which no longer exist. The Council's Cabinet on 23rd April 2020 approved the transfer of the management the majority of these charities, including Chesterfield School Foundation, using the Revitalising Trusts Programme, to Derbyshire Community Foundation (operating as Foundation Derbyshire). The process of transferring the trusts has begun.

Additional information (optional)
You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	

Investment policy and objectives including any social investment policy adopted	Para 1.46	
A description of the principal risks facing the charity	Para 1.46	
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	**Charity Commission Scheme dated 20th October 1997**
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	**Trust**
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	**Appointed by Scheme**

Additional information (optional)
You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	
The charity's organisational structure and any wider network with which the charity works	Para 1.51	
Relationship with any related parties	Para 1.51	
Other		

Reference and Administrative details

Charity name	The Heage Educational Charity
Other name the charity uses	
Registered charity number	1069480
Charity's principal address	Derbyshire County Council County Hall Smedley Street Matlock DE4 3AG

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Derbyshire County Council			
2				
3				
4				
5				
6				
7				
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18				
19				
20				

Corporate trustees – names of the directors at the date the report was approved

Director name		

Name of trustees holding title to property belonging to the charity

Trustee name	Dates acted if not for whole year	

Funds held as custodian trustees on behalf of others

Description of the assets held in this capacity	N/A
Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects	N/A
Details of arrangements for safe custody and segregation of such assets from the charity's own assets	N/A

Additional information (optional)

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

Exemptions from disclosure

Reason for non-disclosure of key personnel details

Other optional information

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	*Simon Hobbs*	
Full name(s)	Simon Hobbs	
Position (eg Secretary, Chair, etc)	Solicitor and Authorised Officer	
Date	02/06/20	

Trustees' Annual Report for the period

From 1st April 2018   **Period start date   To 31st March 2019**
Period end date

Charity name: Chesterfield School Foundation

Charity registration number: 0527170

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	The objects of the Charity are: 1) to promote education by the provision of equipment and other items, services and facilities for any secondary school in the former Borough of Chesterfield as it subsisted immediately prior to 1st April 1974; 2) to promote in either of the following ways as the Council shall fit, either generally or individually, the education (including social and physical training) of persons over 11 years of age but who have not attained the age of 25 years, who are in need of financial assistance and who are attending or have attended a school in the said former Borough:- i) by awarding to such persons scholarships, exhibitions, bursaries, maintenance allowances or grants tenable at any school, university, college of education, or other institution of further (including professional and technical) education approved for the purpose by the Council; ii) by providing financial assistance, outfits, clothing, tools, instruments or books to assist such persons to pursue their education (including the study of music and other arts), to undertake travel in furtherance thereof, or to prepare for or enter a profession, trade, occupation or service on leaving school, university, or other educational establishment. In respect of land identified in the Scheme, this is appropriated by the Council for the purposes of an academy.
Summary of the main activities in relation to those	Para 1.17 and 1.19	The Charity accepts requests for funding that fall within its objects and in considering

purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.		such requests has regard to the guidance on public benefit issued by the Charity Commission.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	The Charity accepts requests for funding that fall within its objects and in considering such requests has regard to the guidance on public benefit issued by the Charity Commission.

Additional information (optional)
You may choose to include further statements where relevant about:

	SORP reference	
Policy on grant making	Para 1.38	
Policy on social investment including program related investment	Para 1.38	
Contribution made by volunteers	Para 1.38	
Other		

Achievements and Performance

	SORP reference	

Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	In recent years the Charity has supported the work of the Chesterfield and Bolsover Learning Community to continue and expand a project to support educational provision for young people at risk of exclusion from mainstream education.

Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	
Performance of fundraising activities against objectives set	Para 1.41	
Investment performance against objectives	Para 1.41	
Other		

Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	In 2019 the interest paid by the Council since 2012-13 on individual funds' cash balances was increased to an amount equivalent to that payable had the money been invested in a medium-risk rated diversified investment fund from 2012-13 to 2018-19. Consequently the charity was awarded additional interest which, when added to the base rate of interest which had already been accrued, was equivalent to compounded market interest of 3.7% from 2012-13 – 2018-19. The Charity received £68,855.11 of additional interest, over and above the £1,774 of interest it received in 2018-19 at base rate.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	The Charity's reserves are to be used in meeting the proper costs of administering the Charity, furthering the objects of the Charity and managing its assets.
Amount of reserves held	Para 1.22	334,032.20
Reasons for holding zero reserves	Para 1.22	N/A
Details of fund materially in deficit	Para 1.24	N/A
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	The Charity is one of 47 educational charities for which the Council is sole trustee. Some of these charities are nominal in value with an annual income of only a few pounds and some were established for purposes or beneficiaries which no longer exist. The Council's Cabinet on 23rd April 2020 approved the transfer of the management the majority of these charities, including Chesterfield School Foundation, using the Revitalising Trusts Programme, to Derbyshire Community Foundation (operating as Foundation Derbyshire). The process of transferring the trusts has begun.

Additional information (optional)
You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	

Investment policy and objectives including any social investment policy adopted	Para 1.46	
A description of the principal risks facing the charity	Para 1.46	
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	**Charity Commission Scheme**
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	**Trust**
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	**Appointed by Scheme**

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	
The charity's organisational structure and any wider network with which the charity works	Para 1.51	
Relationship with any related parties	Para 1.51	
Other		

Reference and Administrative details

Charity name	Chesterfield School Foundation
Other name the charity uses	Chesterfield School
Registered charity number	0527170
Charity's principal address	Derbyshire County Council County Hall Smedley Street Matlock DE4 3AG

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Derbyshire County Council			
2				
3				
4				
5				
6				
7				
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10				
11				
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18				
19				
20				

Corporate trustees – names of the directors at the date the report was approved

Director name		

Name of trustees holding title to property belonging to the charity

Trustee name	Dates acted if not for whole year	

Funds held as custodian trustees on behalf of others

Description of the assets held in this capacity	N/A
Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects	N/A
Details of arrangements for safe custody and segregation of such assets from the charity's own assets	N/A

Additional information (optional)

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

Exemptions from disclosure

Reason for non-disclosure of key personnel details

Other optional information

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	*Simon Hobbs*	
Full name(s)	Simon Hobbs	
Position (eg Secretary, Chair, etc)	Solicitor and Authorised Officer	
Date	02/06/20	

Independent Examiner's Report to the Trustee of Heage Educational Charity

I report to the charity trustee on my examination of the accounts of the charity for the year ended 31 March 2019 which are set out on the following pages.

Responsibilities and basis of report

As the charity's trustee you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Stephen Allen ACA FCCA
Allen, West and Foster Chartered Accountants
2 Broomgrove Road
Sheffield
S10 2LR

8 June 2020

Page 103

Independent Examiner's Report to the Trustee of Chesterfield Schools Foundation

I report to the charity trustee on my examination of the accounts of the charity for the year ended 31 March 2019 which are set out on the following pages.

Responsibilities and basis of report

As the charity's trustee you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Stephen Allen ACA FCCA
Allen, West and Foster Chartered Accountants
2 Broomgrove Road
Sheffield
S10 2LR

8 June 2020

CharterGroup   ICAEW CHARTERED ACCOUNTANTS

Author: Jenny Horsler
Ext: 38676

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Interim Strategic Director – Economy, Transport and Environment

DERBY AND DERBYSHIRE ANNUAL CASUALTY REPORT 2019 (HIGHWAYS, TRANSPORT AND INFRASTRUCTURE)

(1)   **Purpose of Report**   To bring to the Cabinet's attention the Derby and Derbyshire Annual Casualty Report 2019 and to seek approval for the wider publication of the report, both in electronic and printed form.

(2)   **Information and Analysis**   The Casualty Report is an annual publication that ensures information on road traffic collision trends is publicly available.

The Casualty Report shows road traffic casualty data within the areas covered by the Derby and Derbyshire Road Safety Partnership (DDRSP), Derbyshire County Council and Derby City Council, as well as detailed analysis of casualty trends within each Local Authority District/Borough. The Report will be used to guide casualty reduction work for each area.

Performance in casualty reduction is shown in the report as measured against agreed indicators. These use, as the baseline, the annual average number of killed and seriously injured (KSI) casualties between 2005 and 2009. The report links with the Community Safety Strategies, Public Health Joint Strategic Needs Analysis, Derbyshire County Council's Council Plan, DDRSP's Strategy and the Local Transport Plans, with a strong emphasis on reducing road casualties.

In 2019, across the DDRSP area (covering both the County and City Councils' areas), the total number of casualties increased to 2,191 casualties, the first rise after four successive annual reductions. This represents the highest level of recorded injury casualties of the last three years. The trend for recorded injury collisions was similar with a level of 1,705 collisions in 2019. Although serious and slight casualties increased, there were 11 fewer fatalities in 2019 compared with 2018.

Comparing 2019 with 2018, KSI casualties increased from 405 to 422 (4%) in the DDRSP area, representing the highest level since 2014. When measured against the Council's agreed killed and serious casualty reduction target, the DDRSP area is currently 34% above the 2019 annual milestone and therefore not on track to meet the 2020 target.

Early figures for casualties in the first half of 2020 show a drop in the numbers of KSI compared to the same period in 2019. This can mostly be attributed to the significant reduction in traffic levels associated with Coronavirus (COVID-19), but a full analysis of the impact will only be available in 2021.

It is the first time since 2014 that an increase in slight casualties has occurred, but this may partly be due to reporting methods. It is thought that higher volumes of slight casualties were reported once on-line reporting of collisions was available.

In the Derbyshire County Council area, during 2019, a total of 1,609 people were injured in Police reported collisions, of whom 35 people died and 322 were seriously injured.

A noticeable trend, particularly in the last few years, was an increase in casualties involving older people aged 60 years and over. This may partly be due to this age group comprising a growing proportion of the population. Derbyshire has a higher elderly residency than average. Increases were also recorded for collisions involving older pedestrians, motorcyclists and car passengers.

The casualty groups that were the furthest from meeting the 2020 target were adult pedal cyclists, older car drivers, motorcyclists (particularly those aged 45 to 65 years) and older pedestrians. Casualties involving vehicles driven by commuters, children and alcohol related collisions were also above the milestone.

Groups with a quicker reduction in KSI casualties and therefore on track to meet the 2020 target were young car drivers, vehicles driven as part of work and child pedal cyclists.

Detailed analysis of trends and patterns allows consideration of where to focus casualty reduction efforts. Interventions will include engineering improvements, education initiatives and enforcement, with contributions from all DDRSP partners.

Road safety initiatives in Derbyshire include workshops and training sessions aimed at different groups of motorcyclists (for example the Enhanced Rider Scheme and County Rider) and summer and winter Motorcycle Awareness Campaigns, including publicity and road-side posters on relevant routes.

Pedal cyclist training is rolled out to primary and junior school pupils and adults. Driving Safer for Longer sessions are held, providing advice and support for older car drivers aged 65 and over. First Gear is a training course providing pre-driver training for 15 to 17 year olds.

The Local Transport Plan capital programme for 2020-21 includes a comprehensive set of local road safety schemes in a programme valued at £1.728m. Other programmes of work, including carriageway, cycleway and greenway maintenance, will also have safety benefits for users.

The next few years will see safety improvements enabled from the Department for Transport (DfT) Safer Roads Fund award of nearly £6.8 million on A619, A5004 and A5012. As well as engineering measures and improvements to infrastructure, this award will include educational resources. New initiatives are planned, such as the use of virtual reality headsets with 360 degrees immersive technology, with imagery tailored towards road user groups, such as motorcyclists or older car drivers.

Subject to Cabinet's approval, it is proposed that the Casualty Report will be available to all on County Council and Road Safety Partners websites. Printed copies will be available for distribution to key officers where required.

The Casualty Report will continue the data-led approach to casualty reduction, highlighting the nature of problems, allowing detailed analysis to ascertain priorities, producing profiles of problem areas and tailoring solutions accordingly.

(3)   **Financial Considerations**   The production of the documents will be funded from existing budgets. Production and distribution costs total £70.

(4)   **Social Value Considerations**   The analysis of collision and casualty data ensures the Casualty Report provides the evidence and information to guide work in the areas of road traffic casualty reduction. This ensures that society benefits from reducing numbers of injured road users and that scarce resources are used most effectively.

Other Considerations

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

(5)   **Key Decision**   No.

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

(7) **Background Papers**   Held on file within the Economy, Transport and Environment Department.

(8) **OFFICER'S RECOMMENDATIONS**   That Cabinet:

8.1 Notes the current trends in road casualties as reported in the 'Derby and Derbyshire Annual Casualty Report 2019'.

8.2 Approves its wider publication both in electronic and printed form.

Tim Gregory
Director – Economy, Transport and Environment

Derby And Derbyshire Annual Casualty Report 2019

DERBYSHIRE County Council

DERBY & DERBYSHIRE ROAD SAFETY PARTNERSHIP

Derby City Council

Derby and Derbyshire Annual Casualty Report 2019

Executive Summary

The Derby and Derbyshire Road Safety Partnership (DDRSP) is focused on reducing the number and severity of road safety casualties and brings together people who are experts in enforcement, engineering and education. The Partnership has a multi-agency approach to casualty reduction and enables joint working by Derbyshire County Council, Derby City Council, Derbyshire Constabulary, Derbyshire Fire and Rescue Service and Highways England.

In 2019 the total number of reported casualties - killed, seriously injured and slight - from road traffic collisions increased for the first time after four successive annual reductions, to the highest level of the last three years. Although serious and slight casualties increased there were 11 less fatalities in 2019 compared with 2018.

However, killed and seriously injured (KSI) casualties increased from 405 to 422 (4%) in the DDRSP area comparing 2019 with 2018, representing the highest level since the year of 2014 and 34% above the 2019 annual milestone and therefore not on track to meet the 2020 target of a 50% reduction from a 2005 to 2009 baseline.

It is the first time since 2014 that an increase in slight casualties occurred and this may partly be due to reporting methods. It is thought that higher volumes of slight casualties were reported when members of the public were able to do this over the internet.

A noticeable trend, in the last few years, was an increase in casualties involving older people aged 60 years and over. This may be partly due to this age group comprising a growing proportion of the population and there is evidence Derbyshire has higher elderly residency than average. Increases occurred involving older pedestrians, motorcyclists and car passengers.

Groups the furthest from meeting the target were adult pedal cyclists, older car drivers, motorcyclists and older pedestrians. Vehicles driven by commuters, child casualties and alcohol related collisions were also not on track.

Young car drivers will always be a central strand of road safety, hence the acclaimed Young Driver Education Programme is rolled out annually to 16 and 17 year olds. Pedal cycling, both as a leisure activity and mode of transport, continues to become more popular and programmes of cycle related training are in place. There is also a focus on educational and assessed sessions for older drivers.

Established educational and training schemes continue to deliver results and are constantly updated to be responsive to changes in the wider world.

Derby and Derbyshire Annual Casualty Report 2019

Derby and Derbyshire Annual Casualty Report 2019

Contents

Derby and Derbyshire Road Safety Partnership

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
46	468	514	2700	3214	05-09 ave	51	523	574	3844	4418
30	323	353	2467	2820	2010	30	380	410	3506	3916
38	347	385	2435	2820	2011	39	383	422	3456	3878
23	350	373	2152	2525	2012	25	389	414	3134	3548
22	311	333	1953	2286	2013	25	353	378	2758	3136
35	423	458	1941	2399	2014	36	486	522	2647	3169
24	334	358	1789	2147	2015	25	374	399	2598	2997
32	306	338	1576	1914	2016	35	355	390	2177	2567
34	296	330	1310	1640	2017	36	328	364	1758	2122
49	313	362	1299	1661	2018	51	354	405	1671	2076
38	333	371	1334	1705	2019	40	382	422	1769	2191
-17%	-29%	-28%	-51%	-47%	% below average	-22%	-27%	-26%	-54%	-50%

Trends - All Casualties

Trends - KSI Casualties
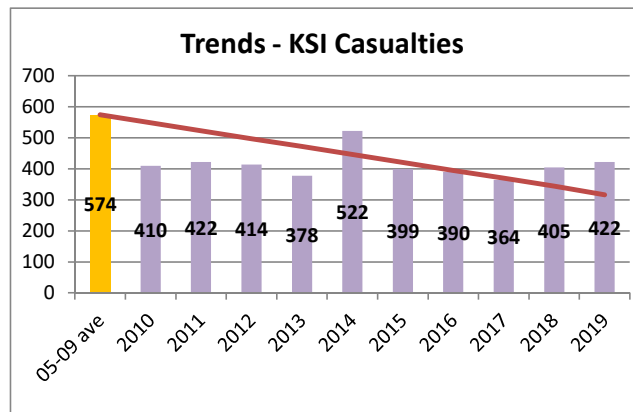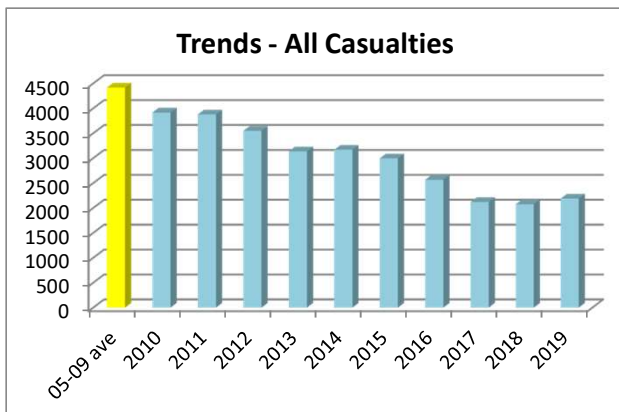
After four successive years of reductions there was an increase in 2019 to 2191 casualties, the highest level of the last three years.

A decrease occurred in fatalities compared with 2018, but in 2019 they were the second highest of the last ten years. KSI casualties were the highest (422) since 2014, albeit 100 casualties lower. At 26% (152) below the 2005 to 2009 average they were not on track to meet Derbyshire's target of a 50% reduction by 2020.

KSI Collisions by Type

All Collisions by Type
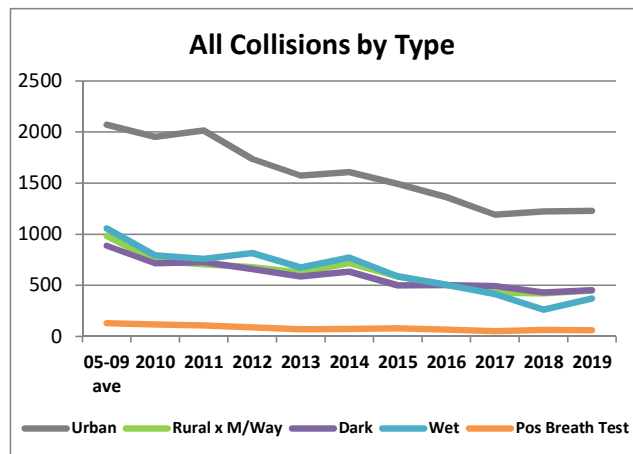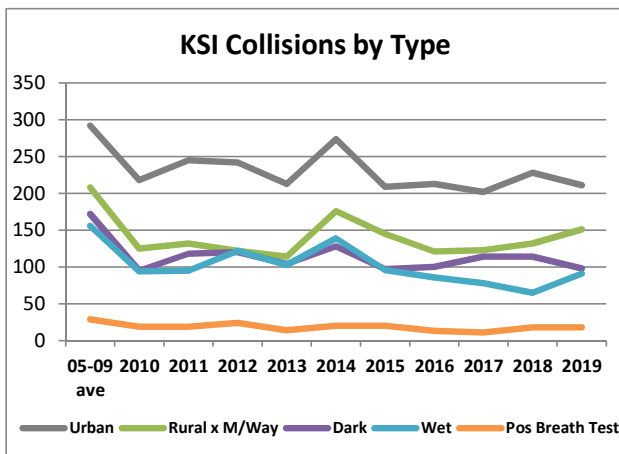
In 2019 KSI collisions increased on wet roads and rural roads. Groups with a trend of slower reductions were older car drivers, adult pedal cyclists, pedestrians, notably older pedestrians and motorcyclists.

Derby and Derbyshire Road Safety Partnership

Killed and Serious Road User Casualty Trends
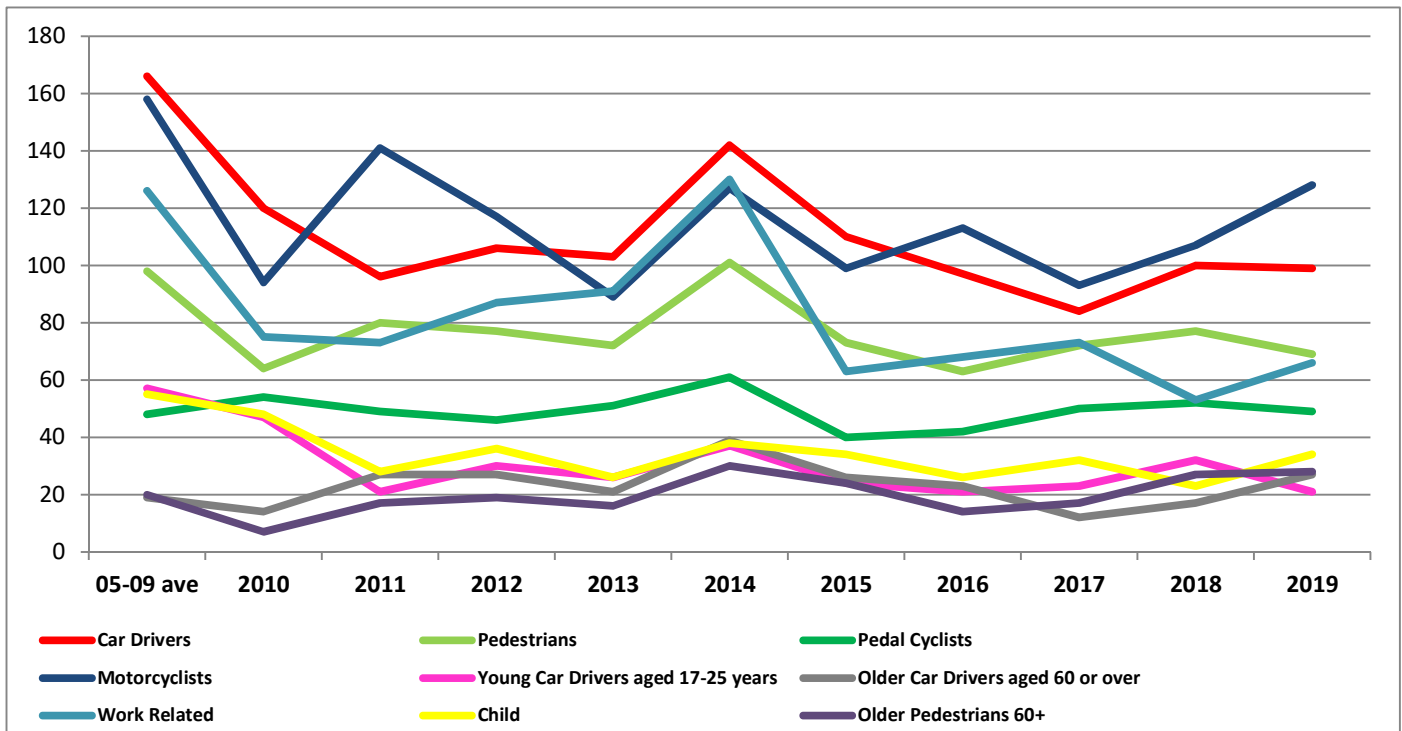
The Partnership brings together people who are experts in enforcement, engineering and education and enables joint working by Derbyshire County Council, Derby City Council, Derbyshire Fire and Rescue Service, Derbyshire Constabulary and Highways England in order to have a multi-agency approach to casualty reduction.

There is potential to develop the Partnership to ensure it maximises it's future potential. Activities are being developed and more details will be available in the forthcoming DDRSP Strategy document. Actions will be based on data led evidence and directed towards casualty types with increasing trends, slower reductions or representing higher than average proportions.

Evidence of Trends

In 2019, KSI casualties in almost all the big road user groups, except young car drivers, increased compared with 2018 and most groups were not on track towards meeting the 2020 casualty reduction target of a 50% reduction in KSI casualties from the 2005 to 2009 average. Several groups that had consistently reduced over the years incurred increases in 2019, including children, car passengers and collisions on wet road surfaces. These groups will be monitored to see if they are the start of emerging trends.

Motorcyclist Casualties (28% of KSI casualties in the last 3 years)

The most noticeable increase in KSI casualties in the last two years in DDRSP area was in motorcyclists.

Motorcyclists killed or seriously injured rose to 128 casualties in 2019, the highest level since 2011. There were 9 rider fatalities in 2019 and 48 over the last five years. Evidence shows that motorcyclist casualties fluctuate annually depending on weather patterns, and in years with fine, dry summers they are consistently above the milestone targets. In 2019 they were 41 casualties (47%) above the milestone.

Derby and Derbyshire Road Safety Partnership

Casualty Trends of Road User Groups

Motorcyclists (continued)

In 2019, riders of large bikes, killed or seriously injured, comprised 56% of known motorcycle cc sizes whilst small bikes under 125cc comprised 32%. Since 2013, the general trend was a faster increase in KSI casualties on large bikes.

A few years ago, an emerging trend was showing a growth in riders involved on mid-range bikes of 125 to 500cc, which was thought due to younger riders upgrading their bikes.

In recent years, riders killed or seriously injured have gradually become older, with increasing proportions of 45 to 65 year olds. Sixteen to 19 year old rider KSI casualties reduced up to 2019, but the older age group rose to 6 casualties above the 2005 to 2009 average.

Analysis shows that the larger the size of bike, the higher the proportion of riders live out of the county. It is evident that Derbyshire's roads attract recreational bikers who may not be familiar with the roads.

Adult Pedal Cyclists (11% of KSI casualties in last 3 years)

In the last four years, since 2015, adult pedal cyclists killed or seriously injured steadily increased. Adult pedal cyclist KSI casualties were consistently not on track to meet the annual milestones and were 25 casualties (119%) above the 2019 milestone.

Casualties on rural roads reduced slower than those on urban roads. There is evidence that Derbyshire's hills attract recreational cyclists and collisions on gradients show a higher than average rate of killed and serious injury.

During summer weekends, in the last four years, over a third of adult pedal cyclists injured lived outside of Derbyshire. This is a growing proportion, and will be monitored.

On weekends, riders injured are more likely to be males in their 40s or 50s, whereas on weekdays the age range is more spread out.

Pedestrians (18% of KSI casualties in last 3 years)

In 2019, pedestrian KSI casualties were 15 casualties (28%) above the milestone and in the last two years increased by 8% compared with the preceding 2 years.

Older pedestrian KSI casualties (60 years and over) were further from the milestone and 2019 was the highest level of the last ten years, apart from 2014. Older pedestrians comprised 41% of all pedestrian KSI casualties in 2019.

However, there was a reducing trend in child pedestrians (0 to 15 years) killed or seriously injured over recent years and they were exactly level with the milestone target in 2019.

Derby and Derbyshire Road Safety Partnership

Casualty Trends of Road User Groups

Older Car Drivers aged 60 and over (5% of KSI casualties in last 3 years)

Older car driver KSI casualties were consistently not on track to meet the annual milestones and in 2019, were 27 casualties (145%) above. After a dip in 2017, older car drivers killed or seriously injured rose to the same level in 2019 as in 2015.

After a peak in 2014, male older driver involvement in collisions, reduced at a faster pace than females, but male drivers were a greater proportion (68% in 2019). Over half of older car drivers injured were in their 60s, but when compared with the population of different age bands, the risk was higher for those in their late 70s and 80s.

A disproportionately high level of older car drivers were in collisions whilst turning right (16%) compared to drivers aged 26 to 59 years (11%). Older car drivers have proportionately less collisions at roundabouts, on dual carriageways and on motorways, but this may be because they have a tendency to avoid using them.

Young Car Drivers (6% of KSI casualties in last 3 years)

After a fairly stable three years, the number of young car drivers killed or seriously injured increased in 2018 but then reduced in 2019 to 11 casualties (34%) below the milestone target.

212 young car drivers were injured on Derbyshire's roads in 2019, comprising 10% of all casualties, but 534 people were injured in collisions where a young car driver was involved, 24% of all casualties.

88% of young car driver collisions occurred less than 10 miles from the young driver's home.

Work Related Casualties (on way to/from work or driving for work, including pedestrians injured) (16% of KSI casualties in last 3 years)

Work related KSI casualties increased to a peak in 2014 and since 2015 have remained fairly stable, but at a lower level. In 2019, with 66 casualties, they were one of the few road user groups on track to meet the 2020 casualty reduction target at 4% below the milestone.

In 2019, 415 collisions or 24% of collisions on Derbyshire's roads involved one or more drivers/riders on a work related journey.

Driving for work KSI collisions have been fairly stable over the last four years and in 2017 were about the same level as those involving commuters. However, commuter collisions reduced in both 2018 and 2019. Trends will continue to be monitored as economic and other events inevitably have a bearing on work related collision patterns.

Children (7% of KSI casualties in last 3 years)

In total, children comprise 9% of Derbyshire's road casualties, and will always be a focus of road safety initiatives. Levels fluctuate from year to year, but increased in 2019, in particular children injured as car passengers.

Derby and Derbyshire Casualty Reduction Activities

Casualty reduction is based on an evidence led approach. Analysis of collision trends directs work to the geographic locations and road user groups with the highest risk.

Established work includes:

- Education and training work in schools and colleges, delivered by Road Safety Officers. The Child Safety Audit identifies areas and demographic groups where risk is highest. Every nursery school and college has access to free resources and support for road safety learning, but area of highest risk also receive proactive, dedicated support in the classroom.

- Child car seat checks to advise members of the public and professionals responsible for the care and transportation of children.

- Multi-agency working including Police seatbelt enforcement campaigns.

- Delivery of pedal cycle training for Year 6 pupils in primary and junior schools. Further expansion of cycle delivery is currently being worked on.

- County Rider Adult Cyclist Training Programme for anyone aged 18 years or over who lives works or studies in Derbyshire.

- First Gear Training Course which provides pre-driver training for 15 to 17 year olds.

- The award winning Young Driver Education Programme, available to all schools and colleges.

- Driving Safer for Longer, a session providing advice, support and assessed driver sessions for older drivers aged 65 and over who live in Derbyshire.

- Pre Compulsory Basic Training (CBT) workshops enabling 15 to 18 year old motorcyclists to learn from a two hour safety workshop.

- CBT Plus giving a 3 hour moped training session to Derbyshire residents aged up to 23 year old.

- Enhanced Rider Scheme (ERS) providing motorcyclists with a free 2 hour practical motorcycle riding skills check.

- UpRight biker events at dealers across the County and Biker Down courses for Derbyshire residents.

- An annual summer Motorcycle Awareness Campaign including roadside posters on the worst rural routes and summer and winter campaigns centred on junctions, including locations in Derby.

- Participating in the National Young Rider Forum, aimed at riders aged 14 to 16 years, the 'Shiny Side Up' partnership, Road Safety GB, the leading national road safety organisation and sharing best practice in the Midlands Service Improvement Group.

- Detailed investigations to formulate annual programmes of Casualty Reduction engineering schemes, targeted at sites or routes with common collision patterns. Monitoring of sites ha proven that the schemes have a postive effect in reducing collisions.

- Delivering the Department of Transport Safer Roads Fund bid including engineering improvements to three routes, plus educational initiatives, including the use of headsets with immersive technology, using imagery tailored to individual road user groups.

- Moving towards the 'Safe System' approach including assessments of safer infrastructure on the worst routes.

Derbyshire County Council

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
40	**369**	**409**	**2039**	**2448**	**05-09 ave**	**45**	**419**	**464**	**2959**	**3424**
29	240	269	1753	2022	**2010**	29	290	319	2492	2811
34	261	295	1722	2017	**2011**	35	295	330	2506	2836
19	275	294	1573	1867	**2012**	21	312	333	2328	2661
21	240	261	1394	1655	**2013**	24	278	302	2004	2306
29	331	360	1382	1742	**2014**	30	386	416	1895	2311
22	266	288	1276	1564	**2015**	23	301	324	1913	2237
29	236	265	1112	1377	**2016**	31	283	314	1552	1866
30	237	267	916	1183	**2017**	32	266	298	1273	1571
40	249	289	905	1194	**2018**	42	288	330	1207	1537
33	**276**	**309**	**929**	**1238**	**2019**	**35**	**322**	**357**	**1252**	**1609**
-18%	-25%	-24%	-54%	-49%	**% below average**	-22%	-23%	-23%	-58%	-53%

Trends - All Casualties

Trends - KSI Casualties
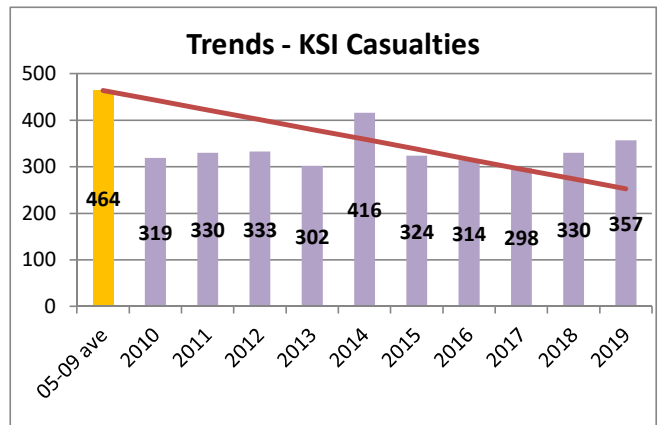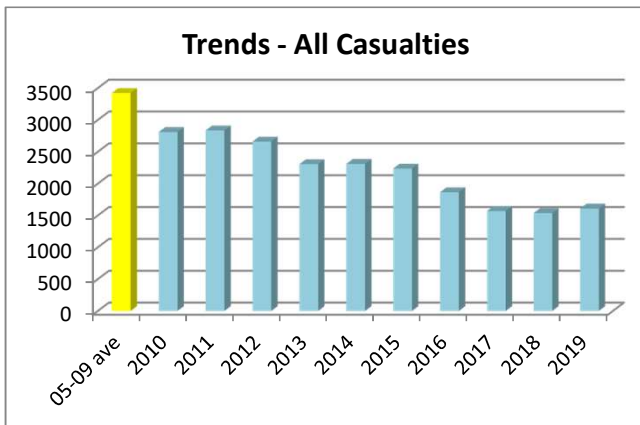
The 2019 level of 1609 casualties was the highest since 2016 but 53% (1815) below the 2005 to 2009 average.

After a peak in 2014, KSI casualties reduced in the next three years then increased in 2018 and 2019. KSI casualties (357) were the highest since 2014. At 23% (107) below the 2005 to 2009 average they were not

All Collisions by Type

KSI Collisions by Type
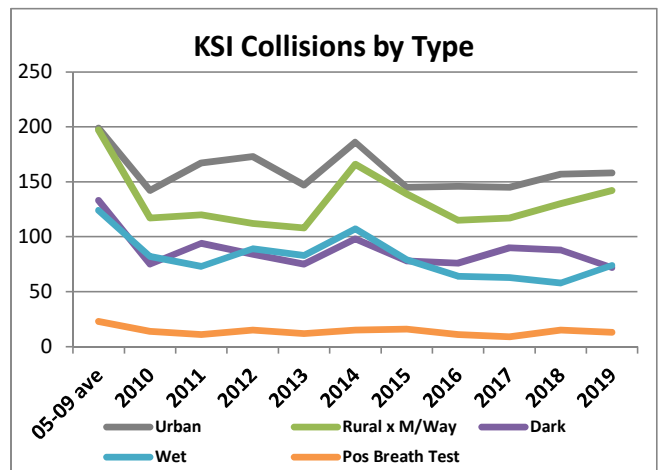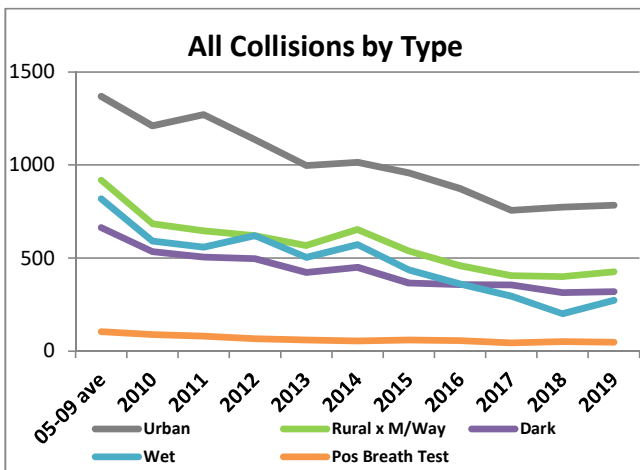
There was an increasing trend in both urban and rural KSI collisions after 2016. Collisions on urban roads were further from the 2019 milestone than collisions on rural roads. Groups with slower reductions were older car drivers, adult pedal cyclists, pedestrians, particularly older pedestrians and motorcyclists.
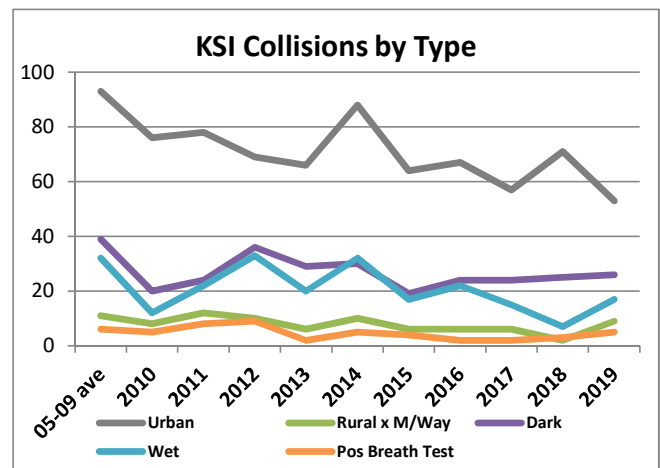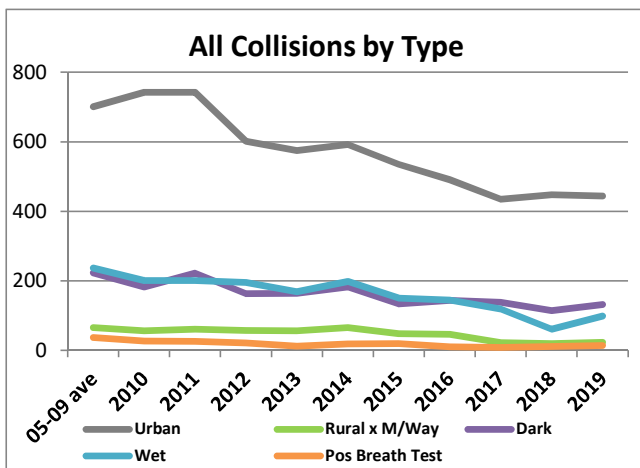
Derby City Council

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
6	99	105	661	766	05-09 ave	6	104	110	885	995
1	83	84	714	798	2010	1	90	91	1014	1105
4	86	90	713	803	2011	4	88	92	950	1042
4	75	79	579	658	2012	4	77	81	806	887
1	71	72	559	631	2013	1	75	76	754	830
6	92	98	559	657	2014	6	100	106	752	858
2	68	70	513	583	2015	2	73	75	685	760
3	70	73	464	537	2016	4	72	76	625	701
4	59	63	394	457	2017	4	62	66	485	551
9	64	73	394	467	2018	9	66	75	464	539
5	57	62	405	467	2019	5	60	65	517	582
-17%	-42%	-41%	-39%	-39%	% below average	-17%	-42%	-41%	-42%	-42%

Trends - All Casualties

Trends - KSI Casualties
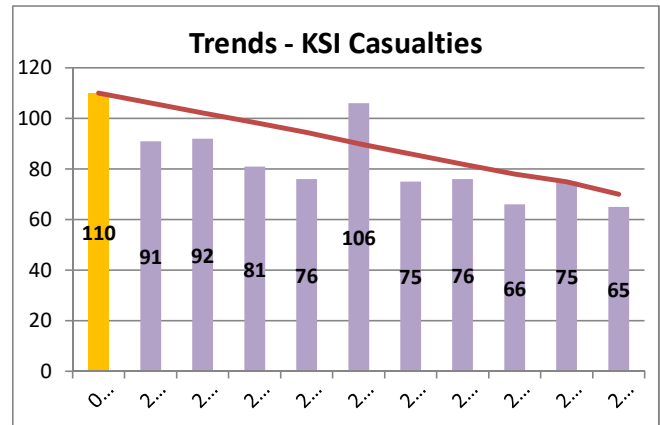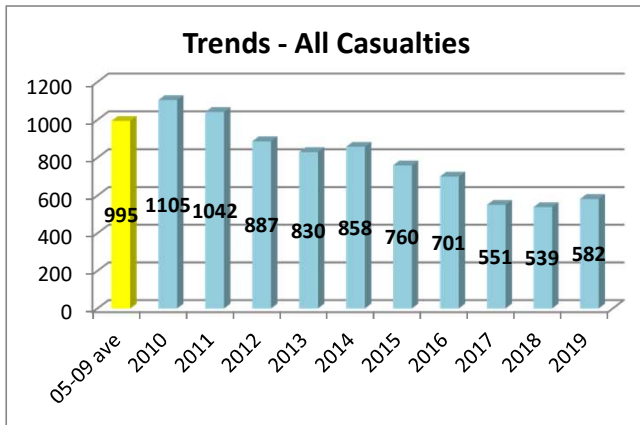
In 2019, all casualties rose slightly after the lowest year ever in 2018 and were 42% (413) below the 2005 to 2009 average.

After a rise in 2014, killed and serious casualties reduced, remained fairly level and were at their lowest ever level in 2019. KSI casualties were 41% (45) below the 2005 to 2009 average and on track to meet Derby City's target of a 40% reduction by 2020.

All Collisions by Type

KSI Collisions by Type

KSI collisions on wet road surfaces increased in 2019 but those in the hours of darkness remained stable.

Collisions where a positive breath test was obtained rose slightly over the last 2 years.

Derby City Council

Killed and Serious Road User Casualty Trends
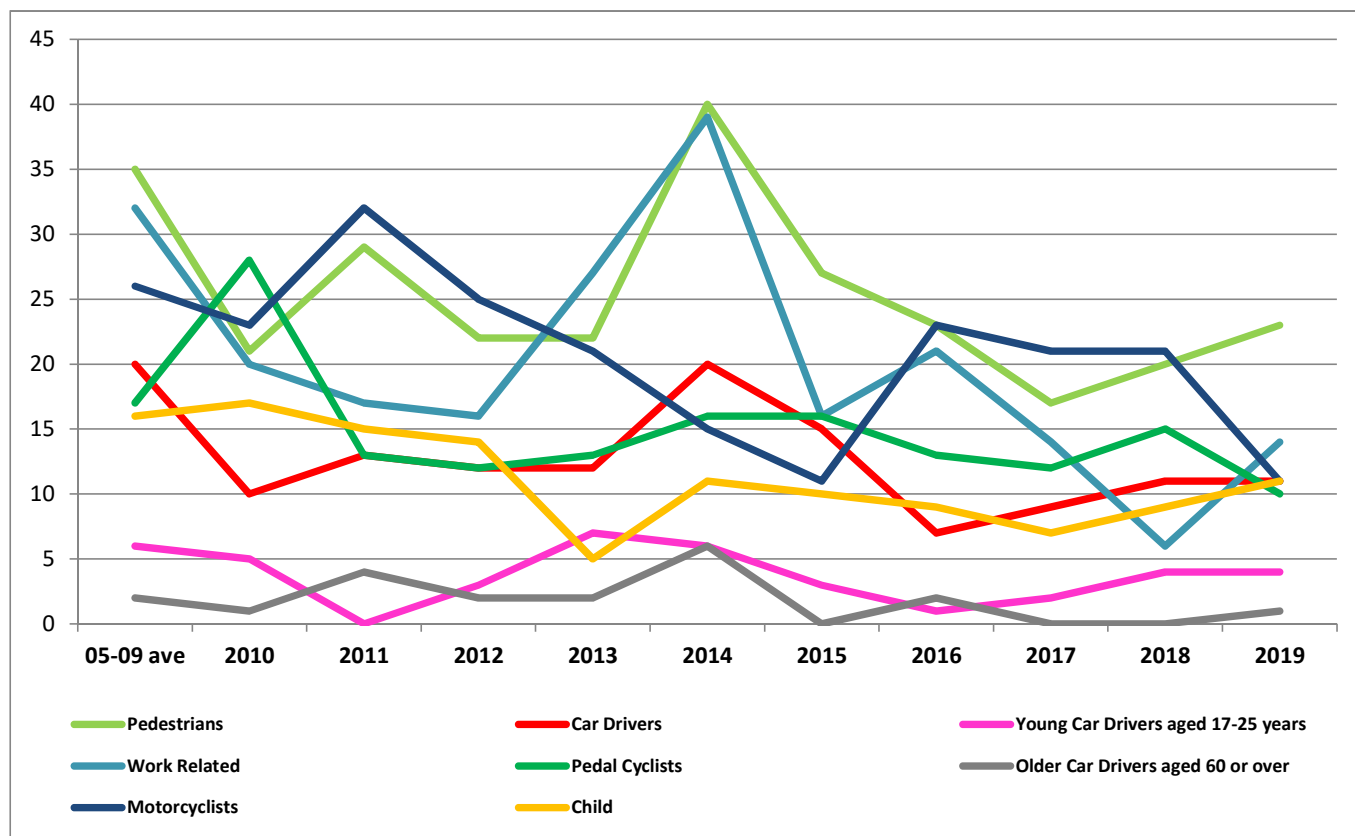
In 2019, there was a slight upturn in KSI casualties involving work related casualties, pedestrians, car passengers, children and young car drivers but motorcyclists reduced to the lowest level of the last fifteen years. Only one older car driver was killed or seriously injured.

The casualty pattern in Derby is different from that of the Derbyshire County Council area. In the City, pedestrians, adult pedal cyclists, children and collisions in the hours of darkness comprise higher proportions whilst car users comprise lower proportions. In the last 3 years, over half (53%) of motorcyclists injured in the City were riding small bikes under 125cc, compared with 36% in the the County Council area.

In 2019, groups not on track to meet the 2020 KSI casualty reduction target were pedestrians, particularly older pedestrians, adult pedal cyclists, children and young car drivers.

Derby City Council continues to work with local communities and partners to support casualty reduction measures and road safety initiatives.

Data supplied by the Police is used to identify collision hotspots and road safety concerns, and to develop specific measures that help to tackle them.

This includes:

• Adult cycle confidence training

• Road safety engineering works

• Enforcement of parking and traffic restrictions

Derby City Council supports road users to help them travel safely, producing on-line guidance and advice targeted at vulnerable and higher risk groups.

Highways England Roads in Derby and Derbyshire

Summary of Trends 2010 to 2019

	Collisions						Casualties			
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
5	32	37	282	319	**2010**	8	43	51	453	504
7	24	31	266	297	**2011**	5	37	42	433	475
4	31	35	242	277	**2012**	4	34	38	417	455
3	21	24	266	290	**2013**	4	22	26	406	432
2	38	40	226	266	**2014**	2	43	45	331	376
0	19	19	203	222	**2015**	0	27	27	330	357
7	23	30	165	195	**2016**	7	31	38	232	270
7	21	28	123	151	**2017**	7	23	30	183	213
8	16	24	94	118	**2018**	8	25	33	135	168
4	**26**	**30**	**89**	**119**	**2019**	**4**	**32**	**36**	**142**	**178**

Trends - All Casualties

504, 475, 455, 432, 376, 357, 270, 213, 168, 178

Trends - KSI Casualties

51, 42, 38, 26, 45, 27, 38, 30, 33, 36
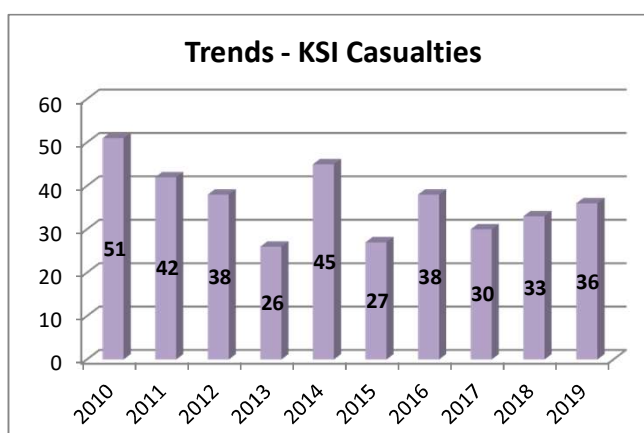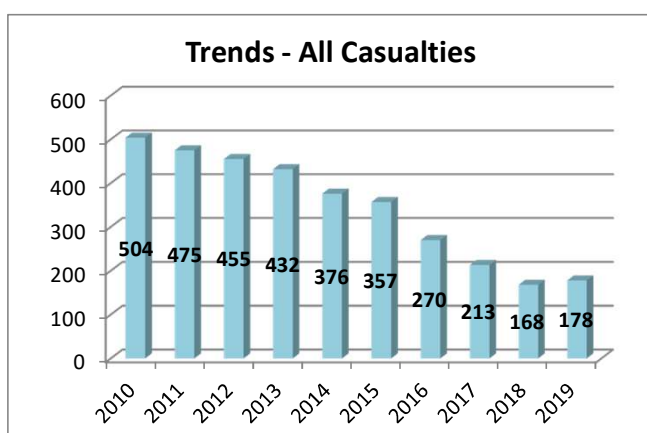
Roads which are maintained by Highways England are the M1 motorway, A628, A50 and parts of the A38, A52, A5111, A516 and A6.

Total casualties on the trunk road network in Derby and Derbyshire rose by 6% (10), comparing 2019 with 2018. Previously, casualties reduced year on year from 2010. KSI casualties reduced from 2010 to 2013, then fluctuated to 2017 and rose in the last 2 years. In 2019, motorway collisions comprised 1.7% of the County's total collisions whilst other trunk road collisions accounted for 7%.

Priorities

Highways England has implemented the Asset-led Delivery Model in the East Midlands to improve the planning and programming of major project schemes and maintenance on the Strategic Road Network.

Highways England has agreed a Performance Specification that sets out the 8 key areas which the Government and the Strategic Roads Network Monitor will measure for both the network and company performance. These areas are:

- Making the network safer
- Improving user satisfaction
- Supporting the smooth flow of traffic
- Encouraging economic growth
- Delivering better environmental outcomes
- Helping cyclists, walkers and other vulnerable users
- Achieving real efficiency
- Keeping the network in good condition

Highways England aims to have a network where no one should be harmed when travelling or working on our roads. A new target has therefore been agreed, of an ongoing reduction in network KSIs to support a decrease of at least 40% by the end of 2020 against the 2005 to 2009 baseline.

Casualty Trends by District or Borough

Casualties per Hundred Thousand Population

HIGH PEAK 198

High Peak

North East Derbyshire

Chesterfield

Bolsover

CHESTERFIELD 172

BOLSOVER 150

NORTH EAST DERBYSHIRE 199

Derbyshire Dales

DERBYSHIRE DALES 178

Amber Valley

AMBER VALLEY 218

Derby City

EREWASH 200

DERBY 539

South Derbyshire

SOUTH DERBYSHIRE 222

Erewash
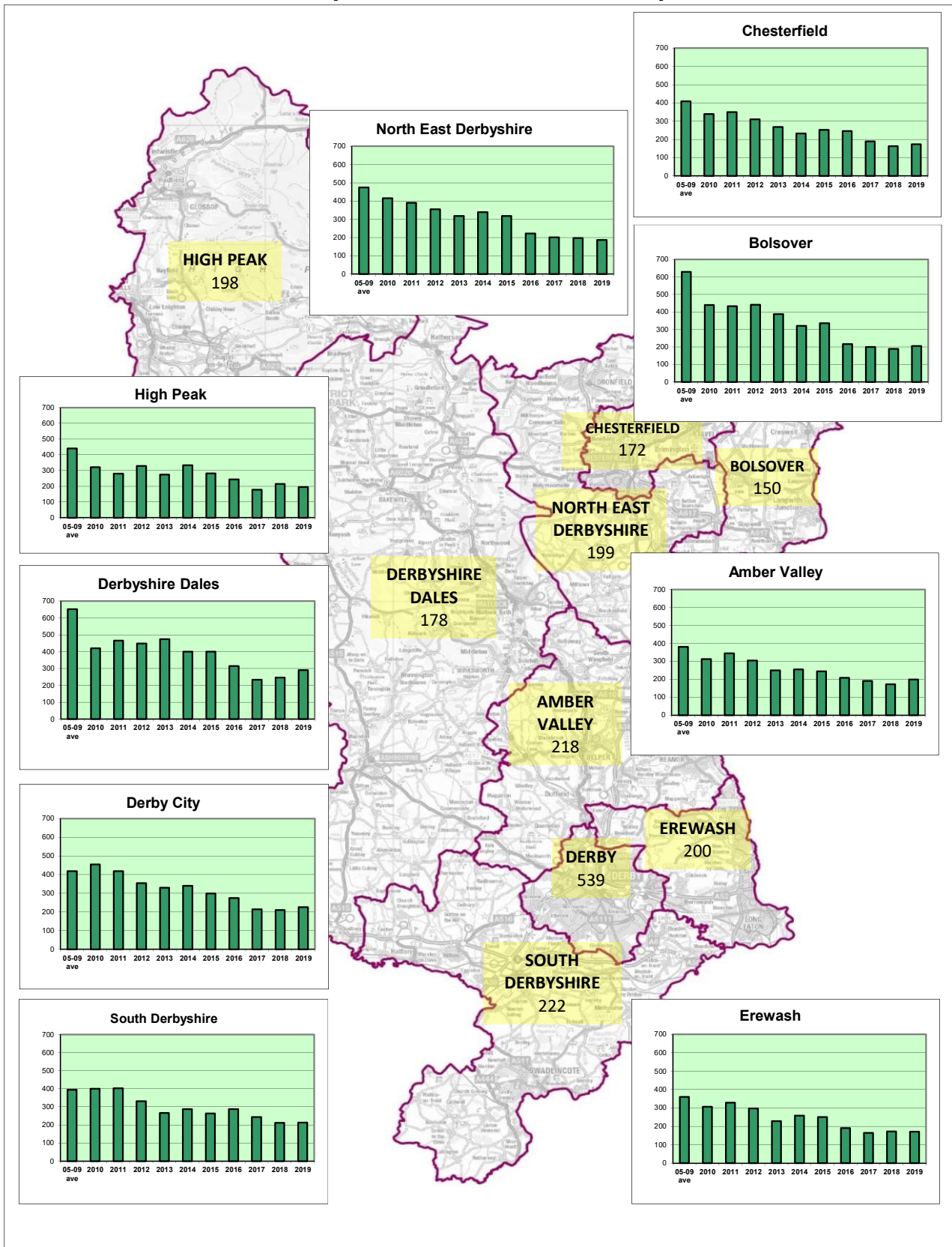
Tourism, including recreational motorcyclists, pedal cyclists and car drivers influence casualties in some districts/boroughs as does the motorway, particularly in Bolsover. Casualties per hundred thousand population generally decreased from 2010 to 2018, apart from in 2014. However, in 2019, there were increases in Derbyshire Dales, Amber Valley, Bolsover, Derby City and Chesterfield.

High Peak

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
6	**53**	**59**	**226**	**285**	**05-09 ave**	**7**	**61**	**68**	**340**	**408**
4	30	34	184	218	**2010**	4	38	42	264	306
2	25	27	167	194	**2011**	2	25	27	228	255
2	36	38	165	203	**2012**	2	42	44	256	300
3	27	30	152	182	**2013**	3	29	32	218	250
7	50	57	166	223	**2014**	7	62	69	235	304
4	37	41	141	182	**2015**	5	45	50	207	257
5	31	36	131	167	**2016**	7	36	43	181	224
1	29	30	105	135	**2017**	1	30	31	133	164
6	33	39	97	136	**2018**	8	43	51	147	198
3	**37**	**40**	**93**	**133**	**2019**	**4**	**43**	**47**	**133**	**180**
-50%	-30%	-32%	-59%	-53%	**% below average**	-43%	-30%	-31%	-61%	-56%

Trends - All Casualties

Trends - KSI Casualties
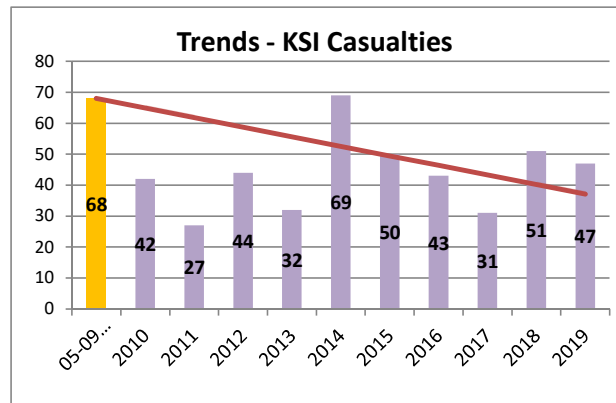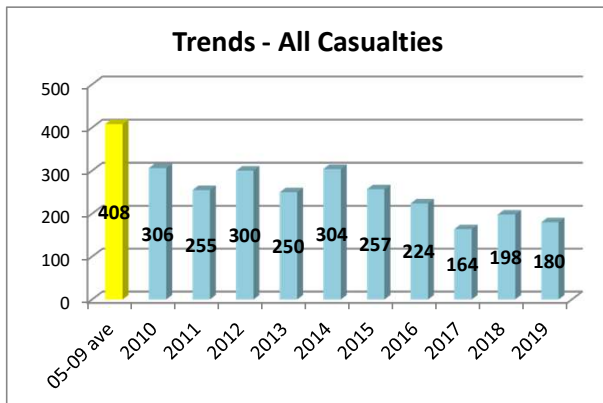
In 2019, casualties decreased to the second lowest level of the last ten years and were 56% (228) below the 2005 to 2009 average.

After three successive years of reductions, killed and serious casualties increased in 2018, but decreased in 2019 to 31% (21) below the 2005 to 2009 average and therefore not on track to meet the 50% 2020 casualty reduction target.

All Collisions by Type

Proportions of KSI Casualties/Collisions in the last 3 years
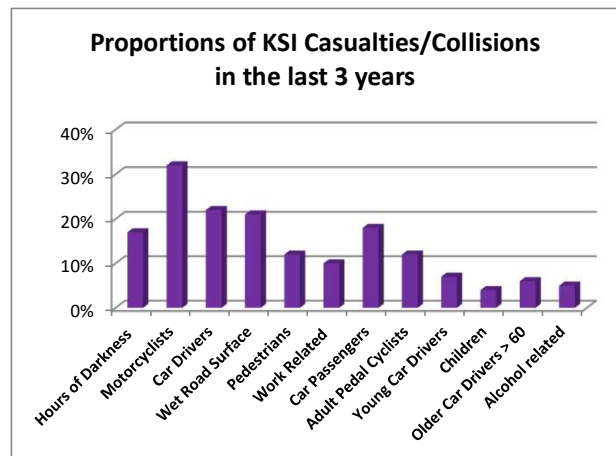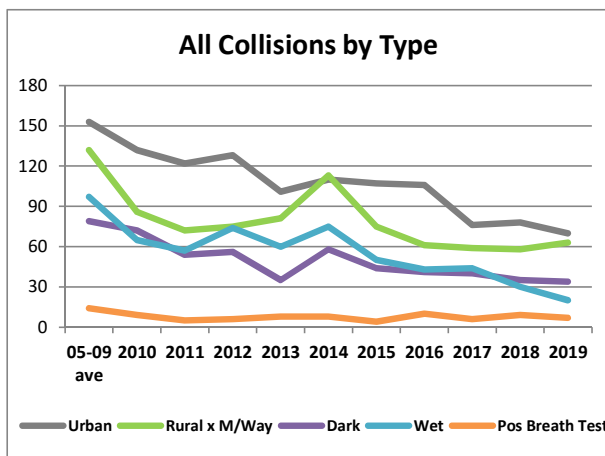
Groups with slower recent reductions in KSI casualties were adult pedal cyclists and motorcyclists. There were higher than average proportions of motorcyclists (32%), car passengers (18%) and adult pedal cyclists (12%).
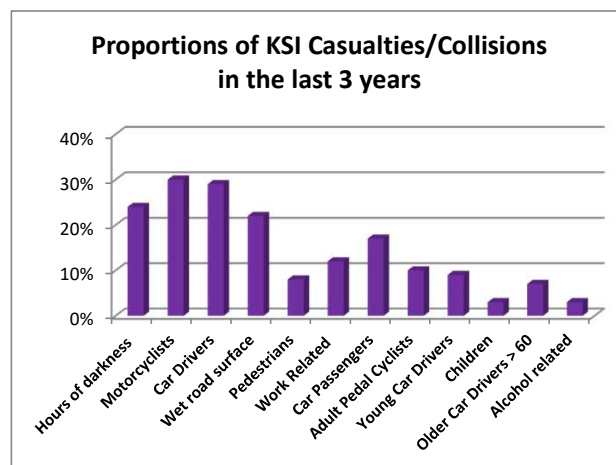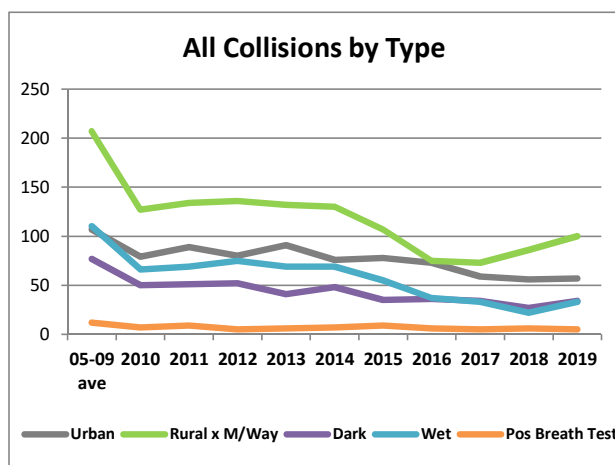
Derbyshire Dales

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
9	65	74	240	314	05-09 ave	10	76	86	370	456
4	35	39	167	206	2010	4	45	49	247	296
9	33	42	181	223	2011	9	42	51	280	331
2	45	47	169	216	2012	2	59	61	259	320
7	40	47	176	223	2013	7	56	63	276	339
8	55	63	143	206	2014	8	70	78	208	286
5	50	55	130	185	2015	5	60	65	220	285
3	35	38	110	148	2016	3	41	44	181	225
4	44	48	84	132	2017	4	51	55	113	168
9	39	48	94	142	2018	10	42	52	126	178
9	43	52	105	157	2019	10	56	66	144	210
0%	-34%	-30%	-56%	-50%	% below average	0%	-26%	-23%	-61%	-54%

Trends - All Casualties

Trends - KSI Casualties
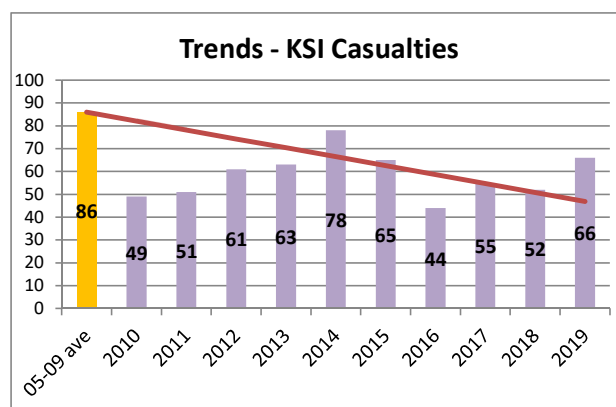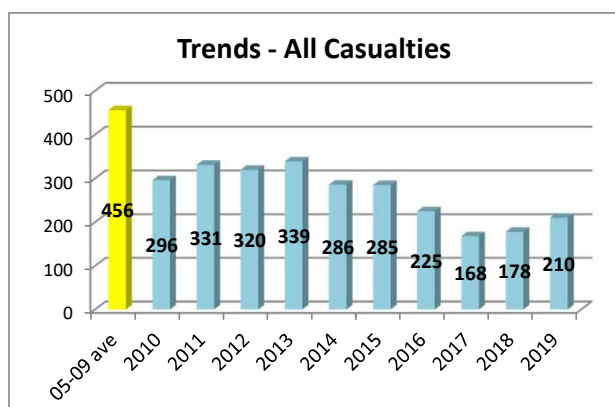
In 2019, casualties increased to the highest level since 2016 and were 54% (246) below the 2005 to 2009 average.

In 2019, KSI casualties increased to the highest level since 2014. The level of 66 was 23% (20) below the 2005 to 2009 average and therefore not on track to meet the 50% 2020 casualty reduction target.

All Collisions by Type

Proportions of KSI Casualties/Collisions in the last 3 years

Collisions on rural roads increased in the last three years. Groups with recent increases in KSI casualties were motorcyclists, car passengers and adult pedal cyclists. There were higher than average proportions of motorcyclists, and car users including both young and older car drivers.
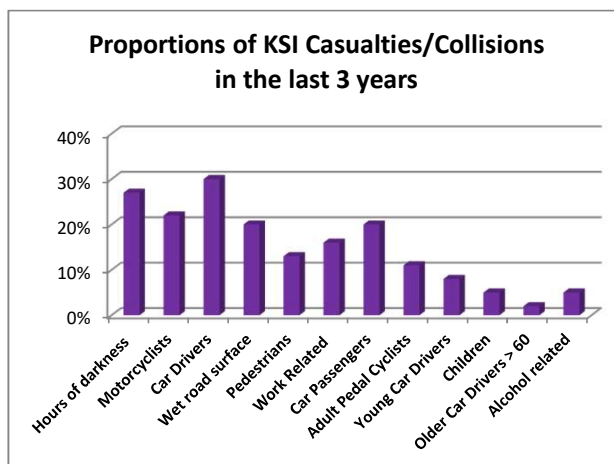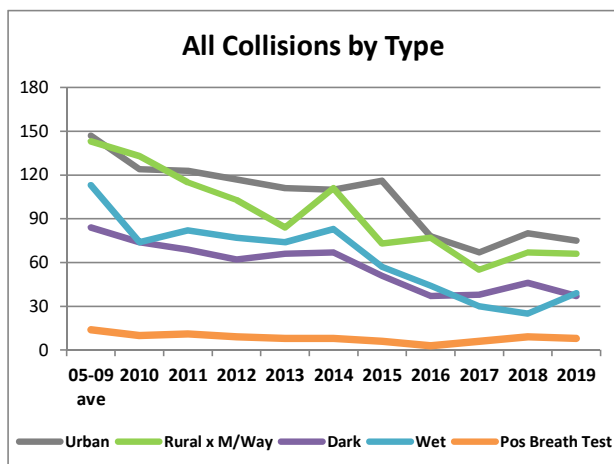
North East Derbyshire

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
5	49	53	268	321	05-09 ave	5	57	62	403	465
8	34	42	237	279	2010	8	44	52	358	410
8	46	54	212	266	2011	9	58	67	320	387
3	31	34	210	244	2012	4	34	38	315	353
5	28	33	177	210	2013	7	32	39	277	316
5	34	39	196	235	2014	6	39	45	292	337
1	38	39	165	204	2015	1	43	44	273	317
1	29	30	131	161	2016	1	35	36	187	223
4	24	28	96	124	2017	4	35	39	164	203
7	30	37	112	149	2018	7	34	41	158	199
3	33	36	110	146	2019	3	39	42	148	190
-40%	-33%	-32%	-59%	-55%	% below average	-40%	-32%	-32%	-63%	-59%

Trends - All Casualties

Trends - KSI Casualties
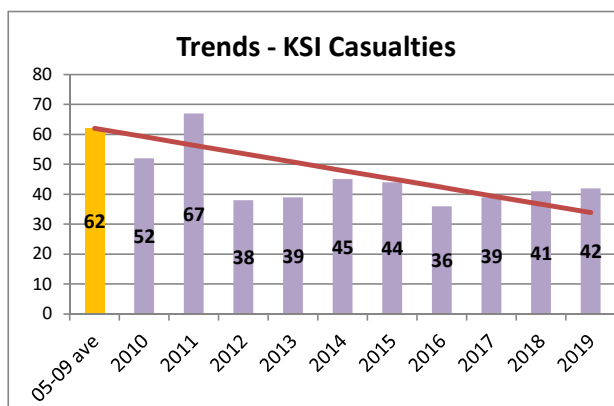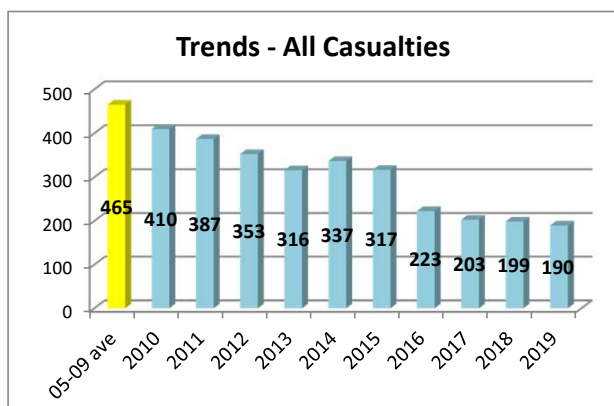
North East Derbyshire was the only district/borough with 5 successive years of casualty decreases, to 59% (275) below the 2005 to 2009 average in 2019.

After a dip in 2016, KSI casualties increased in the last 3 years. The 2019 level was 32% (20) below the 2005 to 2009 average and therefore not on track to meet the 50% 2020 casualty reduction target.

All Collisions by Type

Proportions of KSI Casualties/Collisions in the last 3 years

Groups with slower reductions in casualties were car users and adult pedal cyclists. There were higher than average proportions of car drivers, including young car drivers and car passengers.
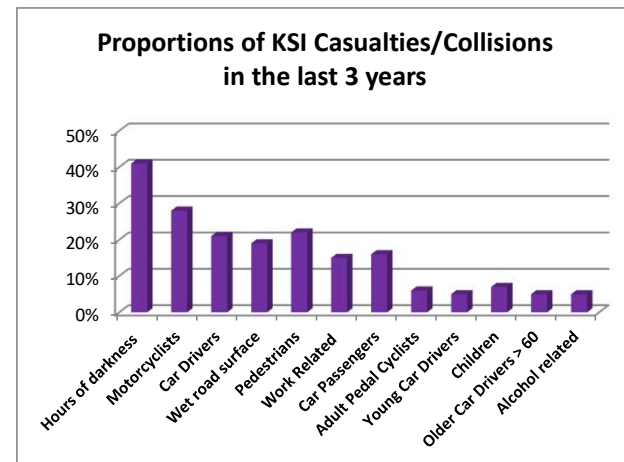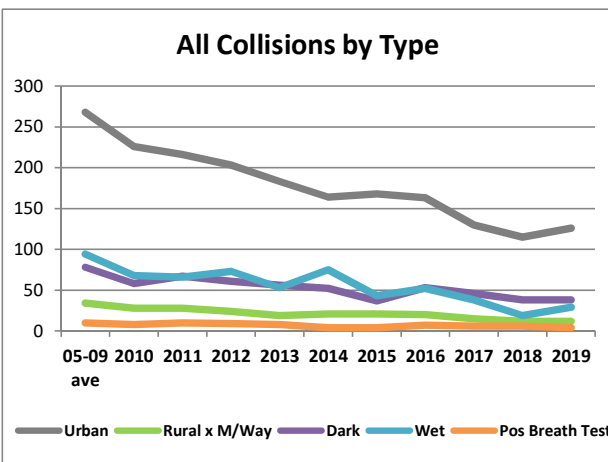
Chesterfield

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
1	**35**	**37**	**276**	**313**	**05-09 ave**	**1**	**36**	**37**	**375**	**412**
1	26	27	236	263	**2010**	1	29	30	318	348
0	23	23	234	257	**2011**	0	24	24	340	364
1	33	34	204	238	**2012**	1	34	35	288	323
0	26	26	186	212	**2013**	0	29	29	250	279
1	31	32	163	195	**2014**	1	34	35	208	243
4	21	25	169	194	**2015**	4	22	26	238	264
4	27	31	154	185	**2016**	4	36	40	217	257
3	21	24	123	147	**2017**	4	22	26	173	199
2	27	29	104	132	**2018**	2	34	36	137	172
5	**22**	**27**	**112**	**139**	**2019**	**5**	**28**	**33**	**150**	**183**
400%	-37%	-27%	-59%	-56%	**% below average**	400%	-22%	-11%	-60%	-56%

Trends - All Casualties

Trends - KSI Casualties
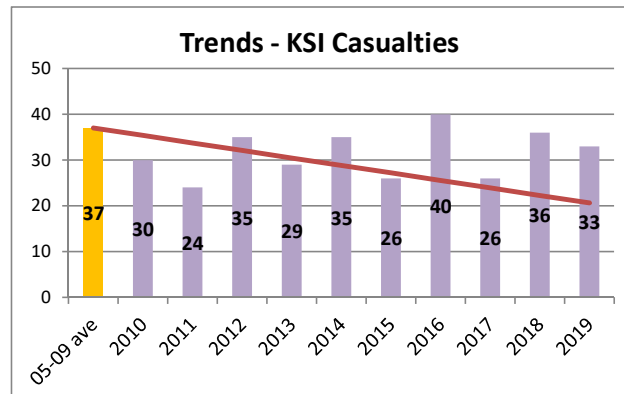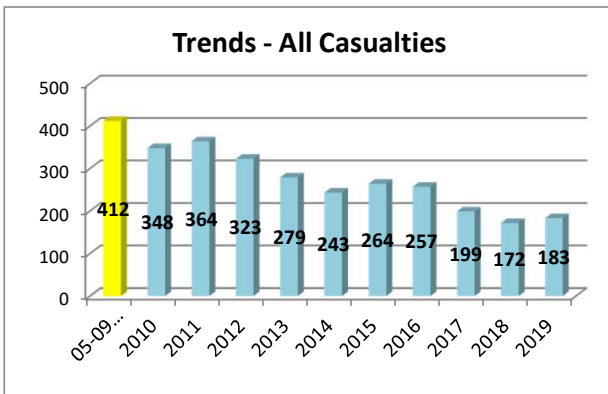
Casualties reduced from 2015 to 2018, but increased in 2019 to 56% (229) below the 2005 to 2009 average.

After peaks in 2016 and 2018, there was a small decrease in KSI casualties in 2019, to 11% (4) below the 2005-2009 average and therefore not on track to meet the 50% 2020 casualty reduction target.

All Collisions by Type

Urban, Rural x M/Way, Dark, Wet, Pos Breath Test

Proportions of KSI Casualties/Collisions in the last 3 years
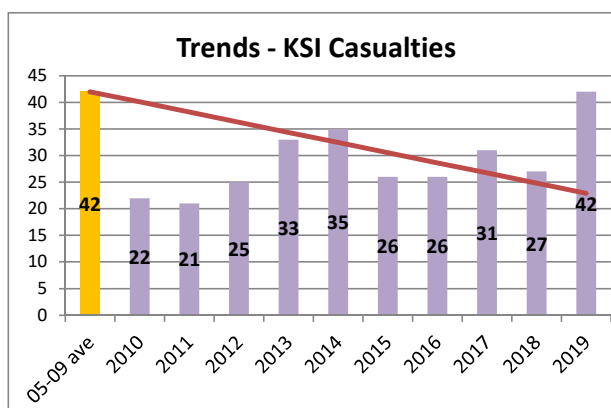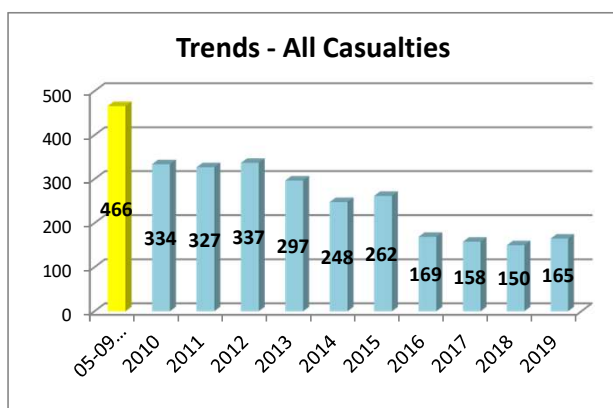
Recent increases in KSI casualties occurred involving motorcyclists and in the hours of darkness. There were higher than average proportions of collisions in the hours of darkness (41%) and pedestrians (22%).
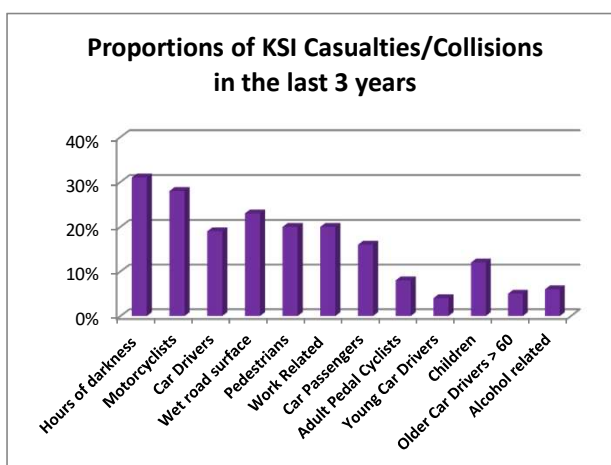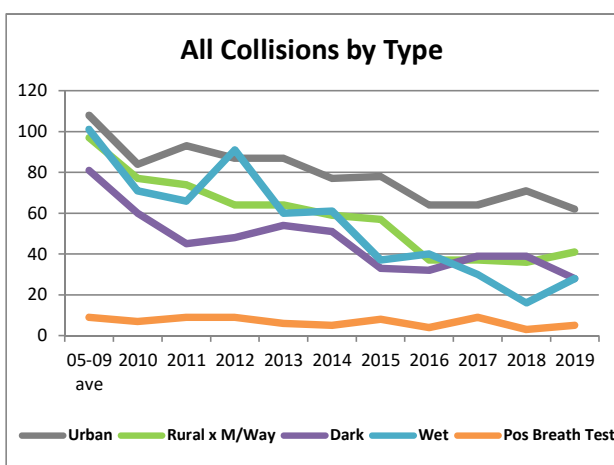
Bolsover

Summary of Trends 2005 to 2019

Collisions					Casualties					
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
4	**31**	**35**	**264**	**299**	**05-09 ave**	**6**	**36**	**42**	**424**	**466**
1	19	20	205	225	**2010**	1	21	22	312	334
0	20	20	195	215	**2011**	0	21	21	306	327
2	22	24	188	212	**2012**	3	22	25	312	337
0	31	31	176	207	**2013**	0	33	33	264	297
0	31	31	176	207	**2014**	0	35	35	213	248
0	33	33	151	184	**2015**	1	25	26	236	262
2	20	22	108	130	**2016**	2	24	26	143	169
8	18	26	88	114	**2017**	8	23	31	127	158
2	23	25	91	116	**2018**	2	25	27	123	150
6	**29**	**35**	**86**	**121**	**2019**	**6**	**36**	**42**	**123**	**165**
50%	-6%	0%	-67%	-60%	**% below average**	0%	0%	0%	-71%	-65%

Trends - All Casualties

Trends - KSI Casualties

In 2019, casualties increased to their highest level since 2016 to 65% (301) casualties below the 2005 to 2009 average.

KSI casualties increased in 2019 to the highest since 2008, the same level as the 2005 to 2009 average. Therefore they were not on track to meet the 2020 casualty reduction target. Bolsover was the district/borough the furthest away from meeting the target.

All Collisions by Type

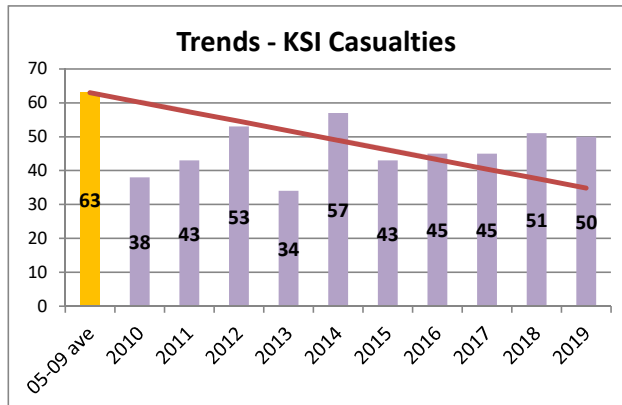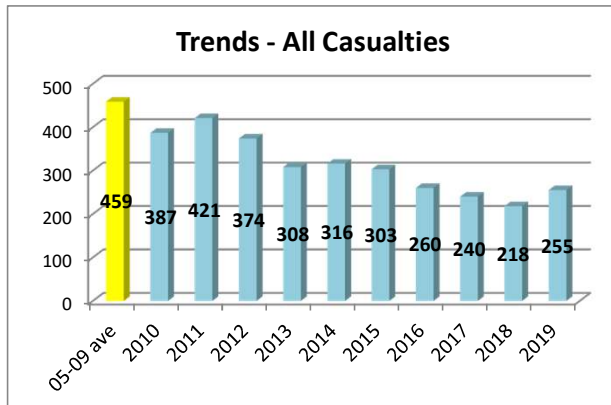Proportions of KSI Casualties/Collisions in the last 3 years

Recent increases in KSI casualties occurred involving pedestrians, motorcyclists, work related and collisions in the hours of darkness. There were higher than average proportions of pedestrians, children, work related casualties and collisions in the hours of darkness.
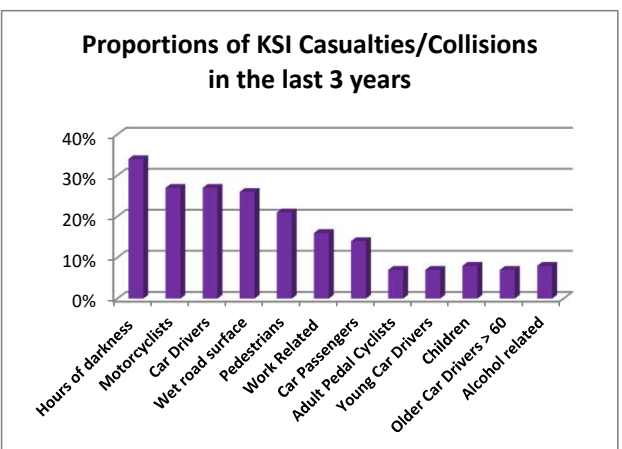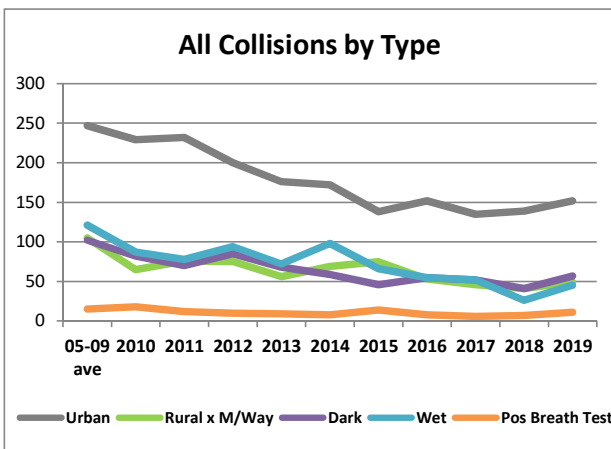
Amber Valley

Summary of Trends 2005 to 2019

	Collisions						Casualties			
Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
5	50	55	297	352	05-09 ave	6	57	63	396	459
6	28	34	260	294	2010	6	32	38	349	387
3	39	41	267	308	2011	2	41	43	378	421
2	47	49	226	275	2012	2	51	53	321	374
1	29	30	202	232	2013	1	33	34	274	308
1	49	50	191	241	2014	1	56	57	259	316
3	36	39	174	213	2015	3	40	43	260	303
4	35	39	166	205	2016	4	41	45	215	260
3	38	41	140	181	2017	4	41	45	195	240
5	39	44	136	180	2018	5	46	51	167	218
3	41	44	157	201	2019	3	47	50	205	255
-40%	-18%	-20%	-47%	-43%	% below average	-50%	-18%	-21%	-48%	-44%

Trends - All Casualties

Trends - KSI Casualties

In 2019, casualties rose to the highest level of the last three years and were 44% (204) below the 2005 to 2009 average.

From 2015 onwards there was an increase in KSI casualties. The 2019 level was 21% (13) below the 2005 to 2009 average and therefore not on track to meet the 50% 2020 casualty reduction target.

All Collisions by Type

Proportions of KSI Casualties/Collisions in the last 3 years

Recent increases in KSI casualties occurred involving alcohol, pedestrians and motorcyclists and collisions in the hours of darkness. There were higher than average proportions of collisions in the hours of darkness and pedestrian, child and alcohol related casualties.
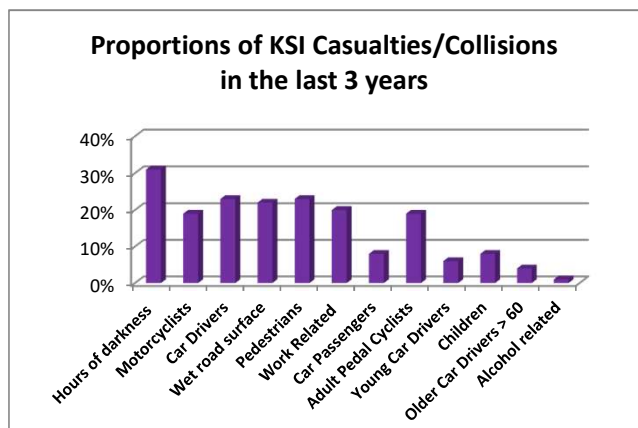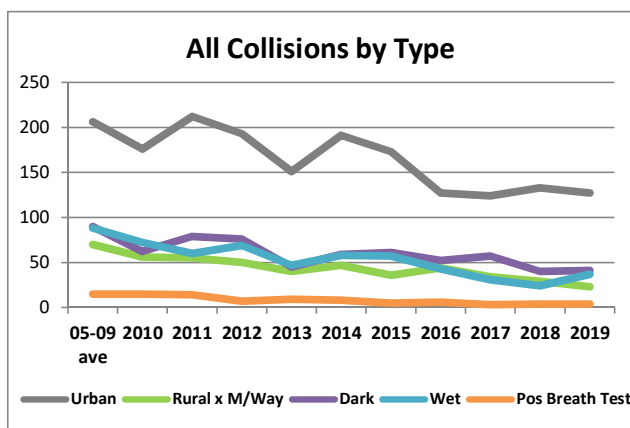
Erewash

Summary of Trends 2005 to 2019

Fatal	Serious	KSI	Slight	Total	Year	Fatal	Serious	KSI	Slight	Total
Collisions						**Casualties**				
5	43	48	253	301	**05-09 ave**	6	46	52	346	398
3	30	33	231	264	**2010**	3	38	41	302	343
6	35	41	236	277	**2011**	6	37	43	326	369
2	35	37	221	258	**2012**	2	36	38	298	336
2	27	29	172	201	**2013**	2	28	30	229	259
1	42	43	197	240	**2014**	1	49	50	245	295
1	38	39	177	216	**2015**	1	40	41	247	288
5	25	30	150	180	**2016**	5	28	33	187	220
0	33	33	130	163	**2017**	0	34	34	156	190
3	23	26	139	165	**2018**	3	25	28	172	200
3	26	29	125	154	2019	3	28	31	166	197
-40%	-40%	-40%	-51%	-49%	**% below average**	-50%	-39%	-40%	-52%	-51%

Trends - All Casualties

Trends - KSI Casualties
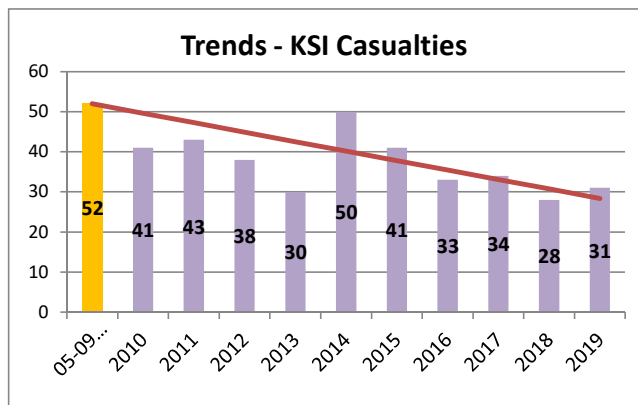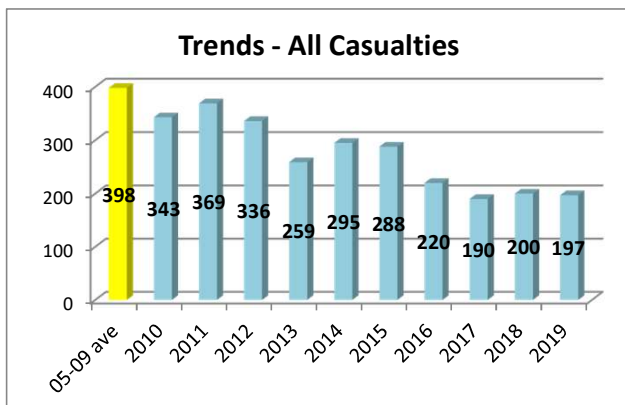
In the last three years casualties were lower than in 2016. In 2019 they were 51% (201) below the 2005 to 2009 average.

KSI casualties dipped in 2018, then increased marginally in 2019 to 40% (21) below the 2005 to 2009 average and therefore not on track to meet the 50% 2020 casualty reduction target. Erewash was the district/borough the closest to meeting the target.

All Collisions by Type

Proportions of KSI Casualties/Collisions in the last 3 years

Groups with a slower pace of reduction in KSI casualties were older people (including drivers and pedestrians), commuters, adult pedal cyclists and pedestrians. There were higher than average proportions of pedestrians, adult pedal cyclists, work related and child casualties.

South Derbyshire

Summary of Trends 2005 to 2019

Collisions						Casualties				
Fatal	**Serious**	**KSI**	**Slight**	**Total**	**Year**	**Fatal**	**Serious**	**KSI**	**Slight**	**Total**
4	**44**	**48**	**215**	**263**	**05-09 ave**	**5**	**50**	**55**	**306**	**361**
2	38	40	233	273	**2010**	2	43	45	342	387
7	40	47	230	277	**2011**	7	47	54	328	382
5	26	31	190	221	**2012**	5	34	39	279	318
3	32	35	153	188	**2013**	4	38	42	216	258
6	37	43	175	218	**2014**	6	41	47	235	282
3	22	25	168	193	**2015**	3	26	29	232	261
5	34	39	162	201	**2016**	5	42	47	241	288
7	30	37	150	187	**2017**	7	30	37	212	249
6	35	41	132	173	**2018**	6	39	45	177	222
1	**45**	**46**	**141**	**187**	**2019**	**1**	**45**	**46**	**183**	**229**
-75%	2%	-4%	-34%	-29%	**% below average**	-80%	-10%	-16%	-40%	-37%

Trends - All Casualties

Trends - KSI Casualties
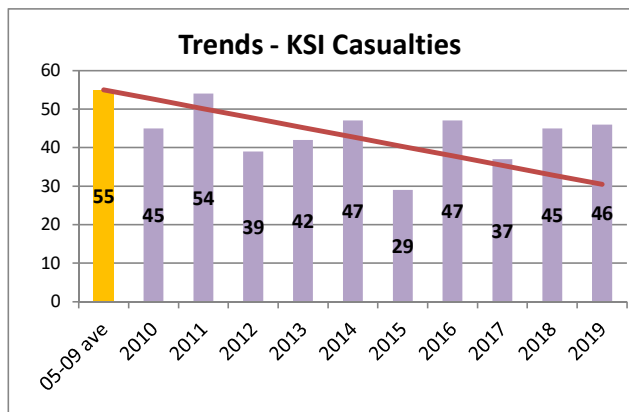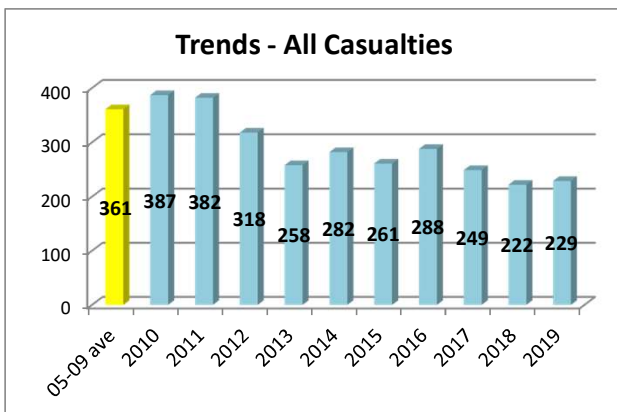
After 2016 casualties reduced but rose marginally in 2019 to 37% (132) below the 2005 to 2009 average.

In 2019 KSI casualties were about the same level as in 2016 and 2014 at 16% (9) below the 2005 to 2009 average and therefore not on track to meet the 50% 2020 casualty reduction target.

All Collisions by Type

Proportions of KSI Casualties/Collisions in the last 3 years
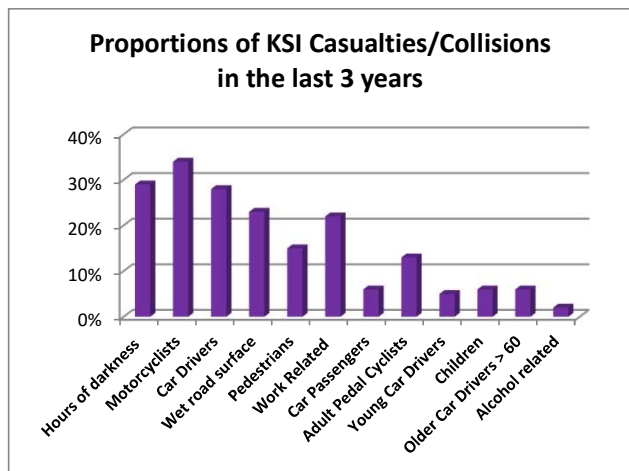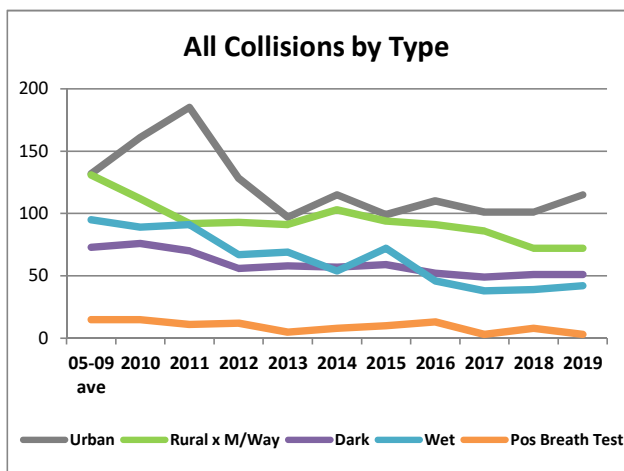
Since 2013 there was an increasing trend in urban collisions but a reducing trend in rural collisions. Recent increases in KSI casualties occurred involving motorcyclists, adult pedal cyclists and commuters. There were higher than average proportions of motorcyclists, adult pedal cyclists and work related casualties.

Derby and Derbyshire Road Safety Partnership

Summary of Trends January to June 2020

		Collisions						**Casualties**	
Month	**Fatal**	**Serious**	**KSI**	**Slight**	**Total**	**Month**	**Fatal**	**Serious**	**KSI**
Jan	2	16	18	124	142	Jan	2	16	18
Feb	0	19	19	111	130	Feb	0	19	19
March	1	19	20	102	122	March	1	21	22
April	1	9	10	41	51	April	1	9	10
May	1	25	26	82	108	May	1	27	28
June	2	16	18	87	105	June	2	19	21
Totals	**7**	**104**	**111**	**547**	**658**	**Totals**	**7**	**111**	**118**

KSI Casualties January to June
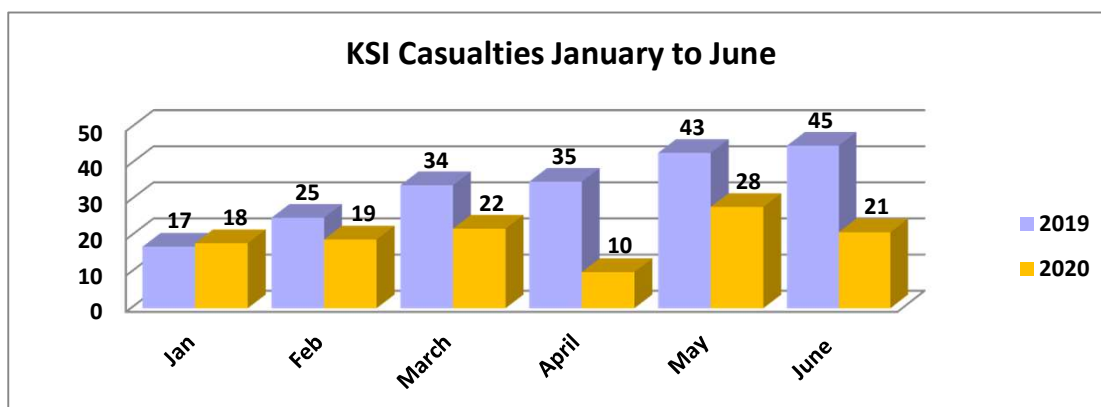
In the first half of 2020 there were 41% less KSI casualties than in the first half of 2019.

Casualty levels were suppressed by the national lock-down due to coronavirus after 23 March 2020 and increased again with the easing of restrictions in May, but not back to 2019 levels. By June, traffic levels had increased back up to about 70% of the norm.

Comparison of KSI Casualties by Road User Type January to June
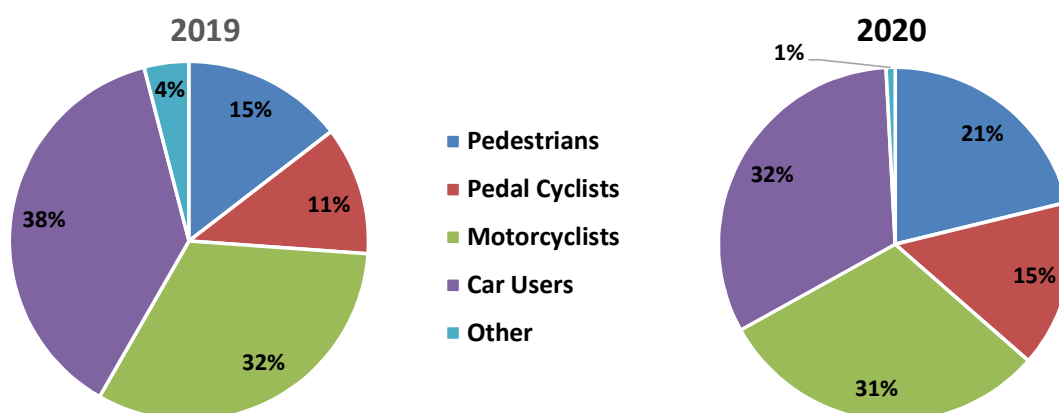
Pedestrian and pedal cyclists killed or seriously injured comprised higher proportions of casualties in January to June 2020 compared with 2019, whereas motorcyclists stayed about the same proportion and car users decreased.

Derby and Derbyshire Annual Casualty Report
Notes

1) The data in this Report refers to road traffic injury collisions reported to the Police within 30 days of occurrence.

2) Under-reporting of collisions is evident, but the extent is difficult to quantify. It is especially apparent regarding pedal cyclists and work related casualties. It is possible that the large reductions in slight collisions in recent years may be due to reporting issues.

3) Data may vary slightly from one annual report to the next, due to ongoing validation exercises. Data used in this report is the latest available full year at the time of production.

Definitions

Car Users	Includes cars and taxis.
Casualty	A person killed or injured in a collision. One collision may result in several casualties.
Child	Person aged 15 years or under.
Collision (injury)	A collision on the public highway (including footways) where one or more persons is killed or injured, and in which one or more vehicles are involved and where it is reported to the Police within 30 days of occurrence.
Collision Severity	The severity of the worst injured casualty.
Darkness	From half an hour after sunset to half an hour before sunrise i.e. 'lighting up time'.
Derby and Derbyshire Road Safety Partnership	(DDRSP) A Partnership formed in 2007 to co-ordinate road safety issues covering the geographical County of Derbyshire, including Derby City.
Derby City	The area administered by Derby City Council from April 1997 onwards.
Derbyshire County Council	(DCC) The County of Derbyshire, excluding the area of Derby administered by Derby City Council from April 1997 onwards.
Fatal Casualty	A casualty who sustains fatal injuries and dies within 30 days of the collision.
KSI	Killed or Seriously Injured.
Older Car Driver	Drivers of cars or taxis aged 60 years or over.
Rural Roads	Roads with a speed limit of 50mph or over, excluding the motorway.
Serious Casualty	A casualty who sustains injuries of a severe nature, normally considered to be those treated as an in-patient.
Slight Casualty	A casualty who sustains injuries of a minor nature.
TWMV	Two wheeled motor vehicles.
Urban Roads	Roads with a speed limit of 40mph or less.
Work Related	A casualty where the journey purpose is part of work or commuting to/from work.
Young Car Driver	Drivers of cars or taxis aged 17 to 25 years.

Derby and Derbyshire Annual Casualty Report 2019

Contacts

Derby and Derbyshire Road Safety Partnership

Casualty Reduction and Road Safety Policy

Sonya Hurt
Tel: 01629 538657
Email: sonya.hurt@derbyshire.gov.uk

More information about the Derby and Derbyshire Road Safety Partnership
can be found on the following website:

http://www.saferroadsderbyshire.org.uk/

Derbyshire County Council

Casualty Reduction and Road Safety Policy

Sonya Hurt
Tel: 01629 538657
Email: sonya.hurt@derbyshire.gov.uk

Casualty Data and Analysis

Jenny Horsler
Tel: 01629 538676
Email: jenny.horsler@derbyshire.gov.uk

Road Safety Education, Training and Publicity

Vanessa Ball
Tel: 01629 538060
Email: vanessa.ball@derbyshire.gov.uk

Traffic and Safety
(engineering schemes and traffic management)

Simon Tranter
Tel: 01629 538673
Email: simon.tranter@derbyshire.gov.uk

More information about Derbyshire County Council's road safety work and the 2019
Casualty Report can be found on the following website

http://www.derbyshire.gov.uk/transport_roads/road_safety/

Derby City Council

Traffic and Transportation Group Manager

Tony Gascoigne
Tel: 01332 641779
Email: tony.gascoigne@derby.gov.uk

Cycle Derby (training, cycle routes)

Tel: 01332 641747
Email: cyclederby@derby.gov.uk
Website: http://www.cyclederby.co.uk

More information about Derby City Council can be found on the following website:

http://www.derby.gov.uk

Highways England (Midlands Region)

Safety Improvements Team Leader

Emma Timson
Tel: 0300 470 7547
Email: Emma.Timson@highwaysengland.co.uk

More information about Highways England can be found on the following website:

http://www.highways.gov.uk/highways-england

DERBY & DERBYSHIRE
ROAD SAFETY
PARTNERSHIP

Derby City Council

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director - Economy, Transport and Environment

COUNTY TRANSPORT ENTERPRISING COUNCIL REVIEW (HIGHWAYS, TRANSPORT AND INFRASTRUCTURE)

(1) **Purpose of Report**   To inform Cabinet of the outcome of the Enterprising Council review of County Transport fleet services which proposes an Internal + External Top Up model for delivery of the service and seek approval for the proposed improvement plan to make changes to the way the Council manages its vehicle fleet to reduce the overall financial and environmental costs. This work will focus heavily on reducing grey fleet travel (journeys undertaken by employees on council business); developing a council wide approach to the deployment of vehicles to minimise the need to hire in from external providers; and introducing low carbon alternatives in the core fleet.

(2) **Information and Analysis**   County Transport provides fleet management and maintenance services for all Council departments and also a number of external organisations. It was originally identified as an Enterprising Council "early start" as part of the Highways Review, but as these services are fundamentally different, the Highways Review was progressed separately. Highways and Property Services are County Transport's two biggest internal customers, therefore, the review was re-programmed to follow the two Enterprising Council reviews of those services.

The review looked at the two distinct elements of the service: fleet management and fleet maintenance. It was considered important to distinguish between the two as they are very different functions that could be managed separately or together through a variety of different delivery models.

The fleet management element of the service is responsible for providing cost-effective solutions and advice regarding the purchase, lease or hire of the Council's core fleet, circa 500 vehicles including gritters, mobile libraries, lorries, street lighting platforms, vans, minibuses, 4x4 vehicles, trailers, plant, and pool cars. The fleet maintenance and repair service covers the Council's core fleet and also that of a number of external customers, including other Derbyshire public sector organisations. The largest contract is for Derbyshire

Constabulary which was won through competitive tender.

The County Transport review was progressed with the help of Proving Services Ltd, the same company that undertook the Highways Review in 2018. Proving Services operate the Future Highways Research Club which comprises 22 highways authorities across the country which pursues and shares best practice and service improvement.

Through the review a set of strategic drivers was developed for the service as follows:

- "*Pursue revenue generation and cost recovery options to ensure that the service delivers an operational surplus.*
- *Create a fit-for-purpose fleet for the customers and services we serve.*
- *Ensuring the highest levels of fleet availability.*
- *Demonstrate that the fleet services team deliver best-value services.*
- *Ensure Fleet Services are always the best value choice for our customers.*
- *Maintain a safe and efficient vehicle fleet.*
- *Ensure the fleet reflects the environmental policies of the authority.*
- *Respond to the changing needs of current and future customers and the emergence of new, transformative technologies.*"

Five workshops, involving officers and internal and external stakeholders, took place between March 2019 and September 2019 to undertake a value for money assessment, options appraisal and develop an improvement plan.

The work undertaken demonstrated that the service performs well for effectiveness and strategic value, but economy and efficiency could be improved. The review also identified that an improvement plan would further strengthen the success of the service, particularly in light of the Council's Corporate Environment Policy and Carbon Reduction Plan which were both approved by Cabinet on 21 November 2019 (Minute No. 187/19 refers). The Carbon Reduction Plan contains the following actions which specifically relate to County Transport:

- Electrifying the fleet of vehicles owned by the Council and de-carbonising Heavy Goods Vehicles
- Increasing the number of electric pool cars so that employees use these for business travel rather than their own cars

The Council aims to reduce greenhouse gas emissions from its own estate and operations to net zero by 2032. The core and grey fleet emitted 2,564tCO2e and 2,854tCO2e respectively in 2018-19, a quarter of the Council's total emissions in that year. By 2032 the aim is to reduce the emissions to a maximum of 1,487 tCO2e and 609 tCO2e respectively. This will represent 76% of all Council emissions which are currently measured recognising the difficulty of de-carbonising HGVs at this time.

The County Transport improvement plan identified the following strategic projects that could increase efficiency, reduce costs, bring in additional income for the Council and/or contribute to the Carbon Reduction Plan commitments.

Fleet Management Improvement Plan

1   Fleet Procurement Policy
    To undertake a comprehensive review of the County fleet procurement policy to reduce the whole life cost of the fleet whether through outright purchase or leasing, establishing a procurement policy that can respond to changing needs of the customer and new technologies. This is well underway and the initial desk top exercise shows that outright purchase remains the most cost effective way of sourcing core fleet vehicles. Timescale – by 31 October 2020.

2   Grey Fleet Policy Review and Electric Pool Fleet
    To undertake a comprehensive review of the grey fleet policy, considering the alternatives including the use of pool cars. This will reduce the cost of travel incurred by staff in performing their duties and take advantage of new technologies. An electric pool fleet was introduced in April 2020, with eight electric cars and three electric bikes based at County Hall, as the first step toward a much more ambitious programme of transferring grey fleet mileage to alternative low carbon technologies. The impact of Covid and new ways of working are currently being analysed to inform future policies and options for employee business travel. Grey fleet travel has reduced significantly during the Covid lockdown. Employees have got used to working in different ways, making good use of technology and reducing the need for travelling to meetings, site visits and meeting clients. While some grey fleet travel will continue to be required, the Council intends to build on the experience during Covid to explore how this mileage can continue to be avoided. Cenex, a not for profit company that specialises helping organisations meet their transport related climate change targets, has been commission to anaylsed the mileage data from April to June 2020 and undertake an employee survey to inform this work. Timescale – by 31 October 2020.

3   County Hire Car Policy/Centralised Booking System
    To undertake a comprehensive review of the cost and nature of car hire usage, considering the types of vehicle hired, reason and frequency of journeys, with a view to introducing a centralised booking system. This will reduce the overall cost of hire car usage and make better use of the Council's own fleet where it is under utilised. Timescale – by 31 March 2021.

4   Professional/Added Value Services
    Fleet Management Services currently provide many services free-of-charge, including fleet management advice, guidance, quality audits to

ensure vehicle compliance and driver training. Several customers have expressed an expectation that they should pay for such services. This review will develop the business case for introducing this policy. Timescale - by 31 October 2021.

5   Continued Standardisation of Fleet
Fleet Management Services has had success in introducing increased standardisation for fleet purchases, especially highways vehicles. This approach will be continued wherever possible for other service areas including property, countryside, adult and children's services. Low carbon alternatives will be sourced for the County's core fleet in line with the Carbon Reduction Plan, starting with Light Goods Vehicles from 2021 and Heavy Goods Vehicles from 2024.

6   Fleet Sponsorship
To fully explore the benefits (both financial and non-financial) of sponsorship of or advertising on County fleet. This is a longer term priority which will follow on and learn from the Council's exploration of sponsorship in other media, such as the Website and residents' magazine. Timescale – 31 October 2021.

Fleet Maintenance Improvement Plan
1   Service Financial Analytics
To undertake a review that identifies, captures and analyses the cost of the County Fleet Maintenance Service to identify the true profitability of both the overall function and individual services and external contracts, ensuring charges cover all costs, including overheads, for the services provided. This review has commenced and will be taken forward following the staffing review mentioned below. Timescale – 31 March 2021.

2   Customer Management
To review, update and enforce the agreed services provided, associated standards and working relationship between County Fleet Maintenance and its customers (both internal and external). The agreed changes will be reflected in revised Customer Service Level Agreements (SLAs). Timescale – 31 March 2021.

3   Service Resource Management
To explore options for ensuring the immediate and long-term recruitment and retention of skilled mechanics. Timescale – 31 March 2021.

4   Maximise the Capability Offered by County Transport's new Asset Management System - Fleetwave
The capability offered by the recently installed Fleetwave ICT System will be maximised to improve the efficiency and effectiveness of operations and realise the intended benefits. Timescale – 31 March 2021.

5   Introduction of a Mobile Assistance Service
     To explore the demand, benefits, costs and delivery options of introducing
     a mobile assistance service to improve the efficiency and productivity of
     service operations by reducing some of the workload pressure within the
     workshops and improve customer satisfaction by offering an additional
     beneficial service. Timescale – 31 March 2021.

6   Re-introduction of a Collection and Delivery Service
     To improve the efficiency of service operations by ensuring the prompt
     collection and delivery of vehicles back to the customer. Timescale – 31
     March 2021.

7   Explore the introduction of card payments
     To support walk-in jobs/MOTs from the public. Timescale – 31 October
     2020.

Throughout the review, the process took into account the fact that the current
Fleet Maintenance Contract with Derbyshire Constabulary would end in either
2022 or 2024, depending on whether an extension to the current contract was
implemented. Delivering the improvement plan puts the Council in a good
position to win this or other external work as and when the opportunity arises.
It also ensures that internal services are not disadvantaged by the fact that
County Transport provides services to external customers, for example,
through developing consistent Service Level Agreements and reviewing the
financial model.

The review also included gathering information from other local authorities in
the Future Highways Research Club about how they manage and maintain
their fleet. Eight authorities responded to a short questionnaire with the
following conclusions:

• Fleet management is internally delivered by six out of the eight councils.
• Fleet maintenance is internally delivered by four councils, with the other
  four either outsourced or provided as part of a leasing arrangement.
• The questionnaire responses highlighted the difficulty of obtaining
  benchmarking or market comparison data to identify whether the service
  is value for money due to the variety of different approaches in other
  organisations; however, those that did explained that the procurement
  process (whether buying or leasing vehicles) ensured that they were
  getting best value for money when acquiring fleet. It would not be possible
  to compare fleet maintenance services without a soft market testing
  exercise as there is currently no comparable data available from other
  councils.
• Most of the councils that responded cited the exploration of low carbon
  options for their fleet as the next big challenge for their service.

An assessment of a number of delivery models was undertaken to identify which would provide the best outcome to deliver the strategic drivers. It involved assessing the value that each model would bring to help the service to deliver the strategic drivers to enable a recommendation to be made on the most appropriate future delivery model for the service. The full report from the review is attached at Appendix 1.

The options that were considered were as follows:

1. Do Nothing (+2 years)
The anticipated Service in two years' time with no or minimal change, investment or improvement.

2. Internal + External Top Up
The core Service continues to be provided internally and assumes the successful implementation of the improvement programme outlined in this report. External support is procured for specialist services and for additional capacity, as required.

3. Internal Service Structured for Trading
The Service following the successful implementation of the improvement programme outlined in this report; enabling the Management Team to create an efficient and effective financial and operational basis from which to expand the external business profitably.

4. Internal Service for Derbyshire County Council Only
The Service following the successful implementation of the improvement programme outlined in this report; enabling the Management Team to provide a demonstrable 'best-value' service that focuses only on internal customers.

5. Local Authority Trading Company
The Service operates as commercial company but typically will remain wholly owned and controlled by Derbyshire County Council. As a trading body, the Service will be in a position to provide its services to a wider market than the Council. There will also be greater flexibility regarding its employment contracts and choice of delivery partners (if required).

6. Outsourced (All)
The entire Service (both Fleet Management and Maintenance) is outsourced to an external provider(s).

7. Outsourced (Fleet Management)
The Fleet Management function is outsourced to an external provider(s). Although the fleet maintenance function would be retained internally, much of the warranty related repairs would become the responsibility of the vehicle provider.

8. Outsourced (Fleet Maintenance)
The Fleet Maintenance function is outsourced to an external provider(s).
Responsibility for the purchase or lease of vehicles would still lie within the
County.

9. Agile Partnering
The Service is provided with a formal partner (sharing risks and rewards).
Such an approach may provide additional skills, capacity and innovation, for
example, electric vehicle cars and infrastructure.

Table 4 on page 22 of the Appendix shows the scoring from the Stage 1 high -
level evaluation of each delivery option against the strategic drivers. The top
four options were as follows:

- Internal + Structured for Trading (87)
- Internal Service for Derbyshire County Council Only (87)
- Internal + External Top-Up (79)
- Agile Partnering (79)

Stage 2 involved a high-level assessment of the relative attractiveness and
achievability of each of the four highest scoring delivery options, plus the "Do
Nothing" option for comparison. For each of the factors, an assessment was
undertaken on whether the delivery option would improve, reduce or have no
impact on current performance (attractiveness) and the level of achievability.

The highest scoring option was Internal + External Top Up. This option
assumes that the core service continues to be provided internally following the
successful implementation of the improvement programme as outlined in this
report. External support is procured for specialist services and for additional
capacity, as required. This option does not prohibit the expansion of the
service, both internally and externally, but ensures the priority is to provide
and maintain a cost-effective and efficient service for existing customers, both
Derbyshire County Council and external. Such an approach reduces risk and
the cost of set-up and management of a new delivery model. The intelligent
use of external support or partners (Agile Partnering) will allow the service to
respond quickly to changes or opportunities in customer demand and
emerging innovations within the market. Agile partnering was discounted as a
standalone option due to the complexity and risk but considered to be viable
as part of the Internal + External Top Up model to introduce innovation and
potentially share costs and risks with a private sector partner in the future.

This will be explored further, particularly in relation to fast moving
technological and low emission vehicle developments in the motor industry.

A service structured and focused for Trading (either internally or as a Teckal)
may detract from the quality of service provided to existing customers. The

review failed to identify the scale of opportunities for revenue growth that would justify the necessary investment (both financial and resource) in the set-up and on-going management of a fully trading service.

Although a fully outsourced service may deliver economic benefits through a possible reduction in the overall cost of the service, it was agreed that the overall quality of service provided to the Council was likely to be reduced. An outsourced service would be unlikely to provide the current level of customer service, choice and flexibility. The cost and effort required to define, award and manage an outsourced contract would also be significant.

It was agreed that Do Nothing, i.e. the failure to implement the improvement programme, as described in this report, would have a significant adverse impact on the efficiency and quality of service provided. There would be an increased risk of losing new and retained business, from both Derbyshire County Council and external customers.

(3)   **Financial Considerations**   The improvement plan proposed as part of this report includes a review of the financial model for the service and a range of efficiency improvements. The proposed delivery model will enable the service to continue to trade externally, where it is financially and operationally desirable, bringing in income to the Council. The improvement plan will be delivered within existing resources.

(4)   **Legal Considerations**   The Director of Legal Services will advise in relation to the proposed operating model and improvement plan.

(5)   **Human Resources Considerations**   A review of the structure has commenced and the new structure will be developed to deliver services within the Internal + External Top Up model if approved by Cabinet. The changes proposed to the structure are likely to be fairly minor and this will, therefore, be subject to a report to the Director in accordance with the Council's constitution. The new structure will identify key officer resources to take the improvement plan forward and will be in place by 31 March 2021.

Other Considerations

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

(6)   **Key Decision**   No.

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

(8)   **Background Papers**   Held on file within the Economy, Transport and Environment Department.

(9)   **OFFICER'S RECOMMENDATIONS**   That:

8.1   The outcomes of the Enterprising Council review for County Transport fleet services be noted.

8.2   Cabinet approves the proposal to adopt the Internal + External Top Up model for delivery of the service.

8.3   Cabinet notes that an improvement programme is underway to reduce the overall financial and environmental cost of vehicles which includes a review of the financial model; review of the procurement policy around buying or leasing vehicles; review of grey fleet usage and introduction of a low emission pool vehicle fleet; introduction of a centralised vehicle hire booking system; consideration of charging for additional services currently provided free of charge; continued standardisation of vehicle fleet; and other efficiency improvements.

Tim Gregory
Director – Economy, Transport and Environment

Document	**Derbyshire County Transport Fleet Services 2019 VfM Assessment & Improvement Programme**
Client	Derbyshire County Council
Date	October 2019
Author	Karen Farquharson, Proving
Revision	3-2 (Final)
Restrictions	**Commercial Confidential**

Derbyshire County Council

County Transport Fleet Services

2019 Value for Money Review

&

Improvement Programme

Contents

Introduction

This document provides a summary of the Value for Money (VfM) assessments completed in April 2019 for Derbyshire County Transport Fleet Services (DCTFS), together with a schedule of the service improvement opportunities identified and agreed during the review. Building on the conclusions of the VfM assessment and taking into consideration the strategic objectives of the service, an initial evaluation of future delivery options has also been completed and documented.

Two service areas were reviewed:

1. **County Transport Fleet Management** – The service is responsible for providing cost-effective solutions and advice regarding the purchase, lease or hire of the Derbyshire County Core Fleet, circa 700 assets, including;
    *   gritters
    *   mobile libraries
    *   lorries
    *   street lighting platforms
    *   vans
    *   minibuses
    *   4x4 vehicles
    *   trailers
    *   plant
    *   pool cars

2. **County Transport Fleet Maintenance** -The service is responsible for the maintenance and repair of the Derbyshire County Core Fleet and also for a number of external customers. the largest contract is for Derbyshire Constabulary Fleet; which was won through competitive tender.

Objectives of Review

The objectives of the review will be to establish a complete and balanced analysis and assessment of:

1. Current service VfM performance.
2. The operational improvement opportunities available within the current service.
3. The transformative improvement options for future service operations and delivery.

The route-map shown in Figure 1 describes the process adopted to complete the review:

**Figure 1: Derbyshire County Transport Fleet Review - Process Map**
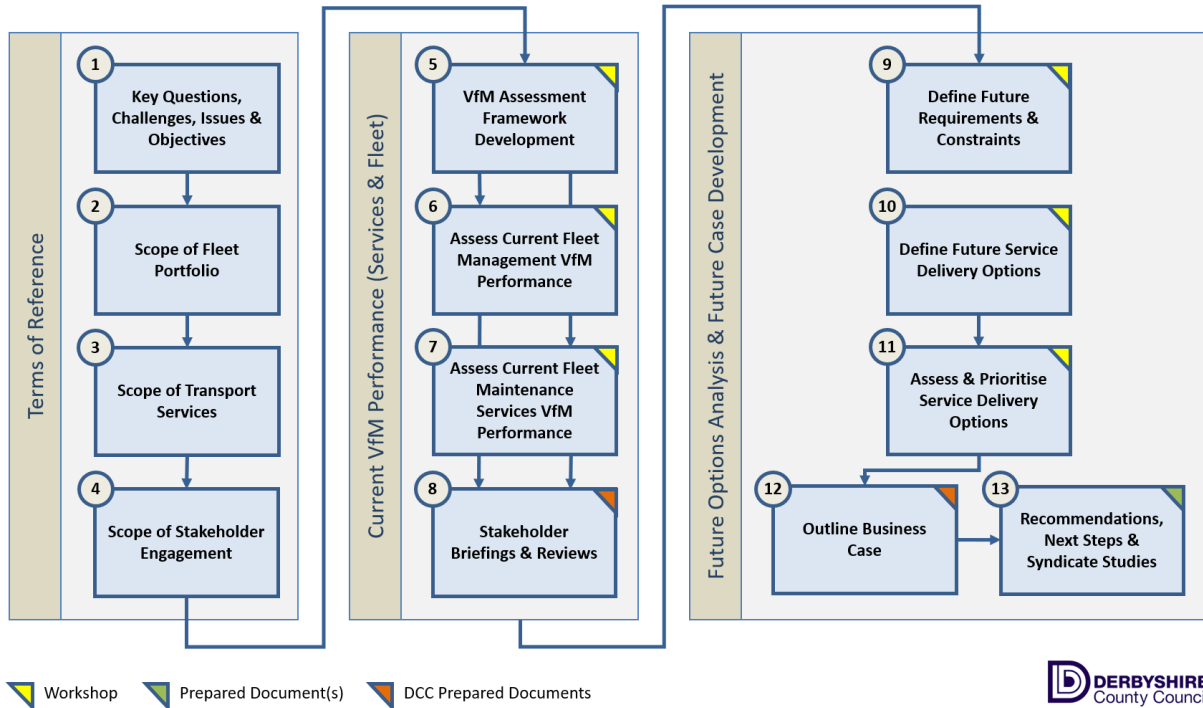
The assessment was completed through a series of workshops involving representatives from management, delivery and the customer base of DCTFS. (*Refer Appendix B for list of participants*).

County Transport Fleet Services Review

VfM Assessment Process

The Proving VfM framework as shown in Figure 2 was used as the basis for the current performance assessment.

Figure 2: Proving Value for Money Framework

Research Programme (CVRC, 2011) ©Proving, Farquharson & Wilson 2011
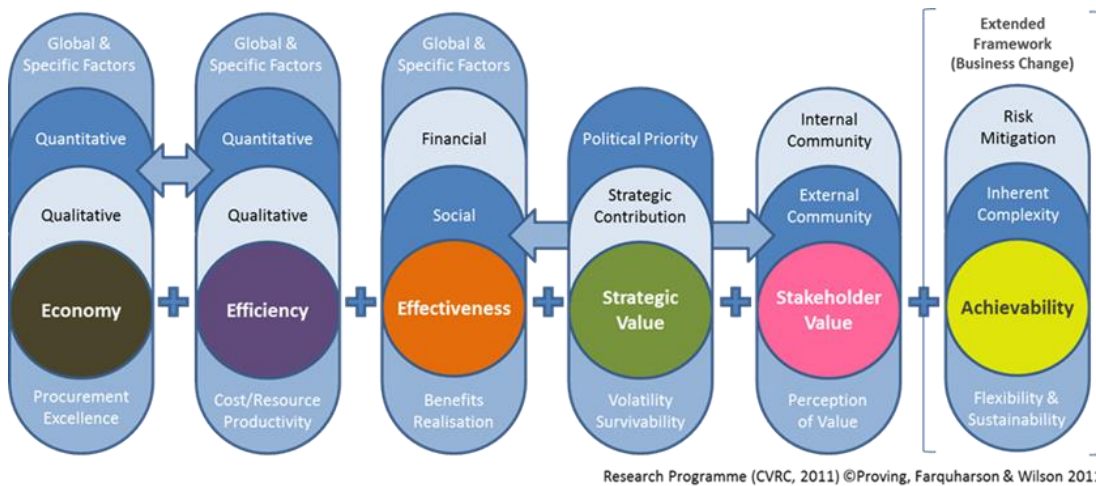
For each VfM Dimension shown in Figure 2, a series of factors were identified and weighted to reflect the priorities and challenges of the two services. *Refer Appendix A for a list of all the factors and associated weightings.*

Table 1 shows the Strategic Drivers that it was agreed reflected the current and future priorities of the service.

Table 1: County Transport Fleet Services - Strategic Drivers

	Strategic Driver Description	Weighting (/100)
1.	**Pursue revenue generation and cost recovery options to ensure that the service delivers an operational surplus.**	100
2.	**Create a fit-for-purpose fleet for the customers and services we serve.**	100
3.	**Ensuring the highest levels of fleet availability.**	80
4.	**Demonstrate that the fleet services team deliver best-value services.**	100
5.	**Ensure Fleet Services are always the best value choice for our customers.**	80
6.	**Maintain a safe and efficient vehicle fleet.**	100
7.	**Ensure the fleet reflects the environmental policies of the authority.**	80
8.	**Respond to the changing needs of current and future customers and the emergence of new, transformative technologies.**	80

At the scoring workshops, each VfM factor was discussed in turn and a performance score agreed. Any differences, comments and explanations associated with each score were captured and recorded as comments in the *Value Analyser* (Excel) Workbook.

A confidence score was applied to each performance score. Factor performance was based on the views and explanations of workshop participants. No external evidence and supporting documentation were sought, therefore the highest confidence level applied was Medium-High.

For each factor, participants were asked to identify and consider any opportunities for improvement.

The complete 2019 VfM Baseline Assessments are provided in Appendix A.

Summary of VfM Assessment

Figures 3 provide a summary of the assessed 2019 VfM plotted positions *(Economy & Efficiency vs. Effectiveness & Strategic Value)*.
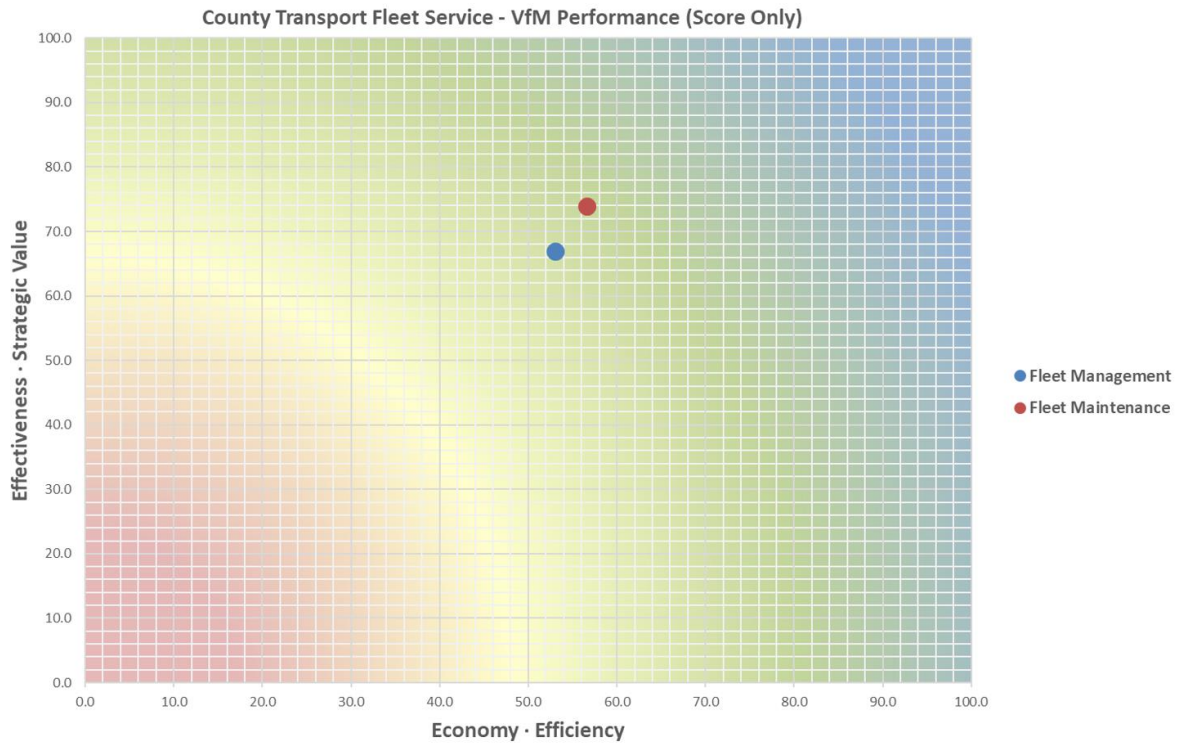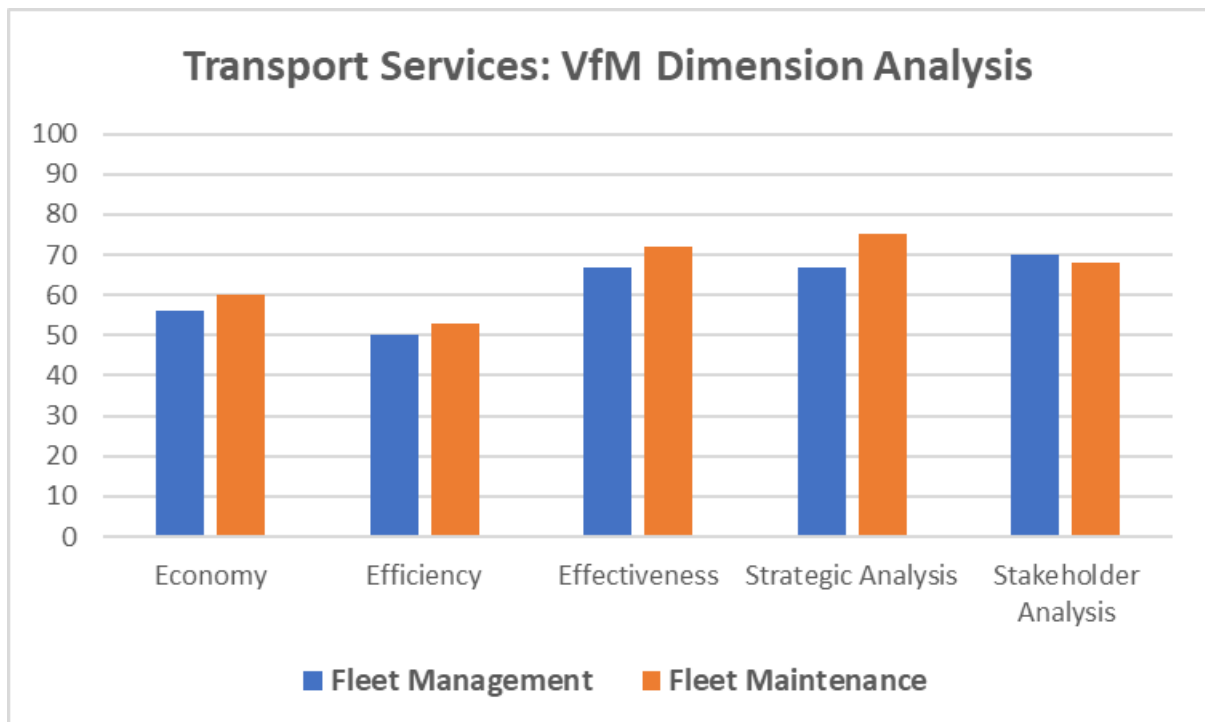
Figure 3: VfM Baseline Performance Assessment

County Transport Fleet Service - VfM Performance (Score Only)

Figure 5 shows the performance scores for each VfM Dimension.

Figure 4: VfM Dimension Summary (Performance Score Only)

Transport Services: VfM Dimension Analysis

Overall, both services demonstrated good VfM performance. In terms of outcomes, the quality of service provided and contribution to the stated DCTFS Strategic Drivers (Table 1) was assessed as high. This was supported by evidence of good levels of customer satisfaction as expressed by customer representatives attending the workshops[1]. For both services however, the key area of weakness is the efficiency of operations. Both services try to balance a demand-responsive and customer specific service with lean operational teams and a poor understanding of the transactional costs and margins associated with the respective services.

Fleet Management

Currently, the majority of vehicles are purchased, have a long asset use and therefore typically a low disposal value. Historically, many of the vehicles have had a tailored configuration which further impacts on residual value and the future cost of maintenance. It was agreed that the policy for fleet procurement and disposal should be reviewed with a view to identifying future fleet cost savings and potentially efficiency improvements for fleet maintenance.

The service is implementing a policy of increased standardisation of vehicle type. This has been achieved for Highways Services with Property, Countryside, Adult and Children's Services in progress.

Fleet Management Services currently provide many services free-of-charge, including fleet management advice, guidance and audit services. Several customers have expressed an expectation that they should pay for such services which strongly indicates there is financial opportunity which should be further explored.

During the review, the subject of County Hire Car and Grey Fleet policy was raised and discussed. Although not directly impacting on the assessed VfM performance of Fleet Management, this review provides an opportunity to review current policy and explore opportunities for VfM improvement, particularly cost savings for the authority.

Fleet Maintenance

The high level of customer service and general responsiveness provided by a lean team creates operational challenges. Offering an agile, demand responsive service usually requires a well-resourced team with some spare capacity. Achieving the stated strategic objectives (refer Table 1) of *'Ensuring the highest levels of fleet availability'* and *'Creating a fit-for-purpose fleet for the customers and services we serve'* can create inherent inefficiencies unless carefully managed. Although always busy, it was stated that staff are not always focused on the most important and/or productive tasks.

Further, the service is currently trying to recruit a number of skilled mechanics. Due to a combination of factors including rates of pay and the offer of only a temporary contract, attracting

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[1] Overall Customer Satisfaction was derived from the representatives from customer groups who attended the workshops and comments from other workshops participants. As required, a more detailed analysis can be undertaken by surveying directly, a larger sample of customers. This should be considered as part of the improvement programme.

the right calibre of staff is proving difficult and adding considerably to the operational challenges faced by the service[2].

It was agreed that the service had an insufficient understanding as to the actual cost of each transactional service. This is required to calculate an accurate hourly recharge which would also recover the true cost of overheads. Further, the operational margin of each customer type (e.g. Derbyshire Constabulary) is not fully known. This analysis will be critical if the opportunity to sell additional services (or to retain current contracts), with an operating surplus, is to be realised.

A new Fleet Management System (Fleetwave) has been recently introduced with the aim of improving the efficiency and cost-effectiveness of maintenance operations. To date, there have been many implementation issues which continue to add to the burden of staff. These problems appear to be reaching a critical level and need to be resolved soon.

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[2] At the workshop at 10 August 2019 it was stated that a number of agency staff had been recruited which has eased the immediate staff shortage. However, the retention of staff is still an on-going operational challenge.

Improvement Opportunities & Agreed Actions

Fleet Management Prioritised Improvements

Table 2 shows the prioritised list of improvement opportunities for Fleet Management identified during the review[3].

Table 2: DC Fleet Management Prioritised Improvement Opportunities

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
101	Economy	Procurement Excellence & Cost of Fleet Acquisition	100	Good [75]	75	50	Definitely [100]	100	15.6
400	Strategic Value	Pursue revenue generation and cost recovery options to ensure that the service delivers	100	Satisfactory [50]	50	75	Definitely [100]	100	15.6
107	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	100	Requires Improvement [25]	25	75	Probably [75]	75	15.2
123	Economy	Fleet Management Advice / Fleet Management Services	100	Requires Improvement [25]	25	75	Probably [75]	75	15.2
202	Efficiency	Vehicle Hire	100	Requires Improvement [25]	25	75	Probably [75]	75	15.2
210	Efficiency	Fleet Utilisation	80	Requires Improvement [25]	25	75	Probably [75]	75	12.2
208	Efficiency	Fleet Standardisation	100	Satisfactory [50]	50	75	Probably [75]	75	11.7
304	Effectiveness	Resilience of Fleet	100	Satisfactory [50]	50	75	Probably [75]	75	11.7
211	Efficiency	Fleet Optimisation	100	Requires Improvement [25]	25	75	Possibly [50]	50	10.2
127	Economy	Fleet Sponsorship	60	Requires Improvement [25]	25	50	Probably [75]	75	9.8
216	Efficiency	Information Analysis & Reporting Management	80	Satisfactory [50]	50	75	Probably [75]	75	9.4
404	Strategic Value	Ensure Fleet Services are always the best value choice for potential customers.	80	Satisfactory [50]	50	75	Probably [75]	75	9.4
406	Strategic Value	Ensure the fleet reflects the environmental policies of the authority.	80	Satisfactory [50]	50	75	Probably [75]	75	9.4
111	Economy	Contract Cost Management (Client Side)	100	Good [75]	75	75	Probably [75]	75	8.2
302	Effectiveness	Scope of Fleet	100	Good [75]	75	75	Probably [75]	75	8.2
303	Effectiveness	Scale of Fleet	100	Good [75]	75	75	Probably [75]	75	8.2
403	Strategic Value	Demonstrate that the fleet services team deliver best-value services.	100	Good [75]	75	75	Probably [75]	75	8.2
102	Economy	Cost of Retired Fleet Decommissioning / Disposal	100	Satisfactory [50]	50	75	Possibly [50]	50	7.8
218	Efficiency	Efficiency Improvement Plan	60	Satisfactory [50]	50	75	Probably [75]	75	7.0
316	Effectiveness	Environmental Benefits	60	Satisfactory [50]	50	75	Probably [75]	75	7.0
125	Economy	Retired Fleet Renewal / Disposal (Used Fleet Sales)	80	Satisfactory [50]	50	75	Possibly [50]	50	6.3
206	Efficiency	Other Resource (Productivity)	80	Satisfactory [50]	50	75	Possibly [50]	50	6.3
407	Strategic Value	Respond to the changing needs of current and future customers and the emergence of	80	Satisfactory [50]	50	75	Possibly [50]	50	6.3
124	Economy	Fleet Compliance Monitoring & Advisory Services	40	Requires Improvement [25]	25	75	Probably [75]	75	6.1
126	Economy	Grant Winning (Green Conversion)	60	Requires Improvement [25]	25	75	Possibly [50]	50	6.1
317	Effectiveness	Services Development / Innovation	50	Satisfactory [50]	50	75	Probably [75]	75	5.9

[3] The factors are ordered in terms of Weighting (High), Performance Score (Low) and Opportunity (Definitely).

Fleet Management Agreed Actions

1. Fleet Procurement Policy		
Description		
To undertake a comprehensive review of the County Fleet procurement policy.		
Objectives		
1. To reduce the whole life cost (WLC) of the fleet. 2. To ensure the most cost-effective solution is acquired, balancing cost with a fit-for-purpose fleet. 3. To demonstrate to customers that the service provides 'Best Value'. 4. To establish a procurement policy that can respond to the changing needs of the customer and take prompt advantage of any new technologies.		
Action	**Owner**	**Timescales**

1. To undertake an analysis and comparison of the respective whole life cost of purchasing vs. leasing fleet vehicles, including;
   a. Purchase Cost (New & Second-Hand)
   b. Configurations Cost
   c. Deposit (Lease)
   d. Maintenance Costs
   e. Insurance
   f. Residual Value
   g. Cost of Disposal
	Pam Taylor / Brian Hattersley	End of March 2020

1. Update (Sept 2019): A soft test has been completed and indicates that the purchase of vehicles is cheaper due to low interest rates.		

2. Review the Resale/Disposal Policy, including
   a. Length of Ownership vs. Residual Value
   b. Alternative Uses
   c. Ease and Cost of Disposal
	Brian Hattersley (Finance TBA)	End of March 2020

2. Grey Fleet Policy Review		
Description		
To undertake a comprehensive review of the Grey Fleet Policy, considering the alternatives including the use of Pool Cars.		
Objectives		
1. To reduce the cost of travel as incurred by DC staff in performing their duties. (Currently >£5M pa in mileage paid to staff). 2. To ensure the most cost-effective solution is adopted by staff, balancing cost with a fit-for-purpose solution that allows them to efficiently and effectively complete their duties. 3. To establish a policy that can respond to the changing needs of the customer and take prompt advantage of any new technologies e.g. Electric & Low Emission Vehicles, Associated Driver Training & SMART Technology.		
Action	**Owner**	**Timescales**

1. To undertake an analysis of the current grey fleet policy and compare alternatives:
   • Cost of Mileage Paid
   • Pool Car – Whole Life Cost
	Brian Hattersley / Angela Glithero /	TBC 2021 6 Month Reviews

	Richard Lovell	
• Nature of Journeys (reason, location, frequency) • Alignment to County Transport strategic drivers • Implications of New Technologies • Consider the Policies of other Authorities (e.g. Lincolnshire, Solihull)		

Update (Sept 2019): Members have shown considerable interest and support. DCC are introducing a pool of Electric Vehicles which will be extended if successful.

3. County Hire Car Policy / Centralised Booking System

Description

To undertake a comprehensive review of the cost and nature of county staff hire car usage, considering the types of vehicle hired, reason and frequency of journey, with a view to introducing a Centralised Booking System.
The outcome of the Grey Fleet review (Action 2) will inform this action.

Objectives

1. To reduce the overall cost of hire car usage (type, reason, & frequency of journey)
2. To ensure the most cost-effective solution is by used staff, balancing cost with an appropriate vehicle.
3. To ensure that all hire cars and associated journeys have the necessary insurance cover.
4. To explore the benefits, cost and operational impact of introducing a Centralised Booking System.

Action	Owner	Timescales
1. To undertake a review of current hire car activity, considering: • Cost of Hire • Cost of Administration (across Council) • Type of Cars Hired • Frequency & Length of Hire • Reason for Journey • Risk / Insurance Cover	**Angela Glithero**	Dec 2019
2. To produce an outline Business Case for introducing a Centralised Booking System, considering • Benefits (incl. Financial & Operational) • Cost of Implementation & Operations (incl. Resource Requirements) • DCC Stakeholder Support • IT / IS Requirements • Integration of any future pool car proposals	**TBC after Action 1**	

4. Professional / Added-Value Services

Description

Fleet Management Services currently provide many services free-of-charge, including fleet management advice, guidance, audit services and driver training. Several customers have expressed an expectation that they should pay for such services. This review would develop the business case for introducing this policy.

Objectives		
1. To maximise the revenue from providing added-value services, to both current and potential customers.		
2. To enhance the reputation of Derbyshire County Fleet Management Services as an experienced, reliable and good value provider of professional advice and guidance.		
3. To identify the most suitable delivery model for providing Professional Services.		

Action	Owner	Timescales
1. To undertake a review of services provided (both current and potential), including the: • Range of Services Offered • Customer Analysis (Demand, Range, Existing Customer Support) • Scale of Fees • Market Analysis (Alternate Providers of similar Services)	**Brian Hattersley**	Build into financial analysis
2. Based on the conclusions of Action 1, to explore the most appropriate delivery model.		

5. Continued Standardisation of Fleet

Description
Fleet Management Services have had success in introducing increased standardisation for fleet purchases, specifically highways vehicles. This approach will be continued wherever possible, into other service areas including property, countryside, adult and children's services.

Objectives		
1. To reduce the whole life cost of the County Fleet, including acquisition, maintenance, insurance and residual value.		

Action	Owner	Timescales
1. To actively continue with current policy and encourage all services to standardise their vehicle purchases, as appropriate.	**Brian Hattersley**	

6. Fleet Sponsorship (Communications and Messaging)

Description
To fully explore the benefits (both financial and non-financial) of fleet sponsorship. This includes three options.   **1. External Sponsorship of County Fleet (may be service/vehicle specific)**   **2. External Advertising on County Fleet**   **3. County Messaging / Promotion (use of county fleet to communicate core values, policies and/or successes of authority).**

Objectives		
1. To generate additional revenue for the authority (External Sponsorship/Advertising).		
2. To improve the reputation of the authority, by communicating the priorities, commitment and activities of the authority (Internal Sponsorship)		

Action	Owner	Timescales

1. To explore the opportunities both externally and internally, considering;
    a. Suitable External Sponsors (aligned to values of the authority and as part of a council wide approach led by the Communications Team).
    b. Scale of Potential Revenues.
    c. Potential Risks (e.g. wrong sponsor and/or message).
    d. The successes and failures of the authorities who have adopted a similar approach.
	Angela Glithero	December 2020

Fleet Maintenance Prioritised Improvements

Table 3 shows the prioritised list of improvement opportunities for Fleet Maintenance identified during the review[4].

Table 3: DC Fleet Maintenance Prioritised Improvements

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity	Priority
106	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	100	Requires Improvement [25]	25	75	Definitely [100]	100	20.3
209	Efficiency	Service / Function Productivity & Throughput	100	Requires Improvement [25]	25	75	Definitely [100]	100	20.3
216	Efficiency	Information Analysis & Reporting Management	80	Requires Improvement [25]	25	75	Definitely [100]	100	16.3
126	Economy	MOT / Follow-On Maintenance (Body-Shop)	100	Satisfactory [50]	50	75	Definitely [100]	100	15.6
213	Efficiency	Stakeholder Management (Internal & External)	100	Satisfactory [50]	50	75	Definitely [100]	100	15.6
211	Efficiency	Service Optimisation	100		40	75	Probably [75]	75	13.1
215	Efficiency	IT / IS Management	80	Satisfactory [50]	50	75	Definitely [100]	100	12.5
115	Economy	Depots / Offices	100	Satisfactory [50]	50	75	Probably [75]	75	11.7
205	Efficiency	Productivity of Management	100	Satisfactory [50]	50	75	Probably [75]	75	11.7
206	Efficiency	Productivity of Staff	100	Satisfactory [50]	50	75	Probably [75]	75	11.7
212	Efficiency	Service Sustainability	100	Satisfactory [50]	50	75	Probably [75]	75	11.7
127	Economy	Fleet Services for other Authorities	100	Good [75]	75	75	Definitely [100]	100	10.9
128	Economy	EVI / Hydrogen Maintenance of Vehicles	60	Satisfactory [50]	50	75	Definitely [100]	100	9.4
207	Efficiency	Other Resource (Productivity)	60	Satisfactory [50]	50	75	Definitely [100]	100	9.4
407	Strategic Value	Ensure the fleet reflects the environmental policies of the authority.	80	Satisfactory [50]	50	75	Probably [75]	75	9.4
113	Economy	Materials & Consumables	100	Good [75]	75	75	Probably [75]	75	8.2
302	Effectiveness	Scope of Services	100	Good [75]	75	75	Probably [75]	75	8.2
400	Strategic Value	Pursue revenue generation and cost recovery options to ensure that the service delivers	100	Good [75]	75	75	Probably [75]	75	8.2
131	Economy	Delivery of Service Within Budget	100	Satisfactory [50]	50	75	Possibly [50]	50	7.8
317	Effectiveness	Services Development / Innovation	50	Requires Improvement [25]	25	75	Probably [75]	75	7.6
102	Economy	Overspill / Specialist Repair & Maintenance	60	Satisfactory [50]	50	75	Probably [75]	75	7.0
202	Efficiency	Overspill / Specialist Repair & Maintenance	60	Satisfactory [50]	50	75	Probably [75]	75	7.0
408	Strategic Value	Respond to the changing needs of current and future customers and the emergence of	80	Good [75]	75	75	Probably [75]	75	6.6
110	Economy	Subcontractors & contractor management	80	Satisfactory [50]	50	75	Possibly [50]	50	6.3
116	Economy	Disposal Costs	80	Satisfactory [50]	50	75	Possibly [50]	50	6.3
404	Strategic Value	Ensure Fleet Services are always the best value choice for our customers.	80	Good [75]	75	50	Possibly [50]	50	6.3

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[4] The factors are ordered in terms of Weighting (High), Performance Score (Low) and Opportunity (High – Definitely).

Fleet Maintenance Agreed Actions

Using a SWOT analysis approach, a detailed assessment of the Fleet Maintenance service was completed. Each of the following operational functions was considered in turn, identifying the areas of weakness but focusing on the opportunities and actions required for service improvement.

- **00 Strategic Planning**
- **01 Customer Management**
- **02 Job Scheduling**
- **03 Booking In (Scheduled Jobs)**
- **04 Booking In (Walk-In Jobs)**
- **05 Vehicle / Job Triage**
- **06 Job Estimation**
- **07 Parts Management**
- **08 Resources Management (Job)**
- **09 Job Execution**
- **10 Vehicle Inspection / Job Completion**
- **11 Booking Out**
- **12 Billing & Payments**
- **13 Complaints & Returns**

From the analysis, the following action workstreams were agreed:

1. Service Financial Analytics		
Description		
To undertake a review that identifies, captures and analyses the true cost of the County Fleet Maintenance Service		
Objectives		
1. To understand the actual cost of providing the Fleet Maintenance Service, including the cost of corporate overheads, so that: • The true profitability of both the overall function and individual services is established. • The true profitability of individual customer contracts is established. • An accurate hourly recharge can be applied that covers all costs for the services provided. • An accurate and complete financial analysis is produced that forms a strong basis for the negotiation of both current and future contracts and service. 2. To demonstrate to customers, the county council and delivery partners (both current and future) that the service is governed by effective financial management. 3. To provide a comprehensive and informed foundation from which explore future service and delivery options.		
Action	**Owner**	**Timescales**

1. To undertake a detailed financial analysis of the overall function including;
  a. Individual Services
    • Labour / Parts / Equipment
  b. Individual Customer Contracts
	Catherine McDonnell / Richard Bright	Commencing August 2019

• Current Terms /Profitability c. Management Charges d. Corporate Overhead Charges		

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2. Customer Management
Description
To review, update and enforce the agreed services provided, associated standards and working relationship between County Fleet Maintenance and its customers (both internal and external). The agreed changes will be reflected in revised Customer Service Level Agreements (SLA's).
This review will be informed by the Financial Analysis completed in Action 1.
Objectives
1. To improve the efficiency and effectiveness of the fleet maintenance service, through: • Improved Job Scheduling • Reduced Walk-In Jobs • Prompt Job Completion and Collection of Vehicles 2. To improve the productivity of customers, by reducing the length of time vehicles are out-of-service. This may result in a financial saving where hire cars are used. 3. To improve customer satisfaction in the quality and reliability of the services provided.

Action	Owner	Timescales
1. To capture and document current performance levels and areas of performance shortfall, including; • Job Scheduling • Job Completion & Timely Collection • Excessive Flexibility & Responsiveness of Service (Walk-In Jobs) • Individual Service Staff Performance • Customer Behaviour / Expectations • Financial Profitability of each Service & Customer (informed by Financial Analysis (Action 1)) 2. Define new/ revised standards of working. 3. Discuss and agree revised standards of working with customers. 4. Produce, commit and adhere to updated SLA's	**Richard Bright**	TBC
5. Based on the outcomes of Action 1, to define and agree a revised service and charging policy. This may include a review of the current customer base and its attractiveness moving forward.	**Brian Hattersley/ Richard Bright**	TBC

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3. Service Resource Management
Description
To explore options for ensuring the immediate and long-term recruitment and retention of skilled mechanics.
Objectives

Action	Owner	Timescales
1. To ensure operations are delivered and maintained to a standard that meets customer expectations. 2. To ensure the right calibre of staff is retained and recruited, such that the future ambitions of the service can be realised.		

Action	Owner	Timescales
1. Continue to explore options for the immediate recruitment of skilled staff (agencies). 2. Review current recruitment procedures and terms of employment. Consider any changes that may be required and any authority constraints that impact on successful recruitment. Explore the extent to which they can be varied or relaxed. 3. Consider alternative delivery structures that may allow a more attractive package to be offered.	**Angela Glithero**	Dec 2019

4. Maximise the Capability Offered by Fleetwave

Description

The capability offered by the Fleetwave System should be maximised. However, there are currently significant operational issues with the system that adds to the workload burden of staff. These need to be addressed urgently to restore confidence such that the functionality provided by the software can be fully utilised (e.g. Customer Bookings, Communications)

Objectives

1. To maintain and then improve the efficiency and effectiveness of operations.
2. To demonstrate the financial investment will realise the intended benefits.
3. To build staff morale.

Action	Owner	Timescales
1. Resolve critical operational issues with system. 2. Consider additional functionality offered: • Additional training and support requirements. • Testing & implementation procedures.	**Brian Hattersley /Richard Bright/Karin Davies (BSO)**	**On0going**

5. Introduction of a Mobile Assistance Service

Description

To explore the demand, benefits, costs and delivery options of introducing a mobile assistance service.

Objectives

1. To improve the efficiency and productivity of service operations by reducing some of the workload pressure within the workshops.
2. To improve customer satisfaction by offering an additional beneficial service.

Action	Owner	Timescales
1. To develop an outline business case for the introduction of a mobile service, including; • Scale of Demand • Range of Services Provided • Skills Required	**Richard Bright**	April 2020

6. Re-Introduction of a Collection & Delivery Service		
Description		
To consider the re-introduction and promotion of a collection and delivery service.		
Objectives		
1. To improve the efficiency of service operations by ensuring the prompt collection and delivery of vehicles back to the customer. 2. To improve customer satisfaction by offering an additional beneficial service.		
Action	**Owner**	**Timescales**
1. To develop an outline business case for the introduction of a collection and delivery services including; • Scale of Demand • Resource Required (number, level) • Other Operational Costs • Logistics • Delivery Options (Internal, External Contract)	**Richard Bright**	Following outturn of 2. Customer Management above

• Cost of Implementation & Operations • Delivery Options (Internal, External Contract, Partner)		

7. Introduce card payments to support walk-in jobs/ MOT's from public.		
Description		
To introduce card payment facilities at all workshop to support walk-in jobs, MOT's and servicing for the general public.		
Objectives		
1. To improve cash flow by ensuring prompt payment. 2. To improve the efficiency of the workshops by reducing the time taken to collect payment. 3. To improve customer satisfaction.		
Action	**Owner**	**Timescales**
1. Set up the necessary account and payment facilities.	**Richard Bright**	**December 2019**

Future Service Delivery Options

The scope of the review also considers how the future service may be structured and delivered in order to meet the current operational challenges but also the aspiration of the service moving forward.

A series of initial delivery options were identified for DCTFS.

Initial Options Considered

1. **Do Nothing (+2years)**
   The anticipated Service in two years' time with no or minimal change, investment or improvement.

2. **Internal + External Top Up**
   The core Service continues to be provided internally and assumes the successful implementation of the improvement programme outlined in this report. External support is procured for specialist services and for additional capacity, as required.

3. **Internal Service Structured for Trading**
   The Service following the successful implementation of the improvement programme outlined in this report; enabling the management team to create an efficient and effective financial and operational basis from which to expand the external business profitably.

4. **Internal Service for DCC Only**
   The Service following the successful implementation of the improvement programme outlined in this report; enabling the management team to provide a demonstrable 'best-value' service that focuses only on internal customers.

5. **Local Authority Trading Company**
   The Service operates as commercial company but typically will remain wholly owned and controlled by Derbyshire County Council. As a trading body, the Service will be in a position to provide its services to a wider market than the council. There will also be greater flexibility regarding its employment contracts and choice of delivery partners (if required).

6. **Outsourced (All)**
   The entire Service (both Fleet Management & Maintenance) is outsourced to an external provider(s).

7. **Outsourced (Fleet Management)**
   The Fleet Management function is outsourced to an external provider(s). Although the fleet maintenance function would be retained internally, much of the warranty related repairs would become the responsibility of the vehicle provider.

8. **Outsourced (Fleet Maintenance)**
   The Fleet Maintenance function is outsourced to an external provider(s). Responsibility for the purchase or lease of vehicles would still lie within the County.

9. **Agile Partnering**

The service is provided with a formal partner (sharing risks and rewards). Such an approach may provide additional skills, capacity and innovation, for example electric vehicle cars and infrastructure.

Assessment Criteria

Stage 1 was a high-level evaluation of each delivery option against the stated DCTFS strategic drivers (refer Table 1). For each strategic driver, participants were asked to consider whether the respective option was more, less or no more likely to contribute to achieving the respective driver than the current in-house delivery model. Table 4 provides a summary of the strategic analysis assessment.

Strategic Analysis: Delivery Option Ranking

> **1= Internal + Structured for Trading (87)**
> **1= Internal Service for DCC Only (87)**
> **2= Internal + External Top-Up (79)**
> **2= Agile Partnering (79)**
> **3. Arms-Length Trading Company (62)**
> **4. Outsource Fleet Maintenance Only (55)**
> **5. Outsource Fleet Management Only (50)**
> **6. Outsource All (44)**
> **7. Do Nothing (41)**

Stage 2 involved a high-level assessment of the relative Attractiveness & Achievability of each delivery option. For each of the following factors, participants were asked to consider whether the delivery option would improve, reduce or have no impact on current performance (Attractiveness) and the level of Achievability[5].

Attractiveness

1. **Economy**
   - Cost of Services
   - Income Generation
2. **Efficiency**
   - Efficiency of Services (Productivity & Throughput)
   - Resilience of Services
3. **Effectiveness**
   - Services Quality
   - Services Agility / Response to Customer Demands
4. **Strategic Value**
   - Alignment & Contribution to Strategic Goals & Drivers **(taken from Stage1)**
5. **Stakeholder Value**
   - Internal Accountability, Control & Satisfaction
   - External Satisfaction

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[5] As this was a high-level, indicative analysis, no external or documentary evidence was sought at this stage.

Achievability

1. **Complexity (Inherent Risk)**
   - Using standard measures of option risk: scale, novelty, diversity, interdependencies and volatility.

2. **Capability & Capacity**
   - Do we have the skills and resources to implement the option?

3. **Affordability**
   - Is the option affordable; both implementation and future operations.

4. **Authority Readiness**
   - Is this an option the authority is able to pursue?

5. **Provider Readiness**
   - Is this an option that the private sector / partners are willing to consider?

6. **Sector Success Stories**
   - Is there evidence of success within the sector? Are the case studies auditable?

7. **Governance & Reporting**
   - How difficult is the option to direct, manage and evaluate, once operational?

8. **Partner Management**
   - Are partner and client goals sufficiently aligned to assume that partners can be effectively managed?

9. **Cultural Alignment**
   - Is the option consistent will the political doctrines and strategic principles of the authority?

Table 5 provides a summary of the Attractiveness & Achievability assessment.

Table 4: Future Service Delivery Options – Strategic Analysis

Option Family	#	Option Name	Strategic Drivers								Average
			Pursue revenue generation and cost recovery options to ensure that the service	Create a fit-for-purpose fleet for the customers and services we serve.	Ensuring the highest levels of fleet availability.	Demonstrate that the fleet services team deliver best-value services.	Ensure Fleet Services are always the best value choice for our customers.	Maintain a safe and efficient vehicle fleet.	Ensure the fleet reflects the environmental policies of the authority.	Respond to the changing needs of current and future customers and the	
Continuity	1	Do Nothing (in 2 years)	33	66	33	33	33	66	33	33	41
Internalised	2	Internal + External Top Up	66	66	100	66	66	100	66	100	79
	3	Internal Service Structured for Trading	100	66	66	100	100	100	100	66	87
	4	Internal Service for DCC Only	66	100	100	100	66	100	100	66	87
Teckal	5	Arms-Length Company (LATC)	100	33	33	66	66	66	33	100	62
Externalised	6	Outsource All	66	33	33			33	66	33	44
	7	Outsource Fleet Management Only	66	33	33			66	66	33	50
	8	Outsource Fleet Maintenance Only	100	33	33			33	66	66	55
	9	Agile Partnering	66	66	66	100	100	66	66	100	79

Key: Anticipated Performance	
	Not Applicable (In This Context)
0	Critical Issue / Barrier to Implementation
33	Poorer Than Current Performance
66	Unknown or Parity (At Best) Performance
100	Better Than Current Performance

Derbyshire County Transport Fleet Services

Table 5: Future Service Delivery Options - Attractiveness & Achievability Assessment

Refresh Data

Option Family	#	Option Name	Strategic Performance	Economy	Efficiency	Effectiveness	Strategic Value	Stakeholder Value	Total	Weight-Adjusted Score	Complexity (Inherent Risk)	Capability & Capacity	Affordability	Authority Readiness	Provider Readiness	Sector Success Stories	Governance & Reporting	Partner Management	Cultural Alignment	Total	Weight-Adjusted Score
Continuity	1	Do Nothing (in 2 years)	41.3	33	33	33	33	33	33	33	100	66	100	33		33	100		33	66	52
Internalised	2	Internal + External Top Up	78.8	100	100	100	100	100	100	100	66	66	66	66	66	100	66		100	75	66
	3	Internal Service Structured for Trading	87.3	100	100	66	100	66	86	86	33	33	66	66	66	33	33		66	50	44
Teckal	4	Internal Service for DCC Only	87.3	33	33	33	66	66	46	46	33	33	66	66	66	33	100		33	54	48
Externalised	5	Arms-Length Company (LATC)	62.1	33	66	66	66	66	59	59	33	33	33	33	66	33	33		66	41	37
	6	Outsource All	44.0	66	33	33	33	33	40	40	33	33	33	33		66	66		66	47	37
	9	Agile Partnering	78.8						0	0										0	0

	Economy	Efficiency	Effectiveness	Strategic Value	Stakeholder Value	Total	Weight-Adjusted	Complexity (Inherent Risk)	Capability & Capacity	Affordability	Authority Readiness	Provider Readiness	Sector Success Stories	Governance & Reporting	Partner Management	Cultural Alignment	Total	Weight-Adjusted
Factor Importance	100	100	100	100	100			100	100	100	100	100	100	100	100	100		
Factor Score	61	61	55	66	61	23	23	50	44	61	50	66	50	66	0	61	21	18

Key: Anticipated Performance	
	Not Applicable (In This Context)
0	Critical Issue / Barrier to Implementation
33	Low Attractiveness / Reduced Performance
66	Moderate Attractiveness/ on par Performance
100	High Attractiveness / Improved Performance

Key: Anticipated Performance (Achievability)	
	Not Applicable (In This Context)
0	Critical Issue / Barrier to Implementation
33	Low Achievability / Reduced Performance
66	Moderate Achievability/on par Performance
100	High Achievability / Improved Performance

Assessment Conclusions

Figure 5 provides a summary of the relative Attractiveness & Achievability of the assessed Delivery Options.

Figure 5: Delivery Options Summary Plotted Position
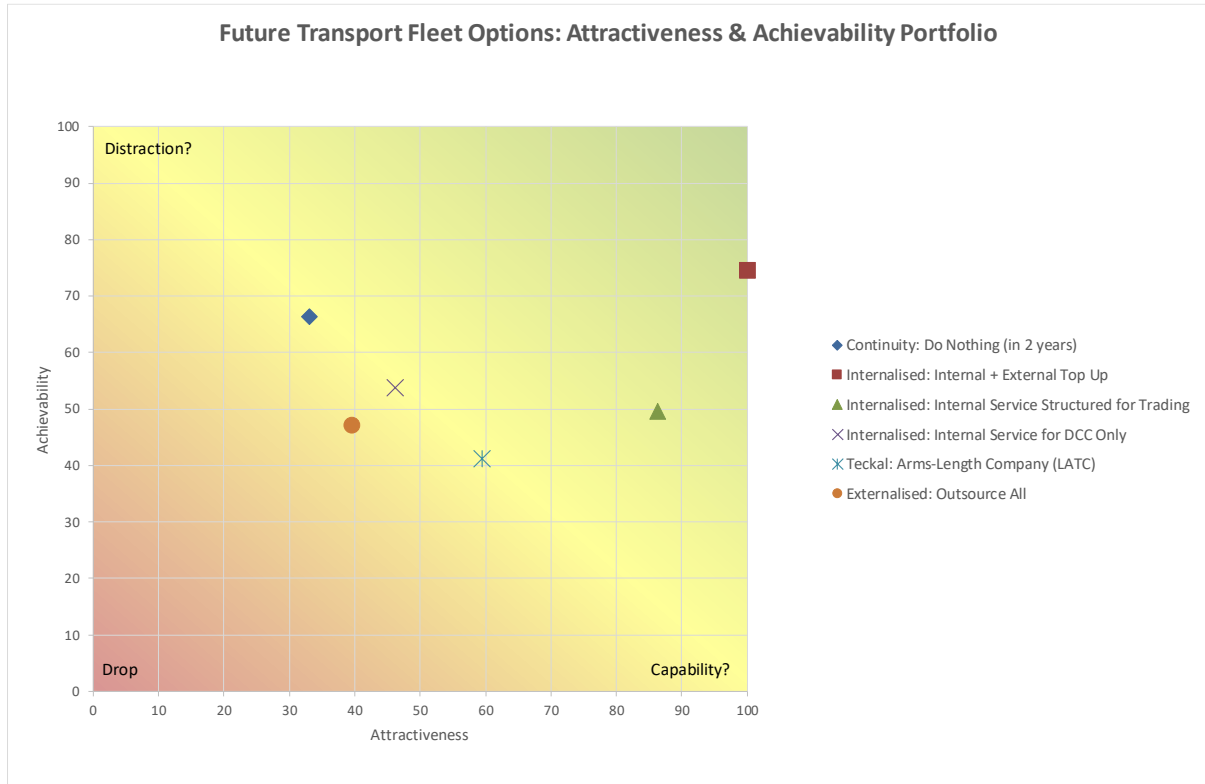
The highest scoring option was **Internal + External Top Up.** This option assumes that the core service continues to be provided internally following the successful implementation of the improvement programme as outlined in this report. External support is procured for specialist services and for additional capacity, as required. This option does not prohibit the expansion of the service both internally and externally but ensures the priority is to provide and maintain a cost-effective and efficient service for existing customers, both DCC and external. Such an approach reduces risk and the cost of set-up and management of a new delivery mode. The intelligent use of external support or partners **(Agile Partnering)**, that leverages a successful internal operational foundation, will allow DCTS to respond quickly to changes or opportunities in customer demand and emerging innovations within the market, such as the increased deployment of electrical / low emissions vehicles.

A service structured and focused for **Trading** (either internally or as a Teckal) may detract from the quality of service provided to existing customers. The review failed to identify the scale of opportunities for revenue growth that would justify the necessary investment (both financial and resource) in the set-up and on-going management of a fully trading service.

Although a fully **outsourced service** may deliver economic benefits through a possible reduction in the overall cost of the service, it was agreed that the overall quality of service provided to the authority was likely to be reduced. An outsourced service would be unlikely to provide the current level of customer service, choice and flexibility. The cost and effort required to define, award and manage an outsourced contract would also be significant.

It was agreed that **Do Nothing**, i.e. the failure to implement the improvement programme, as described in this report, would have a significant adverse impact on the efficiency and quality of service provided. There would be an increased risk of losing new and retained business, from both DCC and external customers.

Appendix A: Detailed VfM Assessments

Fleet Management

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity
100	Economy	**Commissioned / Outsourced Service Contract (15 Contracted Lots)**						
101	Economy	Procurement Excellence & Cost of Fleet Acquisition	100	Good [75]	75	50	Definitely [100]	100
102	Economy	Cost of Retired Fleet Decommissioning / Disposal	100	Satisfactory [50]	50	75	Possibly [50]	50
103	Economy	Contract Management Overheads (Borrowing Costs)	60	Good [75]	75	50	Possibly [50]	50
104	Economy	Specialist Plant & Equipment	60	Good [75]	75	75	Probably Not [25]	25
105	Economy	**Transactional / Internally-Contracted Costs (Where Applicable)**						
106	Economy	Annual Retainers (Cost Justification & Cost Stability)	0					
107	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	100	Requires Improvement [25]	25	75	Probably [75]	75
108	Economy	**Internal Costs**						
109	Economy	Management	100	Good [75]	75	75	Probably Not [25]	25
110	Economy	Staff	60	Good [75]	75	75	Probably Not [25]	25
111	Economy	Contract Cost Management (Client Side)	100	Good [75]	75	75	Probably [75]	75
112	Economy	Professional / Consultancy Services	0					
113	Economy	IT / IS Services, Equipment & Software	40	Good [75]	75	75	Probably Not [25]	25
114	Economy	Materials & Consumables	0					
115	Economy	Vehicles / Equipment / EVI Charging Points	0				Probably [75]	75
116	Economy	Depots / Offices	0					
117	Economy	Other Operating Costs	0					
118	Economy	**Cost of Risk (Where Applicable)**						
119	Economy	Cost of Compensation (Derbyshire Police)	0					
120	Economy	Cost of Risk (Anticipated)	60	Good [75]	75	75	Probably Not [25]	25
121	Economy	Cost of Risk (Emergent)	0					
122	Economy	**Revenue Generation (Where Applicable)**						
123	Economy	Fleet Management Advice / Fleet Management Services	100	Requires Improvement [25]	25	75	Probably [75]	75
124	Economy	Fleet Compliance Monitoring & Advisory Services	40	Requires Improvement [25]	25	75	Probably [75]	75
125	Economy	Retired Fleet Renewal / Disposal (Used Fleet Sales)	80	Satisfactory [50]	50	75	Possibly [50]	50
126	Economy	Grant Winning (Green Conversion)	60	Requires Improvement [25]	25	75	Possibly [50]	50
127	Economy	Fleet Sponsorship	60	Requires Improvement [25]	25	50	Probably [75]	75
128	Economy	Economy Improvement Plan (Savings Plan)	60	Satisfactory [50]	50	75	Probably Not [25]	25
129	Economy	Delivery of Service Within Budget	60	Good [75]	75	75	Possibly [50]	50

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity
200	Efficiency	**External Resource Efficiency (Commissioned / Outsourced Service Contract)**						
201	Efficiency	Delivery to Schedule	100	Requires Improvement [25]	25	75	Probably Not [25]	25
202	Efficiency	Vehicle Hire	100	Requires Improvement [25]	25	75	Probably [75]	75
203	Efficiency	**Internal Resource Efficiency**						
204	Efficiency	Productivity of Management	40	Satisfactory [50]	50	75	Possibly [50]	50
205	Efficiency	Productivity of Staff	40	Satisfactory [50]	50	75	Possibly [50]	50
206	Efficiency	Other Resource (Productivity)	80	Satisfactory [50]	50	75	Possibly [50]	50
207	Efficiency	**Efficiency Performance Management**						
208	Efficiency	Fleet Standardisation	100	Satisfactory [50]	50	75	Probably [75]	75
209	Efficiency	Fleet Deployment / Tax / Fuel Efficiency	100	Good [75]	75	75	Possibly [50]	50
210	Efficiency	Fleet Utilisation	80	Requires Improvement [25]	25	75	Probably [75]	75
211	Efficiency	Fleet Optimisation	100	Requires Improvement [25]	25	75	Possibly [50]	50
212	Efficiency	Fleet Sustainability	80	Good [75]	75	75	Probably Not [25]	25
213	Efficiency	Stakeholder Management (Internal & External)	100	Good [75]	75	75	Probably Not [25]	25
214	Efficiency	Fleet Agility (Scope & Scale of Operations: Demand Matching)	60	Good [75]	75	75	Probably Not [25]	25
215	Efficiency	IT / IS Management	60	Good [75]	75	75	Probably Not [25]	25
216	Efficiency	Information Analysis & Reporting Management	80	Satisfactory [50]	50	75	Probably [75]	75
217	Efficiency	Travel & Accommodation	0					
218	Efficiency	Efficiency Improvement Plan	60	Satisfactory [50]	50	75	Probably [75]	75
300	Effectiveness	**Effectiveness Management**						
301	Effectiveness	Quality of Fleet (Reliability / Service Interval / Operational Longevity)	100	Good [75]	75	75	Probably Not [25]	25
302	Effectiveness	Scope of Fleet	100	Good [75]	75	75	Probably [75]	75
303	Effectiveness	Scale of Fleet	100	Good [75]	75	75	Probably [75]	75
304	Effectiveness	Resilience of Fleet	100	Satisfactory [50]	50	75	Probably [75]	75
305	Effectiveness	Serious Events / Insurance (Accidents / Recalls / Adverse Weather / Lost Loads / Fluid & Fuel Spills)	100	Good [75]	75	75	Possibly [50]	50
311	Effectiveness	**Overall Customer Satisfaction (With Fleet)**	100	Good [75]	75	75	Probably Not [25]	25
312	Effectiveness	**Value Added Business Benefits**						
313	Effectiveness	Financial Benefits (Cashable Benefits)	20	Good [75]	75	75	Probably Not [25]	25
314	Effectiveness	Social Benefits	40	Good [75]	75	75	Possibly [50]	50
315	Effectiveness	Reputation Benefits / Dis-Benefits	40	Satisfactory [50]	50	75	Possibly [50]	50
316	Effectiveness	Environmental Benefits	60	Satisfactory [50]	50	75	Probably [75]	75
317	Effectiveness	Services Development / Innovation	50	Satisfactory [50]	50	75	Probably [75]	75
318	Effectiveness	**Effectiveness Improvement Plan**	0					

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity
400	Strategic Value	Pursue revenue generation and cost recovery options to ensure that the service delivers an operational surplus.	100	Satisfactory [50]	50	75	Definitely [100]	100
401	Strategic Value	Create a fit-for-purpose fleet for the customers and services we serve.	100	Good [75]	75	75	Possibly [50]	50
402	Strategic Value	Ensuring the highest levels of fleet availability.	80	Good [75]	75	75	Possibly [50]	50
403	Strategic Value	Demonstrate that the fleet services team deliver best-value services.	100	Good [75]	75	75	Probably [75]	75
404	Strategic Value	Ensure Fleet Services are always the best value choice for potential customers.	80	Satisfactory [50]	50	75	Probably [75]	75
405	Strategic Value	Maintain a safe and efficient vehicle fleet.	100	Excellent [100]	100	75	Probably Not [25]	25
406	Strategic Value	Ensure the fleet reflects the environmental policies of the authority.	80	Satisfactory [50]	50	75	Probably [75]	75
407	Strategic Value	Respond to the changing needs of current and future customers and the emergence of new, transformative technologies.	80	Satisfactory [50]	50	75	Possibly [50]	50
500	Stakeholder Value	Politicians (Leader)	90	Satisfactory [50]	50	50	Probably [75]	75
501	Stakeholder Value	Portfolio Holder	100	Good [75]	75	75	Possibly [50]	50
502	Stakeholder Value	Politicians (Cabinet & Scrutiny)	90	Satisfactory [50]	50	50	Probably [75]	75
503	Stakeholder Value	Politicians (Other)	80	Satisfactory [50]	50	50	Probably [75]	75
504	Stakeholder Value	Other Councils						
505	Stakeholder Value	Districts	0					
506	Stakeholder Value	Parishes and Town Councils	0					
507	Stakeholder Value	Neighbouring Authorities	0					
508	Stakeholder Value	Officers						
509	Stakeholder Value	CEO & Corporate Team Management	100	Good [75]	75	50	Possibly [50]	50
510	Stakeholder Value	In-Function	100	Good [75]	75	75	Probably Not [25]	25
511	Stakeholder Value	In Other Dependent Functions	80	Good [75]	75	50	Probably Not [25]	25
512	Stakeholder Value	Partners (Delivery / Value Chain)	80	Good [75]	75	50	Probably Not [25]	25
513	Stakeholder Value	Highways Services	100	Good [75]	75	75	Probably Not [25]	25
513	Stakeholder Value	Property Services	100	Good [75]	75	50	Possibly [50]	50
514	Stakeholder Value	Adult Social Care	100	Good [75]	75	75	Possibly [50]	50
515	Stakeholder Value	Children's Services	100	Good [75]	75	50	Possibly [50]	50
516	Stakeholder Value	Community Services	100	Good [75]	75	50	Possibly [50]	50
517	Stakeholder Value	National Park	100	Good [75]	75	75	Possibly [50]	50

Fleet Maintenance

ID	Dimension	Factor Name	Weighting	Score (Text)	Score	Confidence	Opportunity (Text)	Opportunity
100	Economy	**Contracts**						
101	Economy	Emergency & Recovery	60	Good [75]	75	75	Possibly [50]	50
102	Economy	Overspill / Specialist Repair & Maintenance	60	Satisfactory [50]	50	75	Probably [75]	75
103	Economy	Other Costs (Where Applicable)	0					
104	Economy	**Transactional / Internally-Contracted Costs (Where Applicable)**						
105	Economy	Annual Retainers (Cost Justification & Cost Stability)	0					
106	Economy	Transactional Costs (Cost Analysis, Justification & Cost Stability)	100	Requires Improvement [25]	25	75	Definitely [100]	100
107	Economy	**Internal Costs**						
108	Economy	Management	100	Good [75]	75	75	Probably Not [25]	25
109	Economy	Staff	100	Good [75]	75	75	Possibly [50]	50
110	Economy	Subcontractors & contractor management	80	Satisfactory [50]	50	75	Possibly [50]	50
111	Economy	Professional / Consultancy Services	20	Good [75]	75	75	Probably Not [25]	25
112	Economy	IT / IS Services, Equipment & Software	40	Satisfactory [50]	50	75	Probably Not [25]	25
113	Economy	Materials & Consumables	100	Good [75]	75	75	Probably [75]	75
114	Economy	Vehicles / Equipment	100	Good [75]	75	75	Possibly [50]	50
115	Economy	Depots / Offices	100	Satisfactory [50]	50	75	Probably [75]	75
116	Economy	Disposal Costs	80	Satisfactory [50]	50	75	Possibly [50]	50
117	Economy	Energy / Fuel	60	Satisfactory [50]	50	75	Probably Not [25]	25
118	Economy	Other Operating Costs						
119	Economy	**Cost of Risk (Where Applicable)**						
120	Economy	Cost of Compensation (Service Failure)	80	Good [75]	75	75	Probably Not [25]	25
121	Economy	Cost of Risk (Anticipated)	40	Good [75]	75	75	Probably Not [25]	25
122	Economy	Cost of Risk (Emergent)	40	Good [75]	75	75	Probably Not [25]	25
123	Economy	**Revenue Generation (Where Applicable)**						
124	Economy	Income / Services Trading	0	Good [75]	75	75	Possibly [50]	50
125	Economy	Internal DCC	100	Good [75]	75	75	Possibly [50]	50
126	Economy	MOT / Follow-On Maintenance (Body-Shop)	100	Satisfactory [50]	50	75	Definitely [100]	100
127	Economy	Fleet Services for other Authorities	100	Good [75]	75	75	Definitely [100]	100
128	Economy	EVI / Hydrogen Maintenance of Vehicles	60	Satisfactory [50]	50	75	Definitely [100]	100
129	Economy	Grant / Investment Winning (Sponsorship)	40	Requires Improvement [25]	25	75	Possibly [50]	50
130	Economy	Economy Improvement Plan (Savings Plan)	60	Satisfactory [50]	50	75	Possibly [50]	50
131	Economy	Delivery of Service Within Budget	100	Satisfactory [50]	50	75	Possibly [50]	50

ID	Category	Description	Value	Rating			Likelihood	
200	Efficiency	**External Resource Efficiency (Outsourced Service Contract)**						
201	Efficiency	Emergency & Recovery	60	Good [75]	75	75	Possibly [50]	50
202	Efficiency	Overspill / Specialist Repair & Maintenance	60	Satisfactory [50]	50	75	Probably [75]	75
203	Efficiency	Subcontractors	60	Good [75]	75	75	Possibly [50]	50
204	Efficiency	**Internal Resource Efficiency**						
205	Efficiency	Productivity of Management	100	Satisfactory [50]	50	75	Probably [75]	75
206	Efficiency	Productivity of Staff	100	Satisfactory [50]	50	75	Probably [75]	75
207	Efficiency	Other Resource (Productivity)	60	Satisfactory [50]	50	75	Definitely [100]	100
208	Efficiency	**Efficiency Performance Management**						
209	Efficiency	Service / Function Productivity & Throughput	100	Requires Improvement [25]	25	75	Definitely [100]	100
210	Efficiency	Service Utilisation	100	Good [75]	75	75	Possibly [50]	50
211	Efficiency	Service Optimisation	100		40	75	Probably [75]	75
212	Efficiency	Service Sustainability	100	Satisfactory [50]	50	75	Probably [75]	75
213	Efficiency	Stakeholder Management (Internal & External)	100	Satisfactory [50]	50	75	Definitely [100]	100
214	Efficiency	Service Agility (Scope & Scale of Operations: Demand Matching)	100	Good [75]	75	75	Probably Not [25]	25
215	Efficiency	IT / IS Management	80	Satisfactory [50]	50	75	Definitely [100]	100
216	Efficiency	Information Analysis & Reporting Management	80	Requires Improvement [25]	25	75	Definitely [100]	100
217	Efficiency	Travel & Accommodation	60	Satisfactory [50]	50	75	Probably Not [25]	25
218	Efficiency	Efficiency Improvement Plan	60	Good [75]	75	75	Possibly [50]	50
300	Effectiveness	**Effectiveness Management**						
301	Effectiveness	Quality of Service	100	Good [75]	75	100	Probably [75]	75
302	Effectiveness	Scope of Services	100	Good [75]	75	75	Probably [75]	75
303	Effectiveness	Scale of Services	100	Good [75]	75	75	Possibly [50]	50
304	Effectiveness	Resilience of Services	100	Good [75]	75	75	Probably Not [25]	25
305	Effectiveness	Serious Events (Public Protection / Safety / Regulatory Compliance)	60	Good [75]	75	75	Probably Not [25]	25
306	Effectiveness	**Transactional Performance (Where Applicable)**						
307	Effectiveness	% of On-Budget Transactions	60		60	75	Possibly [50]	50
308	Effectiveness	% of Error-Free Transactions	100	Good [75]	75	75	Probably Not [25]	25
309	Effectiveness	% of On-Time Transactions	100	Good [75]	75	75	Probably Not [25]	25
310	Effectiveness	% of Reworked / Discarded Outputs	0					
311	Effectiveness	Overall Customer Satisfaction	100	Good [75]	75	75	Possibly [50]	50
312	Effectiveness	**Value Added Business Benefits**						
313	Effectiveness	Financial Benefits (Cashable Benefits)	40	Good [75]	75	75	Probably Not [25]	25
314	Effectiveness	Social Benefits	80	Good [75]	75	75	Probably Not [25]	25
315	Effectiveness	Reputation Benefits / Dis-Benefits	60	Good [75]	75	75	Probably Not [25]	25
316	Effectiveness	Environmental Benefits	60	Good [75]	75	75	Probably Not [25]	25
317	Effectiveness	Services Development / Innovation	50	Requires Improvement [25]	25	75	Probably [75]	75
318	Effectiveness	Effectiveness Improvement Plan	60	Good [75]	75	75	Probably [75]	75

Derbyshire County Transport Fleet Services

ID	Category	Description	Weight	Rating			Probability	
400	Strategic Value	Pursue revenue generation and cost recovery options to ensure that the service delivers an operational surplus.	100	Good [75]	75	75	Probably [75]	75
401	Strategic Value	Create a fit-for-purpose fleet for the customers and services we serve.	100	Good [75]	75	75	Probably Not [25]	25
402	Strategic Value	Ensuring the highest levels of fleet availability.	80	Good [75]	75	75	Probably Not [25]	25
403	Strategic Value	Demonstrate that the fleet services team deliver best-value services.	100	Good [75]	75	75	Possibly [50]	50
404	Strategic Value	Ensure Fleet Services are always the best value choice for our customers.	80	Good [75]	75	50	Possibly [50]	50
405	Strategic Value	Maintain a safe and efficient vehicle fleet.	100	Excellent [100]	100	75	Probably Not [25]	25
407	Strategic Value	Ensure the fleet reflects the environmental policies of the authority.	80	Satisfactory [50]	50	75	Probably [75]	75
408	Strategic Value	Respond to the changing needs of current and future customers and the emergence of new, transformative technologies.	80	Good [75]	75	75	Probably [75]	75
500	Stakeholder Value	Politicians (Leader)	90	Satisfactory [50]	50	50	Probably [75]	75
501	Stakeholder Value	Portfolio Holder	100	Good [75]	75	50	Probably [75]	75
502	Stakeholder Value	Politicians (Cabinet & Scrutiny)	90	Satisfactory [50]	50	50	Probably [75]	75
503	Stakeholder Value	Politicians (Other)	80	Satisfactory [50]	50	50	Probably [75]	75
504	Stakeholder Value	Other Councils						50
505	Stakeholder Value	Districts	60	Satisfactory [50]	50	50	Probably [75]	75
506	Stakeholder Value	Parishes and Town Councils	0					
507	Stakeholder Value	Neighbouring Authorities	40	Satisfactory [50]	50	50	Probably [75]	75
508	Stakeholder Value	Officers						
509	Stakeholder Value	Corporate Team Management	100	Good [75]	75	50	Possibly [50]	50
510	Stakeholder Value	In-Function	100	Good [75]	75	75	Probably Not [25]	25
511	Stakeholder Value	In Other Dependent Functions	80	Good [75]	75	50	Possibly [50]	50
512	Stakeholder Value	Partners (Delivery / Value Chain)	80	Good [75]	75	50		
519	Stakeholder Value	General Public	40	Good [75]	75	50	Probably [75]	75
520	Stakeholder Value	Regulators	80	Excellent [100]	100	50	Probably Not [25]	25
521	Stakeholder Value	Special Interest Groups	0					
521	Stakeholder Value	Unions	80	Good [75]	75	50	Probably [75]	75

Appendix B: Workshop Participants (Invited)

1. Angela Glithero (Assistant Director)
2. Brian Hattersley
3. Richard Bright
4. Bernard Hirst
5. Alexander Kozowenko
6. Mandy Stafford-Wood (Children's Services)
7. Steve Kirkland (Business Services)
8. Chris Allwood (Highways)
9. David Astbury (Highways)
10. Stephen Brown (Property)
11. Ian Riley (Property)
12. Richard Taylor (Countryside)_
13. Amanda Nadin (Adult Care)
14. Richard Lovell (Sustainable Travel)
15. Terry Hitchcock (Derbyshire Constabulary)
16. John Stevenson
17. David Pattison
18. Catherine McDonnell (Finance)
19. Pam Taylor (Finance)
20. Julie Musgrove (HR)

(All County Transport except where shown)

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Agenda Item No. 6(f)

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director - Economy, Transport and Environment

DEVELOPER CONTRIBUTIONS PROTOCOL (HIGHWAYS, TRANSPORT AND INFRASTRUCTURE)

(1)   **Purpose of Report**   To approve the publication of the County Council's revised Developer Contributions Protocol.

(2)   **Information and Analysis**

Background
The National Planning Policy Framework states that the purpose of planning system is to contribute to the achievement of sustainable development and cites at a high level, the sustainable development objective of "*meeting the needs of the present without compromising the ability of future generations to meet their own needs.*" The County Council has an important role in achieving sustainable development in Derbyshire, not only as a planning authority in its own right and as a statutory consultee, but also as a provider of much of the physical and social infrastructure that enables economic and social wellbeing and helps deliver sustainable development.

The Developer Contributions Protocol (DCP) was originally published in 2012 and refreshed in 2013. Its purpose is to set out the requirements for, and approach to, the type and level of infrastructure the County Council seeks to secure through planning obligations (or CIL) from applicants/developers in order to mitigate the impacts of development (whether for District/Borough or County Council determination) and make it acceptable in sustainable development terms. A DCP review took place in 2016 and an updated DCP was agreed by Cabinet at its meeting on 20 September 2016 (Minute No. 278/16 refers). This included a commitment to review the DCP every three years, or earlier if triggered by significant policy changes. A further update to the DCP was agreed by Cabinet on 22 February 2018 (Minute No. 59/18 refers) in which the County Council committed to a wholesale review of the DCP to take account of the Government's review of developer contributions and to ensure the DCP became fully inclusive of all relevant County Council service areas that are potentially are impacted by new development.

Over the past three years, the Government has been committed to reviewing developer contributions through two consultations in 2017, followed by the publication of its 'Supporting Housing Delivery through Developer Contributions' in March 2018. The outcome of this latter consultation resulted in Government proposing various changes to the current system of developer contributions through the reform of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended). A technical consultation followed on the integration of these changes into the CIL Regulations (published 21 December 2018), to ensure the draft regulations delivered the intended policy changes and did not give rise to unforeseen consequences. The County Council's responses to these consultations were reported to the Cabinet Member Meetings – Highways, Transport and Infrastructure on 20 December 2018 (Minute No.109/18 refers) and 28 February 2019 (Minute No.14/19 refers) respectively.

In summary, the main changes brought in by the revised CIL Regulations are as follows:

- The former Regulation 123 has been deleted, which has two consequences:
  - Regulation 123 controlled pooling with no more than five contributions being able to fund a project/infrastructure. With its deletion, the limit on pooling has been abolished.
  - Section 106 and CIL can now fund the same item of infrastructure.
- Numerous amendments have been included with regard to the operation of CIL and refinements to the calculations. This does not directly concern the County Council as it is not permitted to charge a CIL itself.
- Mandatory annual reporting of Planning Obligations contained within Section 106 agreements has been introduced through the production of an annual Infrastructure Funding Statement.
- Monitoring Fees - In order to support the mandatory reporting requirement and to enable efficient monitoring of agreements, Government has included a section in Regulation 122 which allows local authorities to charge monitoring fees.

The amendments to the CIL Regulations 2010 were approved by the House of Commons in accordance with Section 222(2)(b) of the Planning Act 2008 and came into force on 1 September 2019. Following initial implementation of the Regulations, this has provided the trigger for the wholesale review of the County Council's DCP.

Developer Contribution Review 2020
Work has been ongoing with the relevant County Council departments to ensure the DCP review is fully inclusive of all relevant County Council service areas which are potentially impacted by new development and for which

contributions should be sought in line with the three tests now enshrined in the CIL Regulations.

These tests are that such a contribution is:

- necessary to make the development acceptable in planning terms;
- directly related to the development; and
- fairly and reasonably related in scale and kind.

This DCP review has been particularly necessary to ensure that in relation to the exceptional level of planned growth that is anticipated across Derbyshire over the coming 15 years, the County Council has systematically and sensitively considered the key areas of potential impact and mitigation and that existing Council services/functions are adequately supported to fulfil their responsibilities.

The purpose of the DCP is therefore two-fold:

- To set out clearly the County Council's expectations as to how development will need to mitigate its impact with regard to the infrastructure and services delivered by the County Council. The DCP details the type and level of contributions which may be sought by the County Council when consulted on planning applications, and the methodology which underpins the calculations.
- To support the local planning authorities to incorporate contributions towards infrastructure requirements into their local plans. This is necessary in order to comply with the advice in Planning Practice Guidance, that policies for planning obligations should be set out in plans and examined in public and should be informed by evidence of infrastructure and affordable housing need, and a proportionate assessment of viability.

A full draft revised DCP has therefore been developed, which is attached at Appendix A; has due regard to climate change considerations and the Council's Environment and Climate Change Framework that was approved by Cabinet in November 2019 (Minute No. 187/19 refers). This draft DCP also reflects updated procedures, consistent with the revised National Planning Policy Framework (NPPF) and CIL Regulations.

In summary, the headline changes to the DCP by the revised draft DCP include:

- **Highways and Transport**: A complete new section has been added with regard to the County Council's role and responsibilities with regard to Highways.

The Highways Development Control Team represents the County being Statutory Consultee as Local Highway Authority in the planning process, and acts as the interface with all local planning authorities relating to the securing of mitigation and infrastructure affecting the public highway. The planning process normally provides the context in which requirements from new development for physical and financial contributions towards hard engineering improvement measures, public transport services and infrastructure, new streets, pedestrian, cycle and other routes, sustainable travel initiatives, maintenance enhancement are clarified and secured.

Many highway improvements and infrastructure are secured without involving the use of Section 106 Agreements or CIL. They are negotiated and secured by planning conditions requiring the developer to undertake works as part of their development scheme. The works may subsequently be covered by legal agreements between the developers and/or land owners, and the County Council as Highway Authority. These are referred to in Appendix 1 of the revised draft DCP. They involve many new streets, highway improvements and associated commuted maintenance payments to the Council each year.

This section also includes:

- o **Travel Plan Monitoring Fees and Travel Plan Bonds**: new section included on Travel Plan Monitoring Fees but with the addition of Travel Plan Bonds to secure the implementation of the Travel Plan.
- o **Low Emission Vehicle (EV) Infrastructure**: new section included to recommend that local planning authorities should attach advisory notes to planning permissions to request that developers work with EV infrastructure providers to ensure charging points are incorporated as part of the design of new development.
- o **Greenways/Key Cycle Network**: new section included to highlight that opportunities will be sought to influence the design of a development to ensure connectivity, with delivery by either the County Council following agreement of a Section 106 financial contribution or directly by the applicant to the standard required.
- o **Public Transport**: new section included to detail contributions for the cost of new or extended bus services and/or related infrastructure. Pedestrian linkages from residential development to schools, potential contributions for school transport and contributions to support sustainable travel measures from developments within 1km of railway stations are also included.

- **Education**: updated to include an enhanced, detailed methodology and justification of the requirements for education contributions, including a change to the pupil yield figures, inclusion of early years' provision and

special educational needs, transport costs in advance of the delivery of a new school, and new school growth funding.

- **Public Health and Adult Social Care**: a new section is included to ensure that in combination with other delivery bodies, health and social care are fully embedded into the planning process, through the quality of design and layout of development. Where appropriate, contributions will be sought to enable the delivery of elements of the Derbyshire Health and Wellbeing Strategy.

- **Waste Services**: a new section is included seeking contributions to improve existing or create new capacity, based on where it is expected that new housing development will generate a need for additional provision.

- **Libraries**: a new section is included seeking contributions from developments which place demand on library services in order to maintain the County Council's statutory responsibility and vision for libraries.

- **Digital Infrastructure**: no changes are proposed from the existing document. Local planning authorities are requested to attach advisory notes to planning permissions to request that developers work with broadband providers to ensure Next Generation Access broadband services are incorporated as part of the design of new development.

- **Employment and Skills**: a new section is included. The County Council will work collaboratively with the district/borough councils to identify where activities or contributions are required to support the development of employment and skills interventions where they are supported by policies in the district/boroughs' respective local plans.

- **Other**: updated section. In some cases, development may result in a need for other mitigating actions and these will be assessed on a case by case basis. Such requirements may relate, but not be limited to, flood and water management, biodiversity, archaeology and the historic environment, landscape character and visual amenity, canals and waterways, and fire and rescue. Contact information is provided for these services.

- **Monitoring Fees**: a new section is included. To ensure that the cost of managing, monitoring and recovering developer contributions does not become a burden on the council tax payer and, in line with CIL Regulation 122 2A, the County Council now requires a contribution for monitoring which will go towards the monitoring of development progress against a variety of triggers, liaising with LPAs, calculation and collection of staged payments, application of indexation, raising invoices, maintaining a

monitoring database and production of the mandatory annual
Infrastructure Funding Statement

As approved by Cabinet on 22 February 2018 (Minute No. 59/18 refers),
annual indexation will continue to be applied to financial contributions in the
DCP to ensure the requested sums keep pace with infrastructure costs
inflation. Please note, the latest Building Cost Information Service (BCIS)
indexation required for education contributions has been applied for 2020-
2021.

A draft DCP was subject to consultation from 17 December 2019 to 24
January 2020, to ensure that stakeholders, including district and borough
councils, had an opportunity to provide feedback on the approach of the
County Council and to inform the Council where improvements could be made
to improve clarity and transparency of the document and proposed process.
The feedback received as a result of this consultation has been used to
amend the document where appropriate, with the comments and County
Council's responses recorded in the table at Appendix B.

The new Planning White Paper, 'Planning for the Future' was published for
consultation on 6 August 2020. Within the White Paper is proposed a radical
reform of the developer contributions process, including the abolition of
Section 106 and CIL and introduction of a new Infrastructure Levy. This is
proposed as a fixed proportion of the development value above a threshold
with a mandatory, nationally-set rate/rates and collected at the local level. The
draft DCP does not take account of the proposals in the White Paper as they
are still subject to national consultation and subsequent Parliamentary
processes. The DCP will therefore require further updates whenever such
changes to the developer contributions system may be enacted.

(3)   **Financial Considerations**   As part of the delivery of housing and
economic growth, it is important to ensure that appropriate infrastructure is
provided to mitigate the impacts that such development brings. The DCP
guides the County Council's approach to seeking contributions to mitigate
these impacts on communities through the provision of infrastructure and
services.

The new draft DCP now presented for approval provides an updated position
on the service and infrastructure areas for which contributions may be
potentially required from new developments in the County. The recognition of
a wider range of areas as potentially requiring funding should have a positive
impact on the financial planning for, and delivery of, the services and
infrastructure needed to support sustainable development. Issues of
economic viability may well continue to impact on the ability of some
development proposals mitigate their impacts sufficiently. However, these
issues increasingly are expected to be explored and effectively covered as

local plans move forward and are reviewed, rather than coming up for consideration only when the planning application submissions are formulated or determined. .

In general, monetary infrastructure contributions only become due for payment after construction of the development has begun.

(4)   **Legal Considerations**   The Town and Country Planning Act 1990 (as amended) makes provision for planning obligations to be entered into by landowners under Section 106, which may include commitments to provide or contribute financially to public infrastructure provision. This is the main mechanism, when planning conditions cannot be used, for making acceptable an effect associated with development which is otherwise unacceptable in planning terms. Section 106 obligation requirements can only be is taken into account when deciding a planning application, where the three 'tests', in the NPPF and CIL Regulations 2010 (as amended), which are set out in Section 2 (above), will be met.

The DCP cannot now anticipate any eventual changes in legislation which might relate to the proposals in the Planning White Paper of August 2020.

(5)   **Social Value Considerations**   The NPPF sets out that the purpose of the planning system is to contribute to the achievement of sustainable development, with the three overarching objectives for the planning system being: economic, social and environmental.

The social objective is to support strong, vibrant and healthy communities by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering a high quality built environment, with accessible services and open spaces that reflect current and future needs and needs and supporting communities health, social and cultural well-being.

The economic objective is to help build a strong, responsive and competitive economy by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth, innovation and improved productivity, and by identifying and co-ordinating the provision of infrastructure.

The environmental objective is to contribute to protecting and enhancing our natural , built and historic environment; including making effective use of land, helping to improve biodiversity, using natural resources prudently, minimising waste and pollution, and mitigating and adapting to climate change, including moving to a low carbon economy.

In applying the DCP, the services and infrastructure provided through the County Council are supporting the delivery of sustainable communities via the planning system.

Other considerations

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

(6) **Key Decision** No.

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

(8) **Background Papers** Held on file within the Economy, Transport and Environment Department.

(9) **OFFICER'S RECOMMENDATION** That Cabinet approves the draft Developer Contributions Protocol for publication on the County Council's website and used in the assessment of the impact of development on the County Council's services and infrastructure.

Tim Gregory
Director – Economy, Transport and Environment

Derbyshire County Council
Developer Contributions Protocol

Published: xxxxx

Contents

1. Introduction

1.1 In its Council Plan 2017-2021, Derbyshire County Council aspires for Derbyshire to have:

- Resilient and thriving communities where local people work together, in new and dynamic ways with public services
- Happy, healthy people and families with solid networks of support, who feel safe and 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
- First class public services which enhance the educational, cultural, physical and social environment of Derbyshire and make it a great place to live, visit and work.

1.2 In order to achieve these ambitions, Derbyshire County Council needs to ensure that good quality sustainable development supported by the necessary services and infrastructure is delivered to meet the needs of current and future communities.

1.3 It is important that development can be delivered without prejudicing important infrastructure and services. Derbyshire County Council is an important statutory consultee in the planning process. By working closely with the District and Borough Councils and the Peak District National Park Authority, where appropriate, the County Council will request that developers fund the cost of any additional infrastructure and services required to support their development.

1.4 The purpose of this Protocol is two fold:

- to set out clearly the County Council's expectations as to how development will need to mitigate its impact with regard to the infrastructure and services delivered by the County Council. This Protocol details the type and level of contributions which may be sought by the County Council when consulted on planning applications, and the methodology which underpins the calculations.
- to support the Local Planning Authorities to incorporate contributions towards infrastructure requirements into their Local Plans in order to comply with Planning Practice Guidance which requires that planning obligations should be set out in plans and examined in public.

1.5 It should be noted however that each development is different and therefore not all the contributions identified within this document would apply to every development.

1.6 This Protocol does not specify every form of contribution that may be required. Other infrastructure requirements such as, but not limited to affordable housing,

play and open space, National Forest, River Mease catchment, community facilities and health may be sought by the District and Borough Councils and other public organisations.

1.7 The areas of infrastructure provision to be covered in this Protocol are the following:

- **Highways and Transportation, including Highways, Sustainable Transport, Greenways and Travel Plans** - Most new developments invariably have some impact on the highway and transport network. As such, to mitigate the impact and to facilitate a move towards more sustainable modes of transport, improvements to the physical infrastructure or existing public transport and sustainable travel services may be required which, depending on individual circumstances may be provided by way of a developer contribution.

- **Education including Early Years, Special Education Needs, Primary, Secondary and Post 16** - In line with the 2019 guidelines published by the Department for Education 'Securing Developer Contributions for Education' developer contributions are sought to ensure the required school places from new housing developments are provided.

- **Public Health and Adult Social Care** - The link between planning and health has been long established. The built and natural environments are major determinants of health and wellbeing. On many issues, there will be overlapping objectives with regard to transport, open space, housing, design and sustainability. Contributions may be sought to provide better outcomes to facilitate health and wellbeing.

- **Waste Services** – Government legislation is focused on the prevention and minimisation of waste, maximising re-use and recycling and diverting waste from landfill. Derbyshire County Council as a Waste Disposal Authority has a statutory duty under the Environmental Protection Act 1990 to offer facilities to local residents where they may deposit their household waste. New developments should be provided with a convenient means of waste management, including access to a Household Waste Recycling Centre (HWRC) offering suitable facilities for re-use, recycling and disposal.

- **Libraries** - Local authorities have a statutory duty under the Public Libraries and Museums Act 1964. A review of County Council Library services has agreed that its library offer would comprise of 25 County Council funded libraries, 20 community run libraries, and a community managed mobile library service. New developments which place demand on library services may require developer contributions to mitigate the impacts of a development on the library service.

- **Broadband** – Contributions are not required, however all developers should look to provide for Next Generation Access broadband infrastructure services as an integral part of the development scheme at the outset.

- **Employment and Skills** – In seeking to delivery economic prosperity across the county, and ensuring training provision meets the demands of a modern economy, the County Council will work collaboratively with the District/Borough Councils to identify on a case by case basis where actions and/or contributions may be sought to support the delivery of employment and skills in line with local plan policy.

- **Other site-specific requirements** - In some cases development may result in a need for other mitigating actions and these will be assessed on a case by case basis. Such requirements may relate, but not be limited to Flood and Water Management, Biodiversity, Archaeology and the Historic Environment, Landscape Character improvements, and Canals and Waterways.

Further information on these requirements can be found in Appendices 1 to 8.

1.8   This Developer Contributions Protocol has been subject to consultation from 17th December 2019 to 24th January 2020 and agreed at Cabinet on xxxxx.

2. Background

2.1 The National Planning Policy Framework (2019) (NPPF) states that 'the purpose of the planning system is to contribute to the achievement of sustainable development'[1]. The County Council has an important role to play in helping to achieve sustainable development, both as a planning authority in its own right, but also as a provider of the vital physical and social infrastructure to support development.

2.2 There are 8 District and Borough Councils across Derbyshire and one National Park Authority. These authorities develop the local plan for their area which sets out local planning policies and identifies how land is used, determining what will be built where and any necessary infrastructure required. Local plans must be positively prepared, justified, effective and consistent with national policy in accordance with section 20 of the Planning and Compulsory Purchase Act 2004 (as amended) and the NPPF. Adopted local plans provide the framework for development across England.

2.3 Derbyshire County Council is responsible for the delivery and operation of much of the large scale infrastructure required to support development such as highways, schools, libraries and waste. Derbyshire County Council's Planning Services works closely with Local Planning Authorities to identify the impact of proposed development and ensure the infrastructure requirements needed to support development are identified through the Local Plan process. Where appropriate Derbyshire County Council will seek developer contributions to mitigate the impact of new development has on its capacity to deliver high quality, sustainable services.

2.4 The Developer Contributions Protocol supports many of the elements contained within the County Council's Environment and Climate Change Framework, approved by Cabinet on 21st November 2019. The Framework will support a co-ordinated approach to reducing carbon emissions, in line with carbon budgets, across all local authorities in Derbyshire and will provide a focal point for wider partnership working. The Framework will also ensure that all pledges set out in the Climate and Carbon Reduction Manifesto are delivered in a co-ordinated way across a range of strategies and plans at a county and district and borough level. A number of strategies and action plans have been or are being developed to underpin the County Council's approach to addressing climate change.

2.5 Figures in the Housing Delivery Test, which measures the extent to which housing completions have met established need, showed that Derbyshire (not including Derby City) in 2018/19 delivered 3,634 new dwellings. This demonstrates the level of additional growth and the demand placed on infrastructure and services.

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[1] Paragraph 7 National Planning Policy Framework 2019

2.6 The District and Borough Councils and National Park Authority determine planning applications and following consultation with the County Council ultimately decide what developer contributions can be secured through Section 106 agreements in respect of their own services such as public open space and affordable housing and external infrastructure providers.

3. Developer Contributions – the legal context

3.1 Planning obligations are also commonly referred to as 'section 106', 'S106', as well as 'developer contributions'. A planning obligation is a legal obligation under Section 106 of the Town and Country Planning Act 1990 and is entered into to mitigate the impacts of a development proposal. Section 106 agreements are most commonly between a local authority and a developer and are attached to a planning permission.

3.2 Planning obligations assist in mitigating the impact of unacceptable development to make it acceptable in planning terms. Planning obligations may only constitute a reason for granting planning permission if they meet the 3 statutory tests as set out in the Community Infrastructure Levy (CIL) Regulations 2010 (as amended)[2] and in paragraph 56 of the NPPF; they are

- necessary to make the development acceptable in planning terms,
- directly related to the development, and
- fairly and reasonably related in scale and kind.

3.3 Another type of planning obligation is the Community Infrastructure Levy (CIL) which is a planning charge introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. Local authorities can choose to introduce a CIL which is calculated on a £ per square metre (sq.m) basis on new development. CIL is intended to be used to help fund infrastructure to support the development of an area rather than making an individual planning application acceptable in planning terms, which is the purpose of Section 106 Agreements.

3.4 In the Government's recent reform of the Community Infrastructure Regulations, Regulation 123 has been deleted and therefore the restriction imposed since April 2010 on pooling has been lifted. This will allow local authorities to seek Section 106 planning obligations to fund infrastructure to help support and bring forward new housing regardless of how many planning obligations have already contributed towards an item of infrastructure.

3.5 The removal of Regulation 123 will also allow local authorities to use both CIL and Section 106 planning obligations to fund the same item of infrastructure to provide authorities greater flexibility to fund infrastructure. The County Council will work proactively with the charging authority to ensure the infrastructure needs are identified and how the infrastructure will be funded.

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[2] Regulation 122 Community Infrastructure Levy Regulations 2010 (as amended)

4. Derbyshire County Council's approach to Planning Obligations

Pre-application

4.1 Pre-application discussions help to speed-up decision making and provide clarity. Paragraphs 39 and 40 of the NPPF encourage developers to engage in discussions and meetings with Local Planning Authorities prior to submitting planning applications.

4.2 Derbyshire County Council, through their Highways Development Control Team, provides a pre-application advice service on Highways and Transportation matters. Please visit the 'How to Make a pre-planning enquiry' webpage for information about what will need to be provided. Requests for advice should be sent via post to:

The Director of Economy, Transport and Environment
Derbyshire County Council
County Hall
Matlock
DE4 3AG

and marked for the attention of the Highways Development Control Team, or emailed to: ETE.DevelopmentControl@derbyshire.gov.uk

4.3 All other pre-application enquiries in relation to Derbyshire County Council planning obligations should, in the first instance, be directed to the Planning Policy and Monitoring Team who will liaise with relevant service colleagues. E-mail enquiries should be directed to planningpolicy@derbyshire.gov.uk.

4.4 The County Council seeks to respond to pre-application enquiries and consultations on planning applications from Local Planning Authorities within 21 days of receipt of the appropriate level of information The Planning Policy and Monitoring Team, coordinates comments from County Council departments to assess the proposed development and prepare a response. Comments will be copied to the relevant Local Planning Authority.

4.5 At the pre-application stage, unless the Local Planning Authority requests that the enquiry is treated in confidence, any consultations will also be sent to the relevant County Council elected ward member/s for their attention only and in confidence.

4.6 The information provided to developers and district and borough councils by the County Council, once an assessment of a development has been conducted, is for illustrative purposes only and is time-limited.

Planning Applications

4.7 At the earliest opportunity, Local Planning Authorities should notify the County Council of any major residential development (where 10 or more homes will be provided, or the site has an area of 0.5 hectares or more). The County Council should be provided with sufficient information to identify the location, and the type and nature of the proposed development (i.e. total gross number of dwellings, dwelling mix and any age related policy restrictions). All correspondence should be sent electronically via email to planningpolicy@derbyshire.gov.uk.

4.8 As a Statutory Consultee, the County Council Highways Development Control Team must be consulted by Local Planning Authorities separately on all planning applications which have a potential impact on the County's highway network and transportation infrastructure. The Highway Authority is obligated to provide a substantive response to all consultations within 21 days. The Planning Policy and Monitoring Team (Economy, Transport and Environment Department) and the County Council Highways Development Control Team liaise to ensure that responses made to Local Planning Authorities are broadly consistent. Correspondence for the County Council Highways Development Control Team should be sent to ETE.DevelopmentControl@derbyshire.gov.uk See Appendix 1 for further information.

4.9 The County Council will only seek planning obligations where they accord with the CIL Regulations and relevant planning policies. All consultation responses to planning obligations will be in line with this Developer Contributions Protocol.

4.10 The County Council's response will advise the Local Planning Authority:
- how the development would impact on strategic infrastructure and services;
- how planning obligations will assist in mitigating the impact of unacceptable development to make it acceptable in planning terms; and
- any opportunities to enhance existing or provide new infrastructure and services.

It may be possible to resolve identified impacts through the use of planning conditions.

4.11 Where Section 106 contributions are sought, the County Council will provide the necessary evidence to demonstrate that the need identified is due to the impact of the development concerned and that the contributions sought and the projects identified meet the requirements of the CIL Regulations. Planning obligations may seek to secure financial contributions towards improving or expanding existing infrastructure or providing new infrastructure, the direct provision of services, land and buildings, or payments towards ongoing maintenance and service delivery costs.

4.12 Where infrastructure and services are provided in conjunction with a neighbouring authority, the County Council will liaise with the appropriate

authority and Section 106 contributions may be secured to mitigate any negative impacts a development may place on the neighbouring authority.

4.13 It remains the responsibility of the Local Planning Authority to consider the County Council's advice and determine the application, including any decision to seek developer contributions via Section 106 planning obligations. The Local Planning Authority has the ultimate responsibility in determining whether the infrastructure contributions sought are reasonable and accord with the requirements of the CIL Regulations, in addition to balancing the viability of the development against the infrastructure requirements. The Section 106 process is shown in Figure 1 below.

Figure 1 – Consultation process

- LPA consults County Council via email (Policy and Monitoring Team updates County Council monitoring system).
- Policy and Monitoring Team consults County Council departments and local elected members.
- Policy and Monitoring Team receives comments and assesses proposed development.
- Policy and Monitoring Team provides assessment and comments to LPA.
- LPA negotiates S106 Agreement with the developer.
- LPA determines application. (Policy and Monitoring Team updates County Council monitoring system).
- S106 Agreement signed (Policy and Monitoring Team updates County Council monitoring system).
- Development commences, completes and is occupied. Trigger points for S106 payments reached.
- Developer makes payment (Policy and Monitoring Team updates County Council monitoring system).
- County Council spends monies in accordance with the Agreement. (Relevant departmental team updates County Council monitoring system).

4.14 Where the local planning authority does not accept the County Council's request for contributions, the Local Planning Authority should notify the County Council as soon as possible via email prior to the determination of the application. The County Council reserves the right to object to the application, as the lack of developer contributions may render the development unsustainable.

Viability

4.15 It is noted that there is an increased use of viability assessments to justify a reduced or nil contributions. This is not just at the initial application stage, but now more often once planning permission is achieved, with developers/agents seeking to renegotiate the planning obligations which made the development acceptable in planning terms. The 2019 NPPF and its associated National Planning Guidance on viability has tried to reduce this practice with fundamental changes at both the plan making and application stages.

4.16 The NPPF and accompanying National Planning Guidance on viability has significantly changed the approach to both the use of, and inputs to viability assessments. The role for viability assessments is now primarily at the plan making stage to ensure that policies are realistic. Policy requirements should be set at a level that takes account of affordable housing and infrastructure needs, and allows for the planned types of sites and development to be deliverable, without the need for further viability assessment at the planning application stage. The price paid for land is no longer an input into viability assessments nor a relevant justification for failing to accord with relevant policies in the plan.

4.17 Where up-to-date policies have set out the contributions expected from development, planning applications that comply with them should be assumed to be viable. It is up to the applicant to demonstrate whether particular circumstances justify the need for a viability assessment at the application stage.

4.18 The County Council will continue to work with Local Planning Authorities at the plan making stage to ensure the required infrastructure and services are factored into the viability assessments to ensure that the allocated sites are deliverable.

4.19 At the planning application stage the Local Planning Authority should consult the County Council as soon as possible if they have accepted a viability assessment as part of the planning application process. The Local Planning Authority should provide the viability assessment to the County Council along with any independent review commissioned to allow an understanding of the issues. Should it be required the County Council reserves the right to appoint a suitably qualified person to undertake an independent viability review of the documentation.

4.20 The County Council also requests that the required contributions as set in their consultation response, or ones subsequently agreed through negotiation, and the reasons why they are necessary are included in the Planning Officer's report and considered by the authority's relevant committee or under delegated powers as appropriate.

4.21 The County Council may be flexible to assist developers where schemes are showing marginal viability. For example, there may be scope to collect contributions in instalments or to phase payments later in the development process.

4.22 In cases where a Local Planning Authority does not accept or pursue the County Council's request for contributions, the County Council would expect to be notified with the reason/s and provided with an opportunity to address the issue in a timely manner. If the County Council consider a development cannot sustain contributions requested to mitigate its impact, an objection may be lodged to the application on the grounds that the development is unsustainable.

4.23 Where viability is proven an issue, the County Council requests that a review mechanism is included in a Section 106 requiring periodic viability assessments throughout the life of the development. Any overage generated, should in consultation with the Local Planning Authority be prioritised, and include infrastructure as identified within the County Council's response to the planning application.

Infrastructure in Advance

4.24 The County Council may consider 'forward funding' infrastructure by spending money out of its budget in advance of receiving money from the planning obligation. In these circumstances the County Council would expect developers to provide financial information on the viability of their scheme to the Local Planning Authority. Where the delivery of a named Section 106 project is critical, and the County Council intervenes to deliver such project using public funding, the County Council will then apply the contribution monies once received to offset the amount spent from public funds.

Derbyshire Infrastructure Investment Plan

4.25 In the changing landscape of infrastructure funding, local authorities increasingly collaborate in determining priorities for planning, funding and delivering future infrastructure. Minimising the risk of a growing infrastructure deficit in Derbyshire is key to ensuring the continued prosperity and sustainability of the county. In a time of limited local government funding, the Derbyshire Infrastructure Investment Plan (DIIP) provides a new approach to infrastructure planning in the form of a filtering tool to enable the identification and delivery of those projects which provide the greatest economic, social and environmental benefits to Derbyshire. This process will ensure the development of robust cases to support the projects and enable funding bids to be submitted as and when appropriate funding schemes are announced.

4.26 The consideration of the priority projects is an iterative process and will be undertaken on an annual basis. Identified projects will feed into a project pipeline process. This annual review also enables the priority list to be reactive to policy and budgetary changes. Match funding may be provided through developer contributions where the infrastructure required is necessary to mitigate the impact of development but contributions sought have not been sufficient to meet the full cost of the development, or where the mitigation forms part of a larger project.

5. Section 106 Legal Agreement Checklist

5.1 Where Section 106 planning obligations are to be undertaken, the following checklist should be used when drawing up legal agreements:

Drafting

5.2 It is important that the negotiation of planning obligations does not unnecessarily delay the planning process. It is therefore essential that all parties proceed as quickly as possible towards the resolution of obligations in parallel to planning applications. Section 106 Agreements should be prepared in draft form once an assessment of the impacts of the proposed development has been completed, and in advance of any report being submitted to the relevant Local Authority planning committee. Drafting the legal agreement ahead of issuing a delegated decision notice or taking a report to planning committee meetings (and public inquiries) enables all parties to review the provisions and helps to avoid delays in the issuing of a decision once an application has been determined. Section 106 Agreements, however, **should not be** dated before an application has been determined by the Local Planning Committee or the Planning Inspectorate on appeal. See also the penultimate bullet point below about repayment and the requirement for Section 106 Agreements to include a clause that says where funds are committed they should be treated as spent. Where contributions are sought through the provision of a Section 106 agreement, Derbyshire County Council is committed to progressing these matters in a timely manner, at an appropriate pace and without undue delay on the part of Derbyshire County Council.

5.3 Where contributions are sought through the provision of a Section 106 agreement, Derbyshire County Council is committed to progressing these matters in a timely manner, at an appropriate pace and without undue delay on the part of Derbyshire County Council.

Signatories

5.4 The County Council should be a signatory to Section 106 legal agreements which relate to services which are the responsibility of the County Council. Being a party to the agreement enables the County Council to know if and when contributions are due or should have been paid. As part of the process for preparing the legal agreement, District and Borough Councils should consult the County Council on the content of the draft document. Copies of signed legal agreements should be provided to the County Council's Director of Legal Services, Commissioning, Communities and Policy Department, so that monitoring records can be updated.

Indexation

5.5 To ensure the real value of a Section 106 financial contribution is maintained up to the date of payment, the 'principal' sum stated in the Section 106 agreement will need to be index linked. The principal sum will be index inked from this base

date until the date of payment. The appropriate index for each type of contribution is given below. The principal amount in the agreement will remain the same but the additional inflation will be affected by the index fluctuation and contribution amounts paid may vary depending of the value of the index at point of invoicing.

5.6 The County Council prefers to index financial contributions to the All in Tender Price Index of Building Cost Information Services (BCIS) published by the Royal Institute of Chartered Surveyors (RICS). This index tracks construction material costs much more accurately than the Retail Price Index (RPI). Where a District or Borough does not subscribe to BCIS, the County Council will provide the information about the level of the uplift of the contribution so the amount payable by the developer can be claimed.

Triggers

5.7 Standard trigger points include 'prior to commencement', 'upon occupation', or 'upon completion'. Developers may wish to delay paying financial contributions until income from the sale of a proportion of the dwellings has been received in order to help with cash flow. However, this can mean that the impact on infrastructure and services of households occupying new dwellings is felt before funding is received to mitigate that impact. Payments therefore should be phased for early in the occupation of developments and in fewer larger tranches rather than several smaller ones. However, the County Council is willing to enter into negotiations regarding triggers where viability issues can be demonstrated.

Viability

5.8 Please see section 4 above.

Repayment

5.9 The County Council requests contributions once the trigger point(s) have been reached. The County Council endeavours to spend contributions as soon as possible and in accordance with the Section 106 Agreement. Cabinet approval is required to authorise the expenditure of funds. This, plus the time it takes to tender and contract the works, can mean that the time limit for repayment is reached. Therefore, Section 106 Agreements should include a clause as follows:

'For the avoidance of doubt, for the purposes of paragraph X of this Schedule, the Contribution shall be deemed to have been committed if the County Council has entered into any contract or given any undertaking (whether enforceable in law or otherwise) the performance or fulfilment of which will require the County Council to expend funds in the future'

If funds are not committed within the time limit specified by the legal agreement the contribution would be returned to the developer. The County Council may alternatively require the funds to be deposited into an Escrow account, which it will draw down once Cabinet has approved the project. All Section 106 agreements should include a clause for the change of project to be agreed via exchange of letters.

Legal fees

5.10 Considering a draft, obtaining instructions, negotiating amendments and executing the agreement requires input from a County Council Legal Services. The County Council will seek to recover legal fees from the developer by using a clause in the Section 106 agreement. At the time of writing the legal fees for a Section 106 agreement or unilateral undertaking is £1,000 for up to ten hours work and thereafter at an hourly rate which is determined dependent upon the member of Legal Services allocated to the case and the complexity.

6. Payment of contributions

6.1 Where agreed with the District/Borough Councils, contributions payable in relation to the County Council's clauses will be paid directly to the County Council. Invoices will be issued on request. In other cases, and where the County Council is not a signatory to the agreement, the contributions will be claimed by the District/Borough Council and then forwarded to the County Council.

6.2 Where Section 106 agreements contain an interest clause on late payments, and obligations are paid after the trigger has been reached, the County Council would expect that the District/Borough Councils will utilise this clause to recover interest on late payments. Any interest on late payments should be passed to the County Council.

6.3 The contribution is received by the County Council's Corporate Finance Team (Capital) and attributed to the relevant service. The County Council's records are updated. The County Council monitors expenditure to ensure that contributions from planning obligations are spent in accordance with the Section 106 Agreement. Where specified in the legal agreement, any contributions that are not spent are returned to the developer.

Transfer of monies

6.4 In certain cases, in particular relating to education and libraries, there may be instances where Section 106 monies will need to be transferred to other organisations, such as Academies or community groups. Where this occurs, the County Council will enter into a legal agreement with the organisation, which sets out the amount, project details and clawback arrangements.

7. Monitoring

7.1 The monitoring of planning obligations is a complex and time consuming process due to the variability of Section 106 agreements, and involves the monitoring of development progress against a variety of triggers, liaising with Local Planning Authorities, calculation and collection of staged payments, application of indexation, raising invoices and maintaining a monitoring database. The County Council incurs significant costs, especially in relation to agreements relating to major residential developments with multiple post development triggers.

7.2 In addition to the above, the introduction of mandatory reporting on planning obligations through the production of an annual infrastructure funding statement has been introduced through the CIL Regulations.

7.3 In order to support the above, paragraph 2A has been inserted into Regulation 122 of the CIL Regulations 2010 (as amended) which asserts that a monitoring contribution does not have to constitute a reason for granting a planning permission. It also sets the parameters for the charging of monitoring fees in that:
- any monitoring fee should be fairly and reasonably relate in scale and kind to the development and
- should not exceed the authority's estimate of its cost of monitoring the development over the lifetime of that development.

7.4 The planning obligations management fee is a standard charge based on estimated annual monitoring time, relating to the administration, monitoring, management and reporting of each planning obligation. Full payment of the monitoring fee will be due on the commencement of the development in the case of a full application, or on commencement of each reserved matters stage in the case of phased developments. For larger developments the fee may be phased across completion of the planning obligation and implementation of development.

7.5 It should be noted that any administrative charge will remain *separate* from the Council's legal costs which will remain independently recovered by the Legal Team and from any Travel Plan monitoring fees.

Derbyshire County Council Monitoring Fees

7.6 To ensure that the cost of recovering developer contributions does not become a burden on the council tax payer, and in line with CIL Regulation 122 2A the County Council requires a contribution for monitoring.

7.7 The County Council's monitoring cost is based on the cumulative number of triggers to be monitored for County Council obligations x £70 (based on 2 hours officer time Grade 12) as this directly relates to the costs involved. Please see worked example below:

The charge will be subject to change annually on 1st April each year and will be indexed against the RPI Index.

Document review

7.7 The Developer Contributions Protocol will be regularly updated to provide current cost information and changes to supporting policies. For example, education cost multipliers will be issued annually and this influences the cost of providing additional school places. The annual review will also take into account the Building Cost Information Service (BCIS) index and any other inflationary impacts particularly associated with construction costs or service provision where there is an implication for developer contributions. Factual updating which does not materially change the document will be made as and when required.

Highways and Transport

All but the most modest of developments will predictably have some impact on the highway or transport network around them as a consequence of the construction itself or its subsequent use. New developments usually generate additional travel journeys.

To minimise impacts on highway safety, help mitigate this increase in demand, and to provide for a sustainable development the response to a planning consultation may include requirements for general highway infrastructure improvements, and may extend to Travel Plan measures, off-site public transport, and cycling and walking interventions.

It is however important to note that any mitigation has to be directly related and proportionately related to the impact and resulting harm of the development itself, rather than pre-existing aspirations for improvement, and be necessary to offset the harm caused. Furthermore, the County Council is not empowered to require mitigation works or contributions to secure 'nil detriment' to the network, only to ensure that any harm or congestion is not significant or severe.

As the Highway Authority, Derbyshire County Council must be consulted as a statutory consultee on any matters, affecting the public highway, this includes Public Rights of Way and the Key Cycle Network (KCN) in addition to more traditional carriageways and footways. New development also provides an opportunity to provide new strategic green infrastructure through the inclusion of Public Rights of Way and KCN within the design of a proposed development scheme provided that the principles described in the above paragraph are adhered to.

The County Council's Highways Development Control Team will advise **separately** on the services and infrastructure items included within Appendix 1 where they provide opportunities for development to contribute to the county's green infrastructure. For further information, developers and Local Planning Authorities should contact the links as provided in the relevant sections below:

1.   Highways

1.1   Highways and Transport infrastructure requirements will be funded by a range of different mechanisms which will vary depending on site specific circumstances. The vast majority of highways improvements and modifications are secured by planning conditions. These are recommendations made to the Local Planning Authority, requiring highway and transport works to be carried out as part of the development process, usually in advance of development or prior to part of the development being taken into use.

Section 106

1.2 Where appropriate developer contributions through a Section 106 agreement may be sought to allow the Highway Authority to use developer funding to carry out improvements to the highway network to accommodate the development. This mechanism can also allow the Highway Authority to seek contributions towards Travel Planning, Public Transport services, sustainable travel and pedestrian and cycle infrastructure as set out in Sections 2 to 5 below, provided that the NPPF planning tests are met.

Section 278

1.3 As mentioned in Section 1.1 above, most highway and transport infrastructure improvement is secured by planning conditions. These require the developer to commission or carry out specified highway works. Where highway objections to proposals can be overcome by improvements to the existing highway, a Section 278 agreement of the Highways Act 1980 enables the developer to enter into an Agreement with the Highway Authority to pay for, or undertake such works. These works may include minor highway realignments, provision of footways, roundabouts, traffic signals, right-turning lanes, passing bays and cycle lanes, together with signage, lighting, drainage and other works.

1.4 Prior to the commencement of construction, developers are requested to submit full construction drawings for approval and enter into a Section 278 Agreement with a Bond to cover the full road construction. Developers are advised that without such an agreement in place they may not commence any works within the public highway. The ongoing design and construction works are inspected by the County Council's officers and fees are recovered from the developer to offset this activity.

Section 38

1.5 Where planning applications for residential development involve the creation of new streets, these should be designed to meet the recommendations contained in the current edition of the Delivering Street and Places Guide produced collaboratively by 6Cs Local Highway Authorities and key stakeholders) and appropriate reference to Manual for Street and Manual for Streets 2. The Highways Development Control service seeks to ensure that designs and planning conditions secure the provision of suitable streets by developers. Where new streets meet the Highway Authority's criteria for adoption as publically maintainable highway in terms of layout and construction), the County Council can enter into a voluntary agreement under Section 38 of the Highways Act 1980 with developers to accept the completed streets as highway assets maintainable by the County Council.

1.6 Prior to the commencement of construction, developers are requested to submit full construction drawings for approval and enter into a Section 38 Agreement with a bond to cover the full road construction costs. The ongoing design and construction works are inspected by the County Council's officers and fees are

recovered from the developer to offset this activity. Without such an agreement in place developers can be required to deposit monies with the County Council under the Advance Payments Code to cover the cost of making up the street at some point in the future.

1.7 Developers are advised that without such an agreement in place they should not commence any works and any construction undertaken is carried out at their own risk and may prejudice the future adoption of the estate roads concerned.

Commuted sums

1.8 The Highways Authority is entitled to recover the cost of maintaining certain items of new public highway infrastructure which it does not recover from central government funding streams. This can include items such as traffic signals, structures (bridges, walls culverts, embankments and the like), specialist drainage (soakaways, hydrobrakes, sustainable urban drainage systems, flood attenuation systems and the like), landscaping, specialist lighting and street furniture and works not normally of standard construction, layout or provision. Where Section 38 and 278 Agreements include these types of infrastructure, a commuted maintenance sum may be charged to the developer before the Highway Authority will accept the works as a publicly maintainable asset.

Transport Assessment

1.9 In addition to the assessment of safe and satisfactory access and design by the highway Development Control team, developments of a sufficient size also require assessment of the local highway and transport network in terms of capacity and sustainable operation. This is usually carried out by means of a Transport Assessment or Statement. The contents of these documents help inform the need for and nature of off-site Highway and Transportation mitigation works of all kinds. Transport Assessments often include a Travel Plan (see Section 2 below) which identifies how the developer intends to reduce reliance upon the private car use and introduce sustainable travel initiatives (see Section 3 below) to limit trip generation. The Transport Assessment can also include the developer's proposals to improve pedestrian and cycle connectivity (see Section 4 below) and manage private car use by the introduction or enhancement of public transport services (see Section 5 below).

1.10 For further information contact ETE.DevelopmentControl@derbyshire.gov.uk.

2. Travel Plan Monitoring Fees and Travel Plan Bonds

2.1 Travel Plans are long-term management strategies for integrating proposals for sustainable travel into the planning process. Paragraph 111 of the NPPF[3] states

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[3] National Planning Policy Framework 2019
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779764/NPPF_Feb_2019_web.pdf

that 'All developments that will generate significant amounts of movement should be required to provide a travel plan…'

2.2 Where development meets the criteria for the submission of a Travel Plan, a Travel Plan must be submitted as part of the planning application, and accompanied by a transport assessment where appropriate. However, merely requiring a Travel Plan to be submitted as part of the planning process without securing its implementation and objectives negate its impact and providing little or no tangible benefits. The Travel Plan must therefore be included in any signed Section 106 agreement for the development.

Travel Plan monitoring fee

2.3 A financial contribution will be required from the developer towards staff costs incurred by the County Council as part of the associated costs of the travel plan monitoring. The contribution will relate to elements including:

- reviewing the implementation and management of the Travel Plan,
- providing advice on its monitoring and future review,
- travelling to and attending meetings with the development's travel plan officer, and
- reviewing marketing material and reviewing survey results.

2.4 This contribution is applicable in all cases. The fee also covers the costs incurred by the County Council for the use of its travel plan monitoring software. Other monitoring toolkits are available. The monitoring fee should be included as part of any Section 106 agreement.

2.5 The fees payable for Travel Plan monitoring fees are available on the Derbyshire County Council website, and are summarised below:

Assessment and review of travel plan monitoring for single occupier commercial, single phase of development, up to 199 dwellings	Charge Band A - Up to £1,015.00 per annum
Assessment and review of travel plan monitoring for larger multi-occupancy commercial, multi-phase development, mixed-use, over 200 dwellings	Charge Band B - Up to £3,100.00 per annum

NB. The above figures are subject to indexation.

Travel Plan bond

2.6 The Travel Plan monitoring contribution should be accompanied by a Travel Plan bond payable by the developer to Derbyshire County Council.

2.7 The bond is required to enable travel plan measures to be implemented by the County Council should the identified targets not be achieved by an agreed date, and to provide an incentive to the developer to ensure that the Travel Plan objectives are met. The contribution is secured via a Section 106 agreement, and is payable should the target reduction in number of trips, or single occupant journeys, not be achieved. The bond is payable to the County Council on commencement of works, and is calculated by taking into account three elements, which are:

- The appropriate annual bus ticket for the area in which the development sits;
- The target for reducing the number of trips or single occupant vehicle journeys, and:
- The number of years covered by the Travel Plan (typically five years).

EXAMPLE:

A commercial development in 'Largeville' expects to employ 120 staff, and has agreed a 10% reduction in staff single occupancy car commuting journeys to the site (i.e. reduction in 12 staff journeys). The Travel Plan monitoring period is five years. The appropriate annual bus ticket for Langley Mill is the Trent Barton Land Saver at £1,080 pa.

£ contribution = (£ annual bus ticket x target) x 5

The Travel Plan Bond contribution required is (£1,080 x 12) x 5 = £64,800.

Where targets are partly met, then an equivalent proportion of the contribution is refundable.

If the Travel plan achieves a 5%, i.e. 6 journeys reduction in staff journeys per annum over 5 years, the Bond is refundable as follows:

Original bond deposited = £64,800

Target achieved = (£1,080 x 6) x 5 = £32,400

Bond to be refunded = £64,800 - £32,400 = £32,400.

Bond fee

2.8 A further fee is added to cover the County Council's costs incurred in identifying, developing and implementing any potential measures should the Travel Plan not meet its agreed targets. This fee will be the greater of 5% of the contribution or £1,000.

In the above case,

5% of £64,800 = £3,240.

5% of £32,400 = £1,620.

3. Low Emission Vehicle Infrastructure

3.1 Petrol and diesel vehicles have dominated the market for over a century. Transport is the largest sector for UK greenhouse gas emissions (27%), of which road transport accounts for over 90%. Road transport is also one of the biggest contributors to poor air quality in some of the UK's towns and cities.

3.2 In response in 2018 the Government launched 'The Road to Zero Strategy' which builds on existing commitments in the Industrial Strategy, the Automotive Sector Deal, the UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations ('the NO2 Plan') and the Clean Growth Strategy to build an environment and an economy fit for the future. The Road to Zero Strategy identifies new measures towards cleaner road transport and is aimed at putting the UK at the forefront of the design and manufacturing of zero emission vehicles, and for all new cars and vans to be effectively zero emission by 2040.

3.3 Amongst numerous objectives, the Strategy recognises that current and prospective electric vehicle (EV) drivers need to be able to easily locate and access EV charging infrastructure that is affordable, efficient and reliable. Policy 28 states:

> *'Ensuring the houses we build in the coming years are electric vehicle ready. It is our intention that all new homes, where appropriate, should have a chargepoint available. We plan to consult as soon as possible on introducing a requirement for chargepoint infrastructure for new dwellings in England where appropriate'.*

3.4 Reducing emissions from transport in Derbyshire is a key part of the overall approach to tackling climate change and this is a key component of the Derbyshire Environment and Climate Change Framework. Encouraging the take up and use of low emissions vehicles in Derbyshire is a fundamental part of the overall approach to reducing emissions from transport. To support this approach the County Council has developed new Low Emissions Vehicle Infrastructure Strategy for Derbyshire. The expectation is that most low emission vehicle users will choose to charge at home, however the development of a public charging network will provide confidence to use low emission vehicles in Derbyshire.

3.5 As such Derbyshire County Council recommend that developers should look to provide EV infrastructure as an integral part of the development scheme at the outset. Local Planning Authorities should attach advisory notes to planning permissions to request that developers work with EV infrastructure providers to ensure charge points are incorporated as part of the design of new development in line with the following recommendations:

- All new dwellings with off road parking (i.e. a driveway) should have an appropriate charge point installed.
- Where dwellings have communal private parking, developers should provide an appropriate number of charge points within this parking area commensurate with the number of dwellings.
- Where new dwellings have no private parking and use on street parking, the developer should work with an appropriate provider to install appropriate on street charging points. This could be through street lighting columns for example – please see Pages 83 to 86 of the Road to Zero Strategy regarding EV charging at home).
- Installation of relevant charging provision in new non-residential buildings.

3.6   For further information please contact richard.lovell@derbyshire.gov.uk.

4. Greenways/Key Cycle Network

4.1   Greenways are a series of multi user routes which include traffic-free pathways that connect Derbyshire's towns and villages and are suitable for walking, cycling, horse riding and disabled access. They provide sustainable and healthy travel routes to schools, work places, shops and local amenities, and opportunities for leisure and tourism. The creation of the Greenways networks also contributes to local economic growth, providing a greater visitor offer, encouraging overnight stays.

4.2   The Greenways Strategies for Derbyshire have informed the development of the emerging Key Cycle Network (KCN) which is the upper strategic tier of the wider Derbyshire Cycle Network in line with an aim to provide new infrastructure to deliver the Derbyshire Cycle Plan 2016. This also forms part of the wider D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) Local Cycling and Walking Infrastructure Plan (LCWIP) developed in line with the Department for Transport's technical guidance which reflects the Government's ambition for cycling in England 'to make cycling and walking the natural choices for shorter journeys, or as part of a longer journey'. This is also reflected in the County Council's Local Transport Plan as part of encouraging the healthier and more sustainable travel options.

4.3   The KCN project totals 770km with around 396km considered complete and open for use. Additionally the Local Cycle Network (LCN) is as essential to create the connectivity and permeability between neighbourhoods. Both tiers require additional support to establish a fully linked network.

4.4   The NPPF (2019) recognises the value of sustainable transport and that 'applications for development should give priority first to pedestrian and cycle movements both within the scheme and with neighbouring areas'. It also provides strong support for the public rights of way network, setting out that 'Planning policies and decisions should protect and enhance public rights of way

and access, including taking opportunities to provide better facilities for users, for example by adding links to existing rights of way networks including National Trails'.

4.5 The Government's National Design Guide (2019) supports paragraph 130 of the NPPF. The National Design Guide promotes the prioritisation of design for walking and cycling, creating routes that are safe, direct, convenient and accessible for people of all abilities. They should be designed as part of attractive spaces with good sightlines, so that people want to use them.

4.6 New development should safeguard existing routes, but also provide an opportunity to improve Greenway connectivity to encourage the use of healthier and more sustainable travel options. Where opportunities arise, the County Council will seek to secure on-site provision within new developments to:

- provide new sections of the Greenways network,
- upgrade existing routes to adoptable standards,
- provide links from the development to an existing Greenway.

4.7 Opportunities will be sought to influence the design of a development to ensure the continuous off highway connectivity of the route, the attractive integration of the route into public spaces, and construction to the appropriate specification (design detail and use of materials). Any required improvements may be secured either through a planning condition or by Section 106. Delivery will be either by the County Council following agreement of a Section 106 financial contribution or directly by the applicant to the standard required. Where the asset is adopted, commuted sums will be sought towards their maintenance. Impacts and any potential contributions would be assessed on a case by case basis.

5. Public Transport

Background to bus services in Derbyshire

5.1 Bus services are a vital public service playing a major role in the way many people go about their daily lives. Each week over 500,000 passenger journeys are made by bus in Derbyshire across urban and rural areas making it the most frequently used form of public transport in the county. Buses take people to work, school, college, hospital, the shops and a range of other essential services and leisure opportunities all of which help to support the wider economy across the area. Without buses Derbyshire roads would be more congested, the economy weaker, residents more socially isolated and the air quality worse.

5.2 Local bus operators provide bus services that they consider commercially viable without external financial support. In addition to these the Transport Act 1985 explains that local transport authorities must 'secure the provision of such public passenger transport services as the council consider is appropriate to secure to meet any public transport requirements within the county which would not in their

view be met apart from any action taken by them for that purpose'. The Council therefore provides revenue subsidies so additional services above and beyond those provided commercially operate to ensure communities have access to essential services subject to the level of funding available.

5.3   If road networks are not to become completely congested it is essential that bus services start appealing to more people. To do this bus services need to provide a good quality product which not only exceeds existing passenger's expectations but actively appeals to new potential users. The key elements of this according to national and local surveys is a network which is -

- **Attractive,** and reliable, with punctual services, and high quality customer service and infrastructure with vehicles that are modern, well maintained, clean and safe.
- **Available**, with good network coverage, operating periods and frequency which people can easily access and understand.
- **Affordable,** fares that are competitive with car use with a variety of different options giving people flexibility and value for money.

5.4   To make this happen the Derbyshire County Council buses plan has 4 key aims-

1) **Improving the overall passenger experience –** high quality customer service, easy to understand information and a clean, safe environment at every stage of the journey.

2) **Developing and sustaining a high quality core commercial network –** Ensuring the services most people use on a regular basis are reliable, frequent, attractive and affordable to use.

3) **A flexible modernised supported services network –** Providing appropriate ways for people to reach key destinations in areas where demand is more limited

4) **Strong partnerships to take forward improvements -** All the various stakeholders with an interest in bus services working together to maximise the benefits for passengers and the wider community.

All of which will help us achieve our overall objective of increasing bus use in Derbyshire which is important because it will help –
- Support sustainable economic growth
- Reduce congestion
- Improve air quality
- Reduce social exclusion
- Support sustainable housing solutions
- Develop sustainable tourism

Meeting expected public transport demand results from proposed new developments

5.5 Contributions from developers to the cost of bus services and related infrastructure are an important source of funding to mitigate the impact of new development in an area. This can take two forms:

a) Local Bus service contributions to provide socially necessary services, including revenue support for services that are forecast to break-even and become commercial in the future. This will include contributions for school bus services where appropriate. See Appendix A to this section for more details.

b) Infrastructure contributions to provide bus stop facilities including shelters raised kerbs, information (including real time information) and bus priority measures, including bus stop clearways. Further information about funding for bus infrastructure improvements is shown in Appendix B to this section.

5.6 The level of funding contribution requested is subject to the particular characteristics of the development site and is assessed by taking into account each of the factors described in this document. It is in the interests of the developer, in terms of saleability of dwellings, and for potential residents to ensure that the local bus service offers access to key services and has the capacity to accommodate the additional demand generated by their development.

5.7 It is the County Council's preference that funds are paid to the County Council, who will manage and co-ordinate provision of the agreed enhancements however this is subject negotiation dependent on the size and scale of the development.

Bus service contribution

5.8 The decision to a request a contribution towards the cost of local bus services will relate to the size of the development. For residential developments in excess of 80 dwellings or industrial/employment developments with more than 100 workers on site at the same time the Council will consider whether a bus service contribution should be requested in the light of the prevailing local bus network and any service reviews.

5.9 The bus service specification produced for a development relates to the expected additional population arising from the new development and where local quality standards are in place. The service specification will reflect these standards or any emerging standards that may change during the course of the Planning application or service implementation.

5.10 Ideally new or enhanced services will be integrated with the existing network of commercial and supported bus routes, to avoid abstraction from them and to maximise the potential for long term viability. It should not be assumed that if a bus service already runs near to a development, that it will be possible or desirable to run it into the development. Such an assumption will not be given

weight when considering a development proposal unless prior discussions with the bus operators and County Council public transport team have taken place and any measures agreed can be secured via a Section 106 agreement.

5.11 The developer will need to provide funding for the new or enhanced service for a minimum of 5 years on a reducing scale allowing for revenue growth. In order to encourage the use of the service it will ideally start early in the development of a site. However factors such as the development phasing and likely future viability will be taken into account on a case by case basis.

5.12 More details on bus service contributions are provided in Appendix A to this section.

Local Bus Infrastructure contributions

5.13 The decision to a request a contribution towards the cost of local bus infrastructure relates to the following factors:

a) The size of any new development.

b) Bus Usage – the Council will look at the number of likely trips that would be generated and the likely modal split in terms of transport usage, taking the developer's Transport Assessment and Travel Plans for the site into consideration.

c) Local Bus Infrastructure Availability – The Council will look at the proposed development and the nearest current bus stop infrastructure. Optimum walking distance to and from a stop are assessed on a site by site basis. As a guideline a 250m distance to a stop is desirable and manageable for most users, up to 400m is the accepted DfT standard in urban areas as set down in the current edition of the 'Delivering Streets and Places Guide' (produced collaboratively by 6Cs Local Highway Authorities and key stakeholders). In rural areas the distance to stops should be the minimum practical in the circumstances and footways and footpaths leading to the stops should be improved dependant on site location. Should the nearest bus stop infrastructure be further away than the distances in the guidelines, then the Council will request that new bus stops are installed within the relevant distances via developer contributions.

d) Quality of Existing Bus Stop Infrastructure – the Council will also consider the quality of the nearest bus stops to the proposed developments and whether the infrastructure could be improved to promote the use of sustainable transport. Any suggested improvements will be relative to the size of the development proposed and its potential impact on the usage of the infrastructure.

5.14 The developer should ensure that the highway design takes into account the needs of any prospective bus service/s and the County Council recommends developers follow the design principles outlined in the best practice guide produced by Stagecoach: 'Bus Services & New Residential Developments –

5.15 The following infrastructure is currently considered when bus stops are moved or for new stops installed within Derbyshire:

a) Bus stop pole, with County Council standard specification flag and timetable case

b) Raised Boarding Kerb

c) Lowered Accessibility Kerb/pedestrian access improvements at stops

d) Bus Shelter to Derbyshire County Council standard specification

e) Electrical Lighting in Bus Shelter

f) Real Time Information displays and pole including associated electrical connections

g) Enforceable Bus Stop Clearway

5.16 Where new infrastructure is provided the developer will need to enter into an agreement for its long term maintenance through a commuted sum payment to the Borough/District/Parish Council and/or County Council. This will cover the ongoing maintenance and cleaning of the infrastructure and any electrical costs for the next 15 years.

More details on local bus infrastructure are provided in Appendix B to this section.

Home to School Travel

5.17 The statutory walking distance to a school before a child becomes entitled to travel support is 2 miles for children aged under eight and 3 miles for older children with some additional arrangements for people on specific benefits. This distance criteria is applied to the nearest suitable school, measured by the shortest available safe walking route. Derbyshire County Council's Transport Policy can be found at www.derbyshire.gov.uk/get2school

5.18 Where a residential development is located within the statutory walking distance it should be linked to the school(s) by adequate pedestrian facilities. If there are no pedestrian facilities, or the existing are considered inadequate the developer shall be required to provide new or improved facilities usually via a section 278 agreement. If it is not feasible for improvements or adequate pedestrian facilities to be provided, in the case of developments of 15 or more dwellings, the developer will be required to provide a contribution towards school transport costs.

Rail Service Contribution

5.19 There are 35 rail stations across Derbyshire most of which have at least an hourly service with many getting considerably better frequency than that.

5.20 Derbyshire County Council is keen to encourage greater use of rail services and has worked constructively with rail industry partners and groups such as the Derwent Valley, and Hope Valley and High Peak Community Rail Partnerships to improve services and the upgrade facilities at stations.

5.21 As with bus services and infrastructure the decision to request a contribution towards the cost of rail service provision will depend on a number of factors. However where a development takes places within 1km of existing station the County Council would expect the developer to provide a contribution to provide safe and appropriate links to it for pedestrians and cyclists.

5.22 Dependent on the existing facilities at the station and its usage a developer may also be required to provide a contribution towards the costs of enhancements such as:

a) Waiting shelters

b) Customer Information Screens

c) Cycle storage

d) Car parking

Appendix A - Bus Service Routes and Support – Bus Service Support

Derbyshire County Council places a high priority on planning effectively for the impact from new developments on the local environment, including the local public transport network. Bus route improvements arising from new developments are planned with reference to the following factors:

a) For developments in excess of 80 dwellings for residential and medium/large Industrial/Employment sites where more than 100 workers are on site at the same time

b) The bus service specification is produced with reference to the expected additional population arising from the new development and any new bus service provided by the developer will be expected to meet any Statutory or Voluntary Quality Bus Partnership standards applicable in the local area including new partnership arrangements set out in the Bus Services Act 2017. The operator will also be expected to participate in any integrated ticketing schemes/ initiatives in the local area.

c) The existing public transport network serving the area with stops within an acceptable walking distance from the new development.

d) The availability of alternative public transport services in each settlement for three main time periods: Monday to Saturday daytime (0600-1800hrs); Monday to Saturday evenings (1800- 24:00hrs); Sunday all day (0600-2400hrs).

e) Presence of geographic or other features affecting the route i.e. rivers, low bridges, step hills.

f) Locations of key services including employment, shopping, education and leisure facilities.

New routes – these are planned to primarily serve the new development and provide access to key services including employment, shopping, education and leisure facilities in areas where no existing services. The introduction of the service will normally be phased with the vehicle size and service frequency reflecting the build out of the development.

Extension of existing routes – Where a bus network already exists in the local area the Council will work in partnership with the local bus operators and developer to determine the most appropriate revised service route, capacity and frequency to ensure that both existing and future bus users can be accommodated without affecting the quality of the service provided.

The following costs overheads are taken into account when assessing the cost of the new or extended service -
- Capital costs including vehicles, premises and facilities
- Drivers wages and other on costs
- Other labour and staff costs
- Insurance
- Fuel
- Maintenance
- Vehicle depreciation

The above costs are offset by revenue from fares and passes.

The typical costs used by Derbyshire County Council to calculate bus service contribution is £150,000 per annum gross for a full day Monday – Saturday operation for a conventional single deck vehicle.

Appendix B - Bus Stop infrastructure – How are the costs of the requested infrastructure improvements calculated

Funding will be provided by the developer for all new developments, of any size (11 dwellings or more if residential), which require the installation of new bus stops in order to provide access to sustainable forms of transport. Examples of the expected infrastructure is set out below:

a) Bus stop pole, with County Council standard specification flag and timetable case

b) Raised Boarding Kerb

c) Lowered Accessibility Kerb/pedestrian access improvements at stops

d) Bus Shelter to Derbyshire County Council standard specification

e) Electrical Lighting in Bus Shelter

f) Real Time Information displays and pole including associated electrical connections

g) Enforceable Bus Stop Clearway

For developments where existing bus stop infrastructure is within a reasonable walking distance of the site, the existing standard of the closest stops will be assessed alongside the proposed development to evaluate its impact on infrastructure usage.

The tables below give an illustration of a pair of standard pole and flag bus stops with examples of how improvements would be requested via planning obligations or developer contributions:

Development size	Bus stop 1 with bus services heading towards a major town	Bus stop 2 with bus services heading away from a major town
Small (10-49 Dwellings for Residential) These improvements will allow the public and bus operators to safely access public transport infrastructure	• County Council standard specification pole, flag and timetable case. • Raised Boarding Kerbs • Enforceable Bus Stop Clearway • Pedestrian access improvements at stop.	• County Council standard specification pole, flag and timetable case • Raised Boarding Kerbs • Enforceable Bus stop Clearways • Pedestrian access improvements at stop
Development size	Bus stop 1 with bus services heading towards a major town	Bus stop 2 with bus services heading away from a major town
Medium* (50-99 Dwellings for Residential) These improvements will allow the public and bus operators to safely access public transport infrastructure. Bus passengers will be provided with a high quality information provision. *there may be more than a single pair of bus stops which require improvements for developments of this size	• County Council standard specification pole, flag and timetable case • Raised Boarding Kerbs • Enforceable Bus Stop Clearway • Pedestrian access improvements at stop • Bus Shelter to Derbyshire County Council standard specification • Electrical lighting in the shelter • Real Time Information display and pole and	• County Council standard specification pole, flag and timetable case • Raised Boarding Kerbs • Enforceable Bus Stop Clearway • Pedestrian access improvements at stop

	associated Electrical Connections	
Large* (100+ Dwellings for Residential) The improvements will allow the public and bus operators to safely access public transport infrastructure. Bus passengers will be provided with a high quality waiting environment and information provision. *there may be more than a single pair of bus stops which require improvements for developments of this size	• County Council standard specification pole, flag and timetable case • Bus Shelter to Derbyshire County Council standard specification • Electrical lighting in the shelter • Raised Boarding Kerbs • Enforceable Bus Stop Clearway • Pedestrian access improvements at stop • Real Time Information display and pole and associated Electrical Connections	• County Council standard specification pole, flag and timetable case • Bus Shelter to Derbyshire County Council standard specification • Electrical lighting in the shelter • Raised Boarding Kerbs • Enforceable Bus Stop Clearway • Pedestrian access improvements at stop

Bus Stop infrastructure – how are requested improvement costs calculated?

All costs for infrastructure improvements are based on Derbyshire County Council's contract price in addition to quotations from our contractors to carry out the works. Each site will be priced individually through developer contact with the County Council's Public Transport team. The table below shows examples of costings, however the prices quoted are for illustration purposes only and should not be used to calculate costs as they are subject to change.

Development size	Indicative costs of Bus stop infrastructure
Small (10-49 Dwellings for Residential)	• County Council standard specification pole, flag and timetable case: £1,000 • Raised Boarding Kerbs: £1,800 • Enforceable Bus Stop Clearway: £1,500 • Pedestrian improvements at stop: £1,500
	Indicative Bus Stop Total - £5,800
Medium* (50-99 Dwellings for Residential) *there may be more than a single pair of bus stops which require improvements	• County Council standard specification pole, flag and timetable case: £1,000 • Raised Boarding Kerbs: £1,800 • Enforceable Bus Stop Clearway: £1,500 • Pedestrian access improvements at stop: £1,500 • Bus Shelter to Derbyshire County Council standard specification: £5,000 - £7,000 • Electrical lighting in the shelter: £1,000 • Real Time Information display and pole and associated Electrical Connections: £6,100
	Indicative Bus Stop Total £17,900 - £19,900

Large* (100+ Dwellings for Residential) *there may be more than a single pair of bus stops which require improvements	- County Council standard specification pole, flag and timetable case: £1,000 - Raised Boarding Kerbs: £1,800 - Enforceable Bus Stop Clearway: £1,500 - Pedestrian access improvements at stop: £1,500 - Bus Shelter to Derbyshire County Council standard specification: £5,000 - £7,000 - Electrical lighting in the shelter: £1,000 - Real Time Information display and pole and associated Electrical Connections:£6,100
	Indicative Bus Stop Total £17,900 - £19,900

Education

Assessing the Proposed Development

1.1 The County Council, as the Local Education Authority, has a statutory duty to make education provision available for each young person and elects where possible to provide a school place for each child at their normal area school. This duty applies across all schools and includes Academies. Although a new school must be established as a Free School, and some existing schools have opted to become an Academy, the statutory duty to plan provision remains with the Local Authority. In many cases the provision of additional school places is required to ensure that a proposed housing development is sustainable.

1.2 When the County Council responds to a consultation on a proposed development, it assesses the total gross number of dwellings proposed within the application site. One bedroom dwellings are excluded from the assessment as it is unlikely that families with children would occupy these dwellings. Dwellings that will be restricted to occupation by people aged 55 and over are also excluded from the assessment.

1.3 The County Council response to the Local Planning Authority includes information on the number of pupils that the development is expected to generate, the net capacity of the normal area school, the current number of pupils on roll and the projected number of pupils on roll for the next five years at the normal area school.

1.4 The number of pupils that the development is expected to generate is calculated using the formula that for every 100 dwellings there will be 24 primary, 20 secondary and 8 post-16 pupils. This formula is based on a statistical assessment of birth rate and housing occupancy data in Derbyshire using information from the 2011 census. In calculating the pupil yields one-person households have been omitted. This reflects the fact that one-bedroom dwellings are omitted from the assessments of need contained in consultation responses. The County Council will review pupil yields calculations after each census, the next being the 2021 census. The County Council will employ any alternative methodology required by the Department for Education (DfE), should this be forthcoming.

1.5 The net capacity of the normal area school is the DfE's nationally agreed measure of a school's ability to accommodate pupils of statutory age. Following any building work at the school, the net capacity is reviewed and may change to reflect refurbishment, extensions or adaptations to the building(s). The net capacity of a school may also change over time in response to the evolving nature of curriculum and organisational requirements.

1.6 Information on the current and projected number of pupils on roll is kept as up to date as part of an annual cycle, however many factors impact on pupil numbers and the situation can change very quickly. Therefore, pupil projection information is a snapshot in time. At any time during the year, families may move into or out of a school's normal area, the Head Teacher or other staff may change, or the Office for Standards in Education (OfSTED) may publish a report which influences public perception of a school. These factors, amongst others, can impact on pupil numbers and can change projection trends. The pupil projection information only accounts for trends within the existing population. The projections **do not** account for planned new housing developments (with or without planning permission) within the normal area of a school.

1.7 Therefore, when assessing a proposed development, the County Council must consider the impact of other development within the normal area over and above any impacts anticipated as a result of demographic trends within the existing population. The County Council considers the impact of all major residential development with extant planning permissions within the normal area of a school to assess the effect that committed development coming forward will have on school capacity.

1.8 The County Council's assessment of capacity and demand for places advises the Local Planning Authority on whether the normal area primary and secondary (including post-16) schools can accommodate the additional pupils arising from a proposed development. It should be noted that an assessment of capacity at post-16 will relate to school-based sixth form education only where this is provided at the normal area secondary school. A contribution to school-based sixth form education will only be sought if the normal area secondary school for the development runs a sixth form. Contributions will be combined with secondary contributions towards integrated projects at the school.

1.9 Where a development proposal is within the normal area of a Derby City school, the County Council will consult Derby City Council for its views on the education impacts of the proposed development and incorporate those views into its assessment.

1.10 The request for a contribution towards Special Educational Needs and Disability (SEND) provision is not subject to an analysis of capacity within a given geographical area, i.e. the locality within which the development is located. Rates of all types of SEND are increasing and special schools and Enhanced Resource School (ERS) units generally operate at or above capacity to avoid pupils being placed out of County. The pattern of provision across the County often involves pupils travelling a significant distance in order to access the most appropriate place to suit their needs. It is therefore not appropriate or possible to assess capacity against the need for places generated by any given development within any specific locality.

1.11 A contribution towards SEND infrastructure will be requested for developments of 100 dwellings or more. In the case of an outline permission for 100 dwellings or more, and where the development is phased, the required SEND contribution would be payable at a pro rata rate per dwelling to ensure each phase contributes a proportionate amount. The pupil yield employed in the assessment reflects the proportion of Derbyshire pupils being educated within Special Schools as well as Enhanced Resources within mainstream schools.

1.12 In January 2019, 0.86% of young people aged 0-19 in Derbyshire where recorded as being educated in special schools. A further 0.22% of the 0-19 population were attending Enhanced Resource provision within mainstream schools. For the purposes of seeking a contribution to SEND education provision, these will be combined to represent the proportion of the pupil population within special schools and Enhanced Resource provision.

1.13 The SEND rate of 1.1% of pupils is then applied to the population and occupation data to give a yield for all-age SEND of 0.7 pupils per 100 dwellings. This yield will be reviewed annually based on actual numbers of pupils in special schools and Enhanced Resource provision.

Mitigation

1.14 Any proposed residential development will always be considered within the context of the school normal areas within which it falls. The normal area is the most appropriate and fairest spatial unit for assessing whether sufficient local capacity exists within the education system for new and existing residents. Normal areas are largely long-established and understood by local communities. Their establishment was based on consideration of local geography and topographic features, including roads and rivers, to ensure accessibility to schools from the addresses within each normal area. Information on which normal area an address lies is easily accessible through the County Council's online and telephone services. In the school admissions process, each parent/carer is made aware of the normal area in which they reside.

1.15 Available capacity in other local schools which may exist within any given radius of a proposed development will not normally be considered as a measure of whether a contribution to education is required to mitigate for a proposed development. The use of any such capacity would not ensure that local school places are available to current and future residents and therefore would not ensure that the development is sustainable in planning terms.

1.16 Where the County Council's assessment concludes that the relevant normal area primary and secondary schools would have sufficient capacity to accommodate the pupils arising from the proposed development, the County Council will advise that no mitigation is required. On larger developments a contribution to SEND will still apply, as detailed above.

1.17 Where the County Council's assessment concludes that the relevant normal area primary and secondary schools would not have sufficient capacity to accommodate the pupils arising from the proposed development, the County Council will request financial contributions to provide additional capacity. A contribution to SEND will also be required on larger developments.

1.18 To deliver the additional capacity required to accommodate the pupil yield from a development, the County Council looks first at whether the existing accommodation at the normal area school can be reconfigured. If it is not possible to reconfigure existing accommodation, the County Council next looks at whether the existing normal area school can be expanded, for example by providing new classroom accommodation.

1.19 In exceptional circumstances the County Council may request a contribution towards places at an alternative to the normal area school. This may occur when in instances where there is no scope for expansion at the normal area school, for example due to the size of the site. It may also be due to qualitative factors, such as quality issues, with the DfE presumption against the expansion of schools which are not graded 'Good' or 'Outstanding'. Where an expansion at a school nearby to the development other than the normal area school is required in order to make the development sustainable in planning terms, this will be highlighted in the planning consultation response.

1.20 Similarly it may be the case that the quality of a school named within a Section 106 changes significantly between agreement of the Section 106 and the funding for expansion becoming available. In a situation where quality issues preclude expansion of the named school, Derbyshire County Council may seek agreement to use the funding at an alternative school.

Level of Contributions

1.21 Where a contribution is required to provide additional school place capacity at an existing school(s), the level of contribution is determined by using figures provided by the DfE for the cost per pupil of capital development in schools. These figures are based on the DfE's analysis of national building costs per pupil, adjusted to reflect regional variations in costs. The DfE costs are no longer updated. Therefore contribution levels have been brought into line with price changes using the BCIS All in Tender Price Index and will be indexed annually from April to ensure contributions keep pace with rises in inflation. The cost per place figures shown below have been indexed from 1Q 2011 when the pupil place calculations were first made. These figures will be updated annually with the BCIS All in Tender Price 1Q Index. The thresholds and level of contribution for providing additional school place capacity at an existing school in Derbyshire for 2020-21 are provided in the following table.

2020/21 Level of Contributions

	Places per 100 dwellings	Cost per pupil place	Cost per 1 dwelling	Cost per 10 dwellings	Cost per 100 dwellings
Primary phase	24 places	£17,176.59	£4,122.38	£41,223.82	£412,238.17
Secondary phase (without Post16)	20 places	£25,881.90	£5,176.38	£51,763.80	£517,638.00
Secondary phase (with Post 16)	28 places	£26,506.91	£7,264.50	£7,421.94	£74,219.35
SEND	0.7 places	£96,202.99	£673.42	£6,734.20	£67,342.00

1.22. The cost of providing a SEND place is significantly higher than a mainstream school place. As evidenced in DfE design guidance, there is far greater space requirement for SEND pupils, along with the requirement for specialist facilities and equipment. The cost of building accommodation per pupil place is 4.5 times that of mainstream. The level of SEND contribution per pupil is calculated by averaging the costs for mainstream provision, assuming a split across all year groups from Reception to Y13 (i.e. the 7 primary year groups, 5 secondary and 2 post-16). This gives an average of £21,378.44. The pupil place multiplier is then applied 4.5 x £21,378.44 = £96,202.99 per SEND pupil place required.

Requirement for Additional Schools

1.23 For mainstream education, where the County Council's assessment concludes that it is not possible to provide additional capacity by reconfiguring or expanding the existing school(s), the County Council may advise that a new school is required.

1.24 It is anticipated that a proposed development scheme of around 1,000 dwellings will require provision of a new one-form entry primary school and proposed development schemes of around 6,000 dwellings will also require provision of a new secondary school. However, these thresholds are only a guide. As stated above, if existing schools cannot be expanded, the County Council may advise that a new school is required for smaller scale residential developments. For any development for which a new primary school is required, this will include nursery provision. This reflects the DfE's expectation that all new schools include a nursery. The size of provision will be a 26 place nursery unit for a one-form entry primary school, 52 place nursery for a two-form entry primary school and 63 place nursery for a three-form entry primary school. The cost of this provision is included in the new build costs stated below.

1.25 Currently, a new one-form entry primary school, including nursery, costs the County Council between £5.5 million and £6.5 million to build. A new secondary school of 900 pupils would cost the County Council approximately £25 million+ to build. Where a new school is required, the County Council will require funding for construction in addition to or funding for or provision of, suitable land for the new school. Such sites are required to be serviced to the boundary and large enough for the size of school required, including a nursery where it is primary provision. Developers may choose to construct the school themselves, to the County Council's specification, as often they can deliver the school at a lower cost. Where additional adjacent land is available, the County Council may wish to explore options for procurement or a contribution in kind of such land to enable future expansion.

Contribution to revenue costs associated with new schools:

Growth funding:

1.26 Central government policy dictates that all new schools are Free Schools, which are outside Local Authority control. When the need for a new school arises due to residential development, the school can currently be established either through a 'Direct' or 'Presumption' route. In the 'Presumption' process, the Local Authority work closely with the DfE and the selected Academy Trust to plan the opening phase of the school. When established through the 'Direct' route the Local Authority is not involved in this planning phase. Where the need for a new school is created by a development and this is established through the 'Presumption' route, the Local Authority has responsibility for managing the growth of the school. This involves a financial liability for the authority, as revenue funding is required to be provided to the academy in the early years of operation. The County Council will request a proportionate financial contribution from the developer where appropriate and on a case by case basis.

Transport costs:

1.27 Where a development requires a new school to be provided in response to a development, arrangements will need to be made for early residents of the new housing to access education in alternative schools until the new school is available. In such circumstances the County Council will seek to secure a contribution to transport costs if the distance to the nearest school is above 2 miles for children under 8 years of age and 3 miles for children over 8. This contribution will be proportionate and based on the numbers of dwellings which will be occupied ahead of the opening of the school. This will be subject to detailed analysis to ensure that the contribution being sought is in line with the transport costs which would otherwise be incurred by the County Council in order for the early pupils to access a school place.

Projects:

1.28. Where a financial contribution is requested towards the provision of school places, the County Council's response identifies how and where the contribution is expected to be used and the nature of the project that it will support.

Primary and secondary (including school-based sixth form) projects will add places and/or enhance provision at the normal area school where a shortfall in capacity has been identified. The use of the contribution will be determined by an analysis of a school's existing accommodation and shortfalls in teaching and support accommodation in line with DfE guidance for school accommodation. It will highlight any aspects of teaching and support accommodation which will need to be increased and/or improved in order to be able to accommodate additional pupils.

These could include the following;
- New school
- Extension to existing school
- Replacement of temporary buildings with new accommodation in order to make that capacity permanent.
- Provision of specialist teaching and support facilities. Support facilities could include group teaching spaces, spaces needed for pastoral care, or auxiliary facilities such as toilets.

1.29 SEND projects will be identified in consultation with the SEND Service of Derbyshire County Council. The contribution may be used anywhere in the county in line with priorities for providing additional places or improving existing facilities at special schools and Enhanced Resources.

Public Health and Adult Social Care

Introduction

1.1 The purpose of this section is to ensure health and social care are fully embedded into the planning process and that health and social care infrastructure requirements are considered in order to meet the growth requirements of Derbyshire.

1.2 The link between planning and health has been long established. The built and natural environments are major determinants of health and wellbeing. The National Planning Policy Framework (2019) recognises the significant synergies between environment and health and as such embeds health within the planning system, recognising that planning policies and decisions should aim to achieve healthy, inclusive and safe places along with the facilities and opportunities which create a community.

Health impacts and development

1.3 There is a fundamental relationship between a person's health and their environment (Town and Country Planning Association (TCPA), 2019)[4]. The built and natural environment where we live, work and play is inextricably linked to health and wellbeing, and can determine the health outcomes of individuals and populations.

1.4 Whilst access to healthcare is important, 90% of people's health and wellbeing is linked to the wider determinants of health as outlined in Figure 1 below (The Health Foundation, 2017)[5] and associated lifestyle factors.

1.5 The wider social determinants outlined in Figure 1 are influenced by various factors, such as neighbourhood design, quality of homes, exposure to air pollution, access to greenspace, contact with good quality education and employment opportunities, maximisation of opportunities to connect communities via community facilities and sustainable active travel options.

1.6 Better outcomes for people and places can be achieved when built environment professionals work with health and social care professionals (TCPA, 2019) across the whole system. The potential impact on population and human health should be considered early in the development of planning proposals, to enhance the design of places from a health improvement perspective (Public Health

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[4] Town and Country Planning Association (2019) The State of the Union – reuniting health with planning in promoting healthy communities www.tcpa.org.uk

[5] What Makes us Healthy? https://www.health.org.uk/infographic/what-makes-us-healthy

England (PHE) 2017[6] (PHE 2017)[7]. For example, developers can make positive contributions to enhance the physical and mental wellbeing of residents through the design and accessible layout of their housing schemes and surrounding green spaces in order to facilitate independence and community connectedness. These considerations will enable people with a long term health condition or disability to live as independently as possible as well as have more general benefits for population wellbeing. See Health Impact Assessment information below.

Figure 1 – The Wider Determinants of Health (Dahlgren and Whitehead 1991)[8]

System wide approach across the health sector

1.7 To effectively address local health needs, NHS Clinical Commissioning Groups, NHS Acute Trusts, NHS Community Providers, Primary Care, Adult Social Care, Public Health, and the Voluntary and Community Sector (not limited to) all need to be consulted and engaged in the planning process. This active role will help to achieve the necessary health and social care provision for local communities and thus the health and wellbeing advantages for the community. The interrelationship between the different health sector bodies is shown in Figure 2 below.

1.8 It is important to note that this document does not cover Derby City, nor does it address the issue of NHS service delivery as this lies outside the remit of both the County Council and local planning authorities.

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[6] Public Health England (July 2017) Health and Environmental Impact Assessment: A briefing for Public Health Teams in England. PHE gateway number 2016712.

[7] Public Health England (June 2017) Spatial Planning for Health An evidence resource for planning and designing healthier places. PHE gateway number 2017151.

[8] Dahlgren, G, Whitehead, M. (1991) Policies and Strategies to Promote Social Equity in Health. Stockholm; Sweden
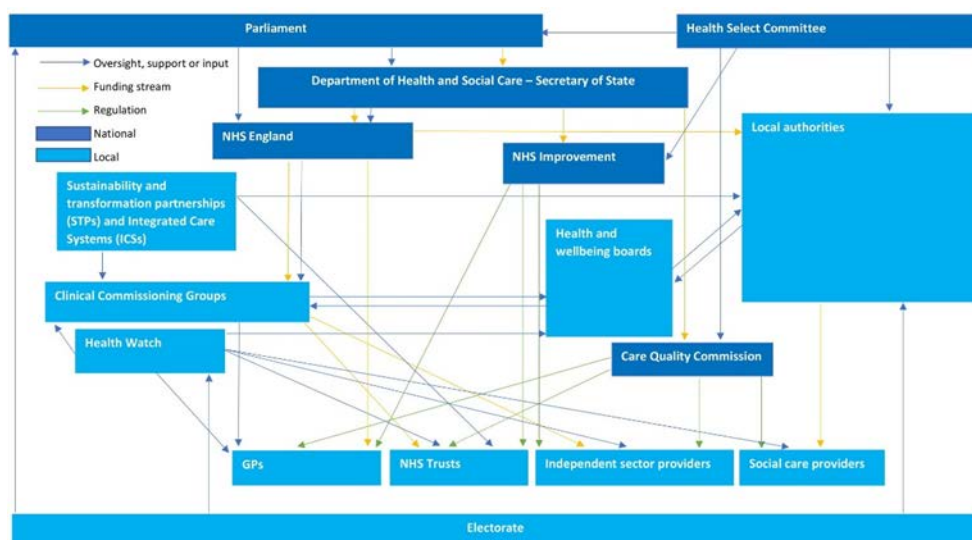
Figure 2 – The Health and Social Care System (BMA 2018)

1.9 The Derbyshire Health and Wellbeing Board was formed as a result of the Health and Social Care Act (2012). Each Health and Wellbeing Board is responsible for producing a Health and Well-being Strategy underpinned by a Joint Strategic Needs Assessment. The Board focuses on improving the health and wellbeing of Derbyshire residents and has produced 'Our Lives, Our Health – Derbyshire Health and Wellbeing Strategy, 2018-2023' (2018)[9] .

1.10 Joint working across the health system in Derbyshire is facilitated by Joined Up Care Derbyshire **(**also known as Derbyshire's Sustainability and Transformation Partnership (STP))**.** Individual organisations have different responsibilities but collaborate across the system to provide a coordinated approach to care. The NHS long term plan sets out a clear expectation that by April 2021 all STPs will become fully realised integrated care systems. The September 2019 submission of the Joined Up Care Derbyshire 5 Year Strategy Delivery Plan: 2019/20 to 2023/24 sets out plans to be an Integrated Care System. This will see a fundamental shift in how public health, healthcare and social care is commissioned and provided within Derbyshire and will have an increased focus on preventative activity to improve population health and wellbeing. Planning and urban design has a significant impact on population health and wellbeing, and can play a significant role in supporting a sustainable NHS and social care system. An example of this approach can be seen via the NHS Health New Towns programme.

Derbyshire County Council Context

1.10 Within the Derbyshire County Council Plan there are clear outcomes regarding partnership working and working with our local communities. These are:

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[9] https://www.derbyshire.gov.uk/site-elements/documents/pdf/social-health/health-and-wellbeing/derbyshire-health-and-wellbeing-strategy-2018-to-2023.pdf

- Resilience and thriving communities where people work together in new and dynamic ways with public services
- Happy, healthy people and families with solid networks of support, who feel safe and in control of their personal circumstances and aspirations.

Contributions from developers through the planning process can help to support the achievement of these outcomes.

1.12 Local Plans and Supplementary Planning Documents in Derbyshire make explicit reference to health and wellbeing outcomes in transport, open space and recreation and design.

Public Health duties and responsibilities

1.13 Derbyshire County Council has a statutory responsibility for Public Health resulting from the introduction of the Health and Social Care Act (2012).

1.14 Derbyshire County Council Public Health, is responsible for a range of services to:-

- empower the population lead a healthier lifestyle
- enable local communities to be resilient
- work in partnership to maximize opportunities to improve health
- provide protection against threats to health and minimize the risk and impact of illness
- create opportunities and environments which enable a healthy community
- support populations to have the best start in life

Adult Care duties and responsibilities

1.15 Adult Social Care supports people in line with the duties and responsibilities outlined in the Care Act (2014) and other legislation, such as the Autism Act and mental health legislation.

1.16 The focus of adult social care in Derbyshire is based on a number of commissioning strategies which are available on line at www.derbyshire.gov.uk/accommissioningstrategies

1.17 Derbyshire County Council want to support residents who have or may develop care and support needs to be supported in their own homes for as long as possible, reducing the need for residential are and enabling independent living. This is outlined in both the older people's housing, accommodation and support strategy and the specialist housing, accommodation and support strategy.

1.18 The strategies are supported by Market Position Statements which provide further detail about current requirements for housing, accommodation and support. They can be accessed at www.derbyshire.gov.uk/marketshaping

Key health and social care priorities

1.19 The Health and Wellbeing Board Strategy '<u>Our Lives, Our Health – Derbyshire Health and Wellbeing Strategy, 2018-2023</u>' (Derbyshire County Council 2018), sets out its key priorities and how members will work together to improve the health and wellbeing of Derbyshire's residents'. Important Derbyshire health statistics are identified within the strategy and its evidence base. The strategy outlines 5 priority areas:

- Enable people in Derbyshire to live healthy lives
- Work to lower levels of air pollution
- Build mental health and wellbeing across the life course
- Support our vulnerable populations to live in well-planned and healthy homes
- Strengthen opportunities for quality employment and lifelong learning

1.20 Key health priorities and principles are outlined in the <u>'Strategic Statement for Planning and Health across Derbyshire and Derby City'(2016).</u> The statement was shaped in reference to the National Planning Policy Framework (2012) and the National Public Health Outcomes Framework (2016). The statement has been approved by all 10 of Derbyshire local authority areas', and reflects the need for local variation across Derbyshire.

1.21 Further work is ongoing to ensure the statement accords with the updates to the National Planning Policy Framework in 2019.

1.22 The <u>Older People's Housing, Accommodation and Support Strategy 2018-2035</u> promotes the need for flexible housing to support the changing needs of residents throughout their life. Derbyshire County Council is seeking to move away from residential based care facilities and to support the provision of a greater range of housing that supports independence i.e. housing with varying levels of care, support or supervision/assistance available on site.

1.23 Adult social care is also seeking to develop a range of community based specialist accommodation for working age adults with more complex needs as part of the national Transforming Care agenda.

1.24 The County Council would welcome the opportunity to work proactively with developers via section 106 and CIL arrangements to support the development of accommodation and housing in line with these priorities.

1.25 Derbyshire County Council's Public Health and Adult Social Care teams have and will continue to support local planning authorities to develop the inclusion of health and wellbeing in relevant policies, and provide evidence of local health needs within communities.

1.26 Mandated public health programmes, which local government are required to provide, are revenue funded and are delivered by the County Council. As such developer contributions are not sought towards these health programmes.

Key considerations

1.27 When considering the design of a development and negotiating developer contributions, consideration should be given to the delivery of the following priorities, as outlined in the Strategic Statement:

Table 1

Priority area	Consider contributions that support the following
Prioritising positive prevention	- Development of healthy environments that are safe and enable people to be active. - Establishment of Health Zones, Community Wellness Hubs or other improvements to infrastructure that promote healthy lifestyles e.g. community kitchens. - Safe active and sustainable travel opportunities, including walking and cycle paths, particularly to link homes to education and/or employment opportunities. - Effective public transport networks, to connect people from where they live to where they work, study, access services, shop and spend leisure time. - Local green spaces that support healthy lifestyles e.g. green gyms. - One off public health interventions to mitigate against the growing demand on NHS services in those localities e.g. smoking cessation, weight management or physical activity interventions. - Measures to support people to access employment and education opportunities. - Increasing biodiversity to mitigate against air pollution. - Ensuring adequate setback distances in areas of high air pollution/noise. - Increasing access to broadband. - Healthy design and positive spatial planning interventions and principles e.g. traffic free environments, cycle lockers, pedestrian signage.
Supporting positive wellbeing	- Access to good quality homes, safe streets and greenspace. - Effective neighbourhood planning to reduce exposure to air pollution and noise. - Reduction of crime and anti-social behaviour. - Infrastructure to enable the Five Ways to Wellbeing (Be Active, Give, Learn, Take Notice, Connect). - Public Art – creation and installation of artwork, engagement and opportunities for local people.

	• Through the provision of social housing models of extra care and adapted accommodation with care support for people with disabilities • Requiring a proportion of affordable and market housing to be built to 'accessible and adaptable standards' as set out in Building Regulations Standards M4(2) and 'Wheelchair User Dwelling Standards' as set out in the standard M4(3)

Supporting healthy ageing	• Enabling people to age well by ensuring new homes are built to promote independence and respond to changing needs as people age via utilisation or adoption of:
	  o Dementia Friendly communities principles
	  o Alzheimer's Society dementia friendly housing charter
	  o HAPPI principles
	  o Lifetime Homes or Part M2, 3a or 3b Building Regulations.
	  o Good community design to enable connectedness.
	  o Intergenerational housing or spaces for intergenerational activities.
	  o Co-housing opportunities

Social cohesion	• Creating and maintaining community assets, that promote opportunities for connecting communities e.g. mixed use housing developments. • Improvements to streetscape e.g. seats for older people, tree-planting on busy roads, better access for those with disabilities. • Creating and maintaining shared recreational spaces e.g. community centres, skate parks or youth shelters (based on local engagement and consultation). • Well-designed street frontages. • Reducing social isolation. • Digital connectivity
Healthy Homes	• Building the right homes, in the right communities for the right populations. • Renovating or replacing existing homes that require improvement in the vicinity (cold, damp, digitally enabled, improving accessibility). • Installation of charging points for electric cars.

1.28 The County Council wishes to support local planning authorities to seek developer contributions for infrastructure to address the wider determinants of health, and to support healthier lifestyles where public health may be adversely affected by development. In the majority of cases, the County Council will focus its attention on facilitating greater efficiency in the delivery of local services through 'designed-in' solutions with new housing as a means of expanding

service capacity. Local planning authorities will be advised by the County Council on the use of conditions rather than seeking planning obligations.

1.29 In order to support local planning authorities to assess the health needs of their communities, Public Health is constructing a series of 'developer contribution dashboards' to support planning authorities to prioritise the obligations they request. Information will be provided down to a ward level and includes information on obesity, physical activity levels, air pollution and smoking. A link will be inserted in this document once the dashboard is operational.

Health Impact Assessments

1.30 A Health Impact Assessment (HIA) is a practical tool, which allows for the evaluation of the health impact of policies, strategies and initiatives in sectors that indirectly affect health, such as transportation, employment and the environment. The overall goal of HIAs is to inform decision-makers of adverse health effects of proposed actions, and support identification of appropriate policy options.

1.31 In May 2017, changes were made to the Environmental Impact Assessment (EIA) Regulations for major developments to include 'population and human health' as one of the considerations. To reduce health inequalities and promote healthier lifestyles, planning applications for major residential development of 100 dwellings or more should be accompanied by an HIA.

1.32 The use of an HIA on a major planning application was piloted in 2016, when the County Council worked with the Homes and Communities Agency (now Homes England), North East Derbyshire District Council, Bolsover District Council, Chesterfield Borough Council, NHS Hardwick and North Derbyshire CCGs (now merged into Derby and Derbyshire CCG), Data Orchid and Lincolnshire County Council. The final report was published in a report entitled 'Rapid Health Impact Assessment of the Avenue development' (2016).It is intended that the learning from this work can be used to inform future HIA proposals.

1.33 Developer guidance around reducing the impacts of air pollution is currently being developed. Of all the environmental factors, air pollution has the greatest adverse effect on health outcomes across all population groups. (PHE 2017)[10]. The East Midlands Air Quality network seeking to share best practice, in conjunction with Public Health England has developed Guidance for Developers on Air Quality and Emissions Mitigation.

Mitigation

1.34 Mitigation of any adverse impacts on health is dependent on the individual circumstances of the proposed development, the local community and any health care facility to which it directly relates. On many issues, there will be overlapping

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[10] Public Health England (June 2017) Spatial Planning for Health An evidence resource for planning and designing healthier places. PHE gateway number 2017151.

objectives with regard to transport, open space, housing, design and sustainability.

1.35 Mitigation could include for example, financial contributions through Section 106 or CIL for healthcare facilities, and/or infrastructure to facilitate health and wellbeing such as open spaces and active travel infrastructure (as identified by the County Council and local planning authorities).

1.36 The Adult Social Care and Health Directorate will be consulted on planning applications via the County Council's Planning Policy Team. Responses made to the local planning authority will be relevant through the identification of appropriate policies and evidence, explicitly linking any recommendations to the policy context (NPPF, Local Plan, and Supplementary Planning Documents).

1.37 Planning obligations, in the form of section 106 agreements, will only be requested where it is not possible to address unacceptable impacts through design or a planning condition. A planning obligation may only constitute a reason for granting planning permission if it meets the three tests as set out in the NPPF (2019) and CIL Regulations 2010 (as amended). Where the provision of a facility/intervention has been agreed, funding may be held and pooled in order that a larger specific scheme can be implemented.

Primary Care

1.38 As well as addressing the wider determinants of health, significant consideration needs to be given to access to healthcare.

1.39 An individual's first point of contact with the NHS is principally through primary care services, with around 90% of patient interaction occurring through these services. This includes GP practices, dental practices, community pharmacies and high street optometrists. The Health and Social Care Act 2012 places an obligation on NHS England to secure the provision of primary medical services for patients throughout England, and have regard to the need to reduce inequalities in access. Derbyshire Primary Care is commissioned by Derby and Derbyshire Clinical Commissioning Group, with the exception of Glossop, which is commissioned by Tameside and Glossop Clinical Commissioning Group.

1.40 Key Derbyshire Clinical Commissioning Group (CCG) contacts:

Clinical Commissioning Group (CCG)	Key Contact	Area
Derby and Derbyshire CCG	Jean Richards	ddccg.estatesenquiries@nhs.net
Tameside and Glossop CCG	Susan Hall	Susan.hall2@nhs.net

1.41 Strategic estates matters and governance processes for Joined Up Care Derbyshire are dealt with through the Local Estates Forum (LEF) and guidance is also available from NHS England and NHS Improvement: Robert Hill (Strategic Estates Lead) robert.hill8@nhs.net

1.42 The County Council is working with local planning authorities to develop mechanisms to systematically consider health impacts of local plans during their preparation and review. The County Council is also working with CCGs to develop a shared approach for assessing the impact of development proposed through planning applications on the delivery of primary care services and health care facilities (buildings).

1.43 Once an approach has been agreed, the LEF and the CCG will as a statutory consultee in the planning process consider the impact of the proposed development on healthcare services and facilities and will advise local planning authorities on potential mitigation.

Waste Services

Meeting additional demand on Waste Facilities – Household Waste Recycling Centres

1.1 Derbyshire County Council, along with the nine City, Borough and District Councils across Derbyshire, is a partner in the Derbyshire and Derby City Joint Municipal Waste Management Strategy which sets out ten objectives:

1.2 The Strategy helps deliver:
- Reduced waste
  - Reduced waste;
  - Increased reuse and recycling/composting of waste;
  - Reduced waste to landfill and recovering value from waste that is left over for disposal;
  - Increased public understanding and engagement in waste and recycling leading to high levels of public satisfaction;
  - An accessible, efficient, effective and value for money service.
- It will also contribute towards:
  - Improved resource efficiency;
  - Reduced carbon/climate change impacts;
  - Protection of natural resources;
  - The management of non-household waste;
  - Local self-sufficiency in the management of waste.

1.3 Derbyshire's Household Waste Recycling Centre (HWRC) service forms part of the waste service provided by Derbyshire County Council, with significant input towards the achievement of the objectives within the strategy.

1.4 HWRCs are provided in accordance with current legislation which requires the provision of such sites in order to enable householders to be able to dispose of their own household waste. In recent years there have been a number of changes, including:
- HWRCs have become more aligned to recycling facilities rather than disposal points;
- The nature and type of vehicles householders use when visiting the HWRCs;
- Householder expectations regarding recycling;
- The introduction of and an increase in the range of recyclable materials at the HWRCs.

1.5 Derbyshire County Council provides 9 HWRCs across Derbyshire. Householders are asked to separate their waste and recycle wherever possible and as a result diversion from disposal has increased. Up to 21 materials are accepted for recycling, the majority of which are not collected by Derbyshire's Waste Collection Authorities (WCAs) as part of their kerbside recycling collections. The

network of HWRCs provides additional opportunities for the recycling of other household materials, to the benefit of both countywide, WCA and national recycling performance. If materials were to instead appear in the kerbside residual waste bin, it would have a negative impact on recycling performance.

1.6   The HWRCs all have permits issued by the Environment Agency and planning consent to operate as recycling centres. Several HWRCs are now at or close to capacity and housing growth within their catchment area places additional pressure on the sites, including:
- Queuing and congestion for users;
- The need to service the HWRCs more frequently, at which times the HWRCs can be closed to public access for Health and Safety reasons;
- The HWRC no longer being deemed 'fit for purpose', with regard to householder usability;
- Fluctuations in levels of waste;
- Site constraints.

1.7   Additionally, increasingly Government is focussing its intentions on seeing waste arising's managed higher up the waste hierarchy, meaning greater householder expectations for recycling, composting and reuse facilities at the HWRCs.

1.8   Whilst waste minimisation is at the heart of everything that the Derbyshire Council's seek to achieve and WCA kerbside collections help divert waste materials for recycling, there still remains a significant amount of household waste materials to deal with and a large proportion of this is received at the HWRCs.

1.9   Occupiers of housing on new developments expect to be within easy reach of an HWRC and, once there, see suitable facilities for re-use, recycling (including composting) and disposal. Access to which should be simple and convenient.

1.10   New residential development in Derbyshire can be expected to generate an increase in the overall amount of household waste and depending on the size of the development this can have a varying impact on the existing local HWRC network.

1.11   Where it is expected that new housing development will generate a need for additional provision, funding through developer contributions will be expected to help provide the necessary additional capacity. Developer funding will be used towards areas such as:
- HWRC alterations;
- Provision of new equipment;
- Extensions and/or redevelopment of existing HWRCs
- Construction of a new HWRC;
- Provision of reuse facilities;
- Activities that support waste minimisation, reuse and recycling.

1.12 Existing HWRCs have a finite capacity for current waste inputs; waste generated from new residential developments, being delivered to the existing HWRC, however, may not easily be accommodated.

1.13 Derbyshire County Council will work with its HWRC contractors to put forward proposals for improvements to the HWRC service, to ensure the service continues to operate efficiently and offer best value to Derbyshire residents. Developer funding will assist in providing funding for additional capacity proportionate to the development.

1.17 Each proposed development will be assessed and considered on its own merits. Where new proposed housing will place greater pressure on the local HWRC, contributions will be sought from developments of 10 or more new dwellings. Contributions may be sought from smaller sized developments where they form part of an overall development in an area or where sites would have a cumulative impact on services and infrastructure.

1.18 Developer funding may be 'pooled' in order to help provide improved levels of provision, greater efficiency and economies of scale.

1.16 Contributions will be fairly and reasonably related in scale and kind and based on the cost of works associated with the provision of a HWRC. Ongoing revenue costs will not be requested.

Library Services

Library Provision

1.1 The County Council has a statutory responsibility under the terms of the 1964 Public Libraries and Museums Act, to provide "a comprehensive and efficient library service for all persons desiring to make use thereof".

1.2 The Council has a commitment to maintain and develop a strong libraries network across the County and confirms the purpose of libraries as being places that aim to be at the heart of Derbyshire's community life.

1.3 In Derbyshire, public library services are delivered through a network of static and mobile libraries. Derbyshire libraries provide people focussed services at the heart of local communities, enabling access to books and reading, information, digital skills, technology, cultural and lifelong opportunities for all.

1.4 The County Council has a clear vision providing a core library service offer with three distinct elements:
- Directly accessible services through static libraries.
- Digital access to services, online offer of eBooks, eAudio, eMagazines, digital newspapers, a range of other online resources and virtual catalogue. The online offer is available 24 hours a day, 365 days a year.
- Outreach through a well-developed and popular Home Library Service, Boookstart and a Mobile Library Service

1.5 Contributions from developments which place demand on library services are required in order to maintain this statutory responsibility and vision for libraries.

Current Guidance: National Planning Policy Framework (NPPF)[11]

Contributions

1.6 Contributions could pay towards:
- Construction and fit out costs of extensions/ alterations to existing libraries
- Stock costs

Type and size of development which may trigger a contribution

1.7 The need for a contribution will be established by comparing the current capacity of the library and population it serves against the number of people likely to be generated by the new development including:

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[11]

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779764/NPPF_Feb_2019_web.pdf

- Residential (including student accommodation) **of over 50 dwellings**
- Where new development generates a need for additional library provision
- Where the existing library's capacity is exceeded

1.8 The Arts Council England recommended benchmark is 45 square metres per 1,000 population. [12]

1.9 The catchment population of the library is identified by the home addresses of customers who borrow from that library using data from the Library Management System

What are the costs and how are they calculated

1.10 Where a new development places demands on the library above its physical capacity, a new library or an extension to an existing facility is required. The following standard build cost charges will be applied:

- *Building Costs (including stock):*
  o Building costs linked to the RICS BCIS Tender Price Index[13] and new build prices
  o Fitting out costs including furniture and technology based upon current fitting out costs of a new provision in Derbyshire

Where such a contribution is required the cost will be determined at the time of the planning application and will be subject to negotiation with the developer.

- *Stock costs only:*
  o Where a library building is able to accommodate the extra demand created by a new development but it is known that the stock levels are only adequate to meet the needs of the existing catchment population, a "stock only" contribution will be sought.
  o The National Library Standard upper threshold as cited in Championing archives and libraries within local planning[14] recommends a stock level of 1,532 items per 1,000 population. At an average price of £20.00 per stock item (based on Askews Library Services book prices at May 2019), the costs for the provision of stock only is as follows:

    Number of dwellings x 2.3 (average household size) x 1,532 (number of people generated by the development) x £20.00 (cost per stock item) Divided by 1,000 population = £70.47 per dwelling.

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[12] https://webarchive.nationalarchives.gov.uk/20160204122149/http://www.artscouncil.org.uk/advice-and-guidance/browse-advice-and-guidance/arts-museums-and-new-development-standard-charge-approach

[13] https://www.rics.org/uk/products/data-products/bcis-construction/bcis-online/

[14] https://www.artscouncil.org.uk/publication/championing-archives-and-libraries-within-local-planning

Form in which the contributions should be made

1.11 Proportionate contribution towards land, where required, and either the costs of construction of buildings to the County Council's specification and fitting out costs including initial book stock and IT; or contributions towards stock increases.

Broadband

Assessing the Proposed Development

1.1 Broadband service quality varies across Derbyshire with access to Next Generation Access (NGA) broadband infrastructure (capable of delivering download speeds of speeds of at least 30 Mbps) improving. Investment in the County's broadband infrastructure, to support the future economic prosperity of the county, continues to be a priority for the County Council.

1.2 The Digital Derbyshire programme is a partnership between Derbyshire County Council and Openreach to provide access to NGA fibre broadband services for residents and businesses. The Council's ambition is that 98% of homes and businesses in Derbyshire will be able to access speeds of at least 24 Mbps by the end of 2020[15].

1.3 The Digital Derbyshire programme applies to existing households and businesses. New residential developments coming forward will not necessarily be covered by the Digital Derbyshire programme.

1.4 Therefore, all developers proposing housing developments should look to provide for NGA broadband infrastructure and services as part of the design of their development schemes at the outset.

Mitigation

1.5 It is not expected that the County Council will require fibre-based broadband to be provided to make a development acceptable in planning terms, however developers should look to provide for NGA broadband infrastructure services as an integral part of the development scheme at the outset. This will support the Government's ambitious targets for the availability of full fibre and 5G networks which seeks to see 15 million premises connected to full fibre by 2025, with coverage across all part of the country by 2033. More information can be found the Government publication 'Future Telecoms Infrastructure Review'.

1.7 Operators and developers are starting to realise how important fibre-based broadband is for new development and have started to work together to install this infrastructure. More information can be found in the Openreach Guides and Handbooks.

1.8 Virgin Media is also offering this service. More information can be found on the Virgin Media's web page.

1.9 NGA broadband connectivity is a crucial factor for homeowners when deciding to buy a house. The Home Builders Federation (HBF) is promoting and

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[15] Based on the number of Derbyshire premises as of August 2014 and contractual target with BT

supporting the uptake of this funding amongst its members to ensure that high quality broadband services are provided as an integral part of new build homes. More information can be found at https://www.openreach.com/fibre-broadband/fibre-for-developers/

1.11 Openreach is not the only provider of high-speed broadband services. Developers may wish to make enquiries with other service providers to explore whether other more cost-effective options are available.

1.12 Local Planning Authorities should attach advisory notes to planning permissions to request that developers work with broadband providers to ensure NGA broadband services are incorporated as part of the design of new development. However, if it can be shown that this would not be possible, practical or economically viable, in such circumstances, suitable ducting should be provided within the site and to the property to facilitate future installation.

1.13 Guidance on the characteristics of qualifying NGA technologies is available from The Department for Digital, Culture, Media and Sport.[16]

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[16] https://www.gov.uk/government/publications/2016-nbs-tech-guidelines

Employment and Skills

1.1 One of the 5 outcomes of Derbyshire County Council's 'Council Plan 2019-21' identifies 'A strong, diverse and adaptable economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people'. To support its Council Plan, the County Council has developed an 'Employment and Skills Strategy' with the vision being 'To enable the residents and employers of Derbyshire to secure the skills and employment needed for economic success and prosperity'.

1.2 Much of the activity delivered through the Strategy is already funded through existing departmental budgets. External funding opportunities have been, and will be, maximised through joint work with partners.

1.3 The County Council will also continue to work with partner organisations including the D2N2 Local Economic Partnership (LEP), and District/Borough Councils to implement the emerging Local Industrial Strategy (LIS). The D2N2 LIS is structured around the UKs Industrial Strategy which seeks to 'ensure that everyone can improve their skills throughout their lives, increasing their earning power and opportunities for better jobs'.

1.4 Development which is capable of contributing to these objectives will be considered on a case by case basis. The County Council will work collaboratively with the District/Borough Councils to identify where activities or contributions are required to support employment and skills development where they are supported by policies in the District/Boroughs' respective local plans.

Other

1. Flood and Water Management

As a Lead Local Flood Authority, the County Council is responsible for the Local Flood Risk Management Strategy and should be engaged and consulted in both the development planning and development management process. The County Council has prepared a Preliminary Flood Risk Assessment for Derbyshire which can be used to inform the preparation of land use policies and decisions on planning applications. Further information regarding flood risk is available by contacting Derbyshire County Council's Flood Risk Team – flood.team@derbyshire.gov.uk.

2. Biodiversity

All Local Planning Authorities in Derbyshire have Service Level Agreements with Derbyshire Wildlife Trust to provide advice on ecological issues. These service level agreements should be used to obtain advice on request

3. Archaeology and the Historic Environment

Derbyshire's historic environment includes the Derwent Valley Mills World Heritage Site, a wealth of nationally designated built heritage and archaeological sites, locally designated Conservation Areas and Areas of Archaeological Interest, and over 20,000 sites and features of archaeological and historic interest recorded in the Derbyshire Historic Environment Record (DHER). The County Council hosts DHER as well as an archaeological advisory service which provides planning advice to Local Planning Authorities across the county under Service Level Agreements. Planning conditions/obligations and developer contributions may be used by planning authorities to conserve and enhance aspects of the built and historic environment, one of the key objectives of sustainable development as defined by the NPPF.

Where advice is required, details of planning applications should be emailed to: stephen.baker@derbyshire.gov.uk.

4. Landscape Character and Visual Amenity

Derbyshire has a varied and diverse landscape. Local Planning Authorities are responsible for determining whether a Landscape and Visual Impact Assessment is required. Local Planning Authorities can use planning conditions and financial contributions to help secure long-term management plans and to conserve, enhance and manage landscape character.

5. Canals and Waterways

The canals and canal routes are an important element of Derbyshire's green infrastructure. Derbyshire County Council has large land and asset liabilities on the Chesterfield, Derby and Sandiacre and Cromford Canals and is the

Navigation Authority for the in-water sections between Chesterfield and Staveley and at Cromford. Please refer to the [Derbyshire Waterways Strategy](#) and the County Council's Countryside Service for more information: Susan.White@derbyshire.gov.uk.

6. Fire and Rescue

It is vitally important that new housing is well-designed and addresses safety and the needs of vulnerable people. Houses must provide adequate safety for the occupant throughout the occupiers' lifetimes. Derbyshire Fire and Rescue Service should be consulted on all proposals for housing growth so that the implications for fire safety can be considered. Local Planning Authorities should consider the use of conditions and information notes/recommendations on planning permissions to secure the provision of sprinkler systems and associated water supply infrastructure. For more information contact:

Bolsover, Chesterfield and North East Derbyshire	northareaadmin@derbys-fire.gov.uk
High Peak and Derbyshire Dales	westareadmins@derbys-fire.gov.uk
Derby City, South Derbyshire, Amber Valley and Erewash	SouthAreaAdmin@derbys-fire.gov.uk

Appendix B
Comments received on the Derbyshire County Council Developer Contributions Protocol and the County Council Response

Paragraph	Organisation	Comment	DCC response
Comment	Councillor	What about community hub infrastructure?	Requests for contributions need to be in line with the 3 tests in the CIL regulations. It is unlikely that a community hub is necessary to make a development acceptable in planning terms.
Comment	Chesterfield Borough Council	Welcomes the clarification of the approach and methodology in calculating a proportionate financial contribution from the developer where appropriate and on a case by case basis	Comment noted
Travel Plans	Chesterfield Borough Council	It is noted that DCC will continue to request a travel plan for "all developments that will generate significant amounts of movement" and seek to include this in any S.106 agreement, and that DCC will also seek a financial contribution from the developer towards staff costs incurred by the County Council as part of the associated costs of the travel plan monitoring	Comment noted
Electric Vehicles	Chesterfield Borough Council	The Borough Council welcomes the approach to provision of EV infrastructure as an integral part of the development scheme at the outset, and recognises the value in seeking high level co-ordination in standards and requirements. The protocol advises that Local Planning Authorities should attach advisory notes to planning permissions to request that developers work with EV infrastructure providers to ensure charge points are incorporated as part of the design of new development in line with the recommendations. This advice may need to be expanded as technology continues to develop.	There is a review mechanism within the document at 7.7 (Page 18) to allow for updates. It is envisaged that EV infrastructure will also be embodied in local plan policy.

Signatories Page 14 para 5.3	Chesterfield Borough Council	It is noted that the protocol proposes that the County Council should be a signatory to S106 legal agreements which relate to services which are the responsibility of the County Council. This will incur legal fees which the protocol states that the County Council will seek to recover from the developer by using a clause in the Section 106 agreement.	This remains the case.
Payment of contributions	Chesterfield Borough Council	It is also noted that the protocol states that where agreed with the District/Borough Councils, contributions payable in relation to the County Council's clauses will be paid directly to the County Council	Please note this is in agreement with the District/Borough Council's to ensure no double charging.
Monitoring Fees	Chesterfield Borough Council	It is noted that the protocol sets out the intention charge monitoring fees, as now permitted by Reg. 122 of the CIL Regulations. It may be appropriate to consider whether a single monitoring fee to cover the total cost of monitoring S.106 agreements at County and District level may be more appropriate and cost effective in its collection.	The County Council is only requesting contributions towards the monitoring of the obligations which are due to the County Council. The joint fees approach with the relevant District/Borough was considered however the issues were as follows: • each LPA may wish to use a different charging model, which for the County Council would involve different arrangements with each of the LPAs • fee revisions would no longer be an individual authority decision • Collecting the funds as 1 payment it would also involve double handing and splitting of fees. • Requesting separate fees would reflect the proportionality of the work of the respective authorities.
Viability	Chesterfield Borough Council	The protocol recognises that the role for viability assessments is now primarily at the plan making stage to ensure that policies are realistic, and that policy requirements should be set at a level that takes account of affordable housing and infrastructure needs, and allows for the planned	Given that each of the 9 planning authorities has Local Plans at differing stages there is no optimal time to review the Developer Contributions Protocol. This review was driven by the changes in the Community Infrastructure Levy Regulations which were introduced on 1st September 2019.

		types of sites and development to be deliverable, without the need for further viability assessment at the planning application stage. The commitment of the County Council to continue to work with LPAs at the plan making stage to ensure the required infrastructure and services are factored into the viability assessments to ensure that the allocated sites are deliverable is welcome. However it is significant that in the case of the Chesterfield Local Plan, a whole plan viability assessment was undertaken on the submission draft to ensure that the total policy burden is deliverable. The additional costs now brought about through the revised Protocol have not been reflected in the viability study through the local plan and have therefore not been tested.	Not every item listed within the Protocol will be required as each development is distinctive. The County Council will continue to work closely with LPAs to seek contributions towards necessary infrastructure and the viability of a development.
Future Review	Chesterfield Borough Council	The Borough Council requests that adequate opportunity for comment and consultation is provided on future reviews of the Developer Contributions Protocol	A 6 week consultation period will be provided.
Standards and timescales	Chesterfield Borough Council	The protocol is a comprehensive statement of existing, revised and new requirements on the part of the County Council in relation to new development proposals. If the additional requirements and fees are to be introduced, developers will in all likelihood expect a commitment to standards in respect of issues such as response times to ensure that progress on agreeing and signing s.106 agreements takes places at an appropriate pace and without undue delay. The protocol should include an additional section to set out this commitment and clarify that all relevant DCC services are committed and signed up to this.	Acknowledged and additional wording included: Where contributions are sought through the provision of a Section 106 agreement, Derbyshire County Council is committed to progressing these matters in a timely manner, at an appropriate pace and without undue delay on the part of Derbyshire County Council.

Page 5 Paragraph 2.5	Amber Valley Borough Council	The wording of this paragraph could perhaps be revised to provide greater clarity. As currently worded, it could imply that housing need is determined by delivery, on the basis that the Housing Delivery Test measures the extent to which housing completions have met established need.	Acknowledged and reworded to: Figures in the Housing Delivery Test, which measures the extent to which housing completions have met established need, showed that Derbyshire (not including Derby City) in 2017/18 delivered 3,327 new dwellings. This demonstrates the level of additional growth and the demand placed on infrastructure and services.
Pre-application Page 8 Paragraphs 4.2-4.3	Amber Valley Borough Council	It would helpful if any requests to the County Council for pre-application advice and the responses given to those requests are copied to the relevant local planning authority, for information.	Acknowledged and reworded to include that the response will be copied to the relevant Local Planning Authority.
Page 8 Paragraph 4.5	Amber Valley Borough Council	The County Council's policy of referring pre-application consultations to the relevant County Council elected ward member(s) is acknowledged, although this is not Amber Valley Borough Council's policy in respect of its elected members. In these circumstances, it is important to emphasise to the County Council elected ward member(s) that any pre-application enquiries submitted to the Borough Council are dealt with on a confidential basis.	Acknowledged and included
Planning Applications Page 9 Paragraph 4.8	Amber Valley Borough Council	It is not clear how this position sits with the proposals by the County Council to introduce Highway Standing Advice as a means of delivering the substantive response of the Highway Authority, to a planning consultation, in a generic format.	Duly noted. The Standing Advice will form the Highways Authority's substantive response for those applications to which it refers.
Page 10 Paragraph 4.12	Amber Valley Borough Council	It is not clear whether this wording refers specifically to proposals received directly by the County Council, or to those on which they have been consulted by District/Borough Councils. If the latter, it is not clear what the County Council would undertaken its own consultation with a neighbouring authority, as this should be picked up	This was specifically with reference to Education and the cross county or unitary nature of some normal areas. The comment is acknowledged and the paragraph reworded to: Where infrastructure and services are provided in conjunction with a neighbouring authority, the County Council will liaise with the appropriate

		by the District/Borough Council as the relevant planning authority.	authority and Section 106 contributions may be secured to mitigate any negative impacts a development may place on the neighbouring authority.
Page 10 Paragraph 4.14	Amber Valley Borough Council	It would helpful to clarify whether such notification would need to be formal i.e. in writing, or whether an informal telephone call & discussion may suffice.	Acknowledged and included 'via email' in the text.
Page 11 Paragraph 4.19	Amber Valley Borough Council	It is not clear why this would be appropriate. Where Amber Valley Borough Council receives a viability assessment, it would then refer it for independent review to a suitably qualified person.	The County Council may not agree with the outcome of the independent review and consider a review of the documentation is necessary. Reworded: At the planning application stage the LPA should consult the County Council as soon as possible if they have accepted a viability assessment as part of the planning application process. The LPA should provide the viability assessment to the County Council along with any independent review commissioned to allow an understanding of the issues. Should it be required the County Council reserves the right to appoint a suitably qualified person to undertake an independent viability review of the documentation.
Page 12 Paragraph 4.23	Amber Valley Borough Council	The wording here should be clarified, as the current wording could imply that infrastructure requirements identified in a response by the County Council would take priority over any section 106 requirements identified by the relevant District/Borough Council.	Reworded: Where viability is proven an issue, the County Council requests that a review mechanism is included in a S106 requiring periodic viability assessments throughout the life of the development. Any overage generated, should in consultation with the Local Planning Authority be prioritised, and include infrastructure as identified within the County Council's response to the planning application.
Section 106 Legal Agreement Checklist Page 15 Paragraph 5.8	Amber Valley Borough Council	The difficulties arising here are noted, but the Borough Council considers that it would not be appropriate to include a clause stating that committed funds should be treated as spent, as this would not be factually correct.	Acknowledged and sentence 'Therefore, S106 Agreements should include a clause that says where funds are committed they should be treated as spent' removed and text of clause included at 5.9

			'For the avoidance of doubt, for the purposes of paragraph X of this Schedule, the Contribution shall be deemed to have been committed if the County Council has entered into any contract or given any undertaking (whether enforceable in law or otherwise) the performance or fulfilment of which will require the County Council to expend funds in the future'
Monitoring Page 17 Paragraph 7.4	Amber Valley Borough Council	It would helpful to confirm whether this fee is proposed as a result of the changes to the CIL Regulations referred to in paragraph 7.3.	Yes this is a result of CIL Regulation 122 2A. Sentence inserted to identify this is in line with the CIL regulation.
Appendix 1 Travel Plan monitoring fee	Amber Valley Borough Council	It would helpful to confirm whether this fee is proposed as a result of the changes to the CIL Regulations referred to in paragraph 7.3.	Travel Plan monitoring fees have been sought by the County Council for a number of years and this is not a result of the changes to the CIL Regulations.
Travel Plan bond Page 21 Paragraph 2.6	Amber Valley Borough Council	It would helpful to confirm whether this fee is proposed as a result of the changes to the CIL Regulations referred to in paragraph 7.	The Travel Plan bond is not a result of the changes to the CIL Regulations. The bond is required to enable travel plan measures to be implemented by the County Council should the identified targets not be achieved by an agreed date. A proportionate amount is returned in line with the level of achievement against the Travel Plan targets.
Appendix 3 Public Health and Adult Social Care Page 51 Paragraphs 1.42-1.43	Amber Valley Borough Council	The shared approach for assessing the impact of development on the delivery of primary care services and health care facilities (buildings) is strongly supported	Duly noted
Waste Services Page 54 Paragraph 1.17	Amber Valley Borough Council	The scope for the Borough Council to negotiate financial contributions through section 106 agreements towards this service is restricted, pending the preparation and subsequent of appropriate policies in a new Local Plan.	Acknowledged. Given that each of the 9 planning authorities has Local Plans at differing stages there is no optimal time to review the Developer Contributions Protocol. This review was driven by the changes in the Community Infrastructure Levy Regulations which were introduced on 1st September 2019.

			Not every item listed within the Protocol will be required as each development is distinctive. The County Council will continue to work closely with LPAs to seek contributions towards necessary infrastructure.
Appendix 5 Library Services	Amber Valley Borough Council	The scope for the Borough Council to negotiate financial contributions through section 106 agreements towards this service is restricted, pending the preparation and subsequent of appropriate policies in a new Local Plan.	Given that each of the 9 planning authorities has Local Plans at differing stages there is no optimal time to review the Developer Contributions Protocol. This review was driven by the changes in the Community Infrastructure Levy Regulations which were introduced on 1st September 2019. Not every item listed within the Protocol will be required as each development is distinctive. The County Council will continue to work closely with LPAs to seek contributions towards necessary infrastructure.
Appendix 2 Education Paragraphs 1.14 and 1.15	Emery Planning on behalf of • Wainhomes (North West) Limited • Barratt Homes • Mr Gary Cullen	We object to the requirement to consider a proposed residential development within the context of the normal area school only. We consider that the approach should follow well established practice for the assessment to relate to local schools rather than the normal area school only.	There are numerous approaches followed across England, with a number of local authorities assessing need based on normal areas. The latest DfE Guidance 'Securing Developer Contributions for education' (Nov 2019) recognises the merits of a local approach, stating that 'There is great value in detailed local methodologies and guidance that explain to all stakeholders the process and reasons for the collection of developer contributions for education in that area'. The County Council's local approach is to reference the normal area school to assess projected capacity with regard to development proposals. This reflects the County Council's admissions criteria for community and voluntary schools which gives high priority to pupils' resident within the normal area of the school. This is based on the Schools Admissions

			Code of December 2014, which is statutory guidance from the DfE. The normal area approach is consistent with the Local Authority's statutory duty to ensure sufficient local school places, by seeking to secure additional places local to any new development. This is in the clear interests of existing residents and those moving into the area.
Comment Education Appendix	Emery Planning on behalf of • Wainhomes (North West) Limited • Barratt Homes • Mr Gary Cullen	The protocol states that it has been prepared in line with the November 2019 guidelines published by the Department for Education (DoE) entitled 'Securing developer contributions for education.' Furthermore, paragraph 1.5 of the Education Appendix states that the net capacity of the normal area school is the DfE's nationally agreed measure of a school's ability to accommodate pupils of statutory age. However, there does not appear to be requirement within 'Securing developer contributions for education' to consider the normal area school only. Paragraph 3 of the DfE statement actually states that: "It is important that the impacts of development are adequately mitigated, requiring an understanding of: • The education needs arising from development, based on an up-to-date pupil yield factor; • The capacity of existing schools that will serve development, taking account of pupil migration across planning areas and local authority boundaries; • Available sources of funding to increase capacity where required; and	Page 4 of the DfE Guidance also states that 'There is great value in detailed local methodologies and guidance that explain to all stakeholders the process and reasons for the collection of developer contributions for education in that area. This guidance (DfE Guidance) is not intended to replace local approaches, which often provide detail on……… • Assumptions about the schools children from a development will attend, when assessing available capacity in affected schools. In response to the query regarding the use of plural in the DfE guidance and the perceived inconsistency with the protocol: It is important to note that any proposed residential development will fall within the normal area of multiple schools. Education provision is organised in phases of education and there will be at least two schools serving any proposed development; for example a primary school and a secondary school, or an infant school, a junior school and a secondary school. The reference to, and identification of the schools whose capacity is to be analysed (ie normal area), will therefore always be expressed as a plural.

		• The extent to which developer contributions are required and the degree of certainty that these will be secured at the appropriate time." (our emphasis). Therefore the DfE document refers to the capacity of existing schools, rather than the normal area school only and even refers to taking account of migration across boundaries. That is plainly not just the nearest school, given the use of the plural. There is therefore no support for the approach taken by DCC from the DfE and the DCC protocol is contrary to the DfE guidance.	It is also relevant to note that it is possible for individual normal areas (containing multiple schools) to span Local Authority boundaries. Legal advice has been secured in relation to the Education methodology contained within the Protocol. It has found the document to be legally sound.
Comment Education Appendix	Emery Planning on behalf of • Wainhomes (North West) Limited • Barratt Homes • Mr Gary Cullen	There is no requirement in law for primary schools to take pupils from their normal area. DCC's own admissions rules provide: "Please note there is no automatic right to a place in any particular school, even where a child lives in the normal area of a school, has a sibling in attendance or attends an associated primary school." It goes on to state on page 12 that: "In law there is no automatic right to a place in any particular school. We will offer you one place, at the highest priority school possible. Where we cannot offer a place at any of your chosen schools, your child will be allocated a place at the normal area school – if places are still available –." It is not therefore logical to restrict an assessment of capacity to the normal area school only. Furthermore, it is within DCC's powers to review and amend the admissions area boundaries to reflect demand and capacity at the schools within an area; indeed as a responsible authority these matters should be kept under review and adjusted to make best use of public resources, and provide	DCC admissions states: 'Where we cannot offer a place at any of your chosen schools, your child will be allocated a place at the normal area school – if places are still available - or the next nearest school with places available '. To enable the admissions criteria to be implemented, additional capacity at the normal area school is funded through the provision developer contributions. The assertion that DCC has powers to review and amend normal area boundaries is factually incorrect. DCC do not have the power to amend normal areas of academy or voluntary aided schools. It is also not possible to adjust boundaries to reflect changes in demand and capacity in real time, as any changes are subject to a formal consultation process.

		the best service to residents. It would be unrealistic to view the normal area as being permanently fixed.	
Comment Education Appendix	Emery Planning on behalf of • Wainhomes (North West) Limited • Barratt Homes • Mr Gary Cullen	As parents are able to select their preferred school, the capacity at a school is not fixed and subject to change. Focusing on capacity in local schools is therefore a more accurate measure of capacity. This is recognised in the draft protocol …. at paragraph 1.6. Were children only able to access their most proximate school then there may be an argument for restricting the consideration of school capacity to that school. However, that has not been the position within England for decades where parental choice has been at the heart of the education provision subject only to the capacity of local schools. As a result it is far from uncommon for schools to have a significant proportion of their roll from beyond that school's immediate catchment. This reinforces our case that the assessment of spare capacity (and any resulting need for additional provision) should relate to local schools and there should not be restricted to the normal area school only.	Page 4 of the DfE Guidance also states that 'There is great value in detailed local methodologies and guidance that explain to all stakeholders the process and reasons for the collection of developer contributions for education in that area. This guidance (DfE Guidance) is not intended to replace local approaches, which often provide detail on……… • Assumptions about the schools children from a development will attend, when assessing available capacity in affected schools. It is acknowledged parents have a right to express a preference for the school they want their child to attend, but do not have a right for their child to attend that particular school. If there are places available then a place should be offered at that school. By law a school has to accept pupils up to its published PAN under the Admissions Code even if they are out of area. It would therefore be against the law to retain places for unforeseen future normal area pupils. It is also important to note that access to some schools may be restricted and therefore capacity within other local schools may not be available to occupants within a new development. Church schools, for example, are their own admissions authority .
Comment Education Appendix	Emery Planning on behalf of	The planning appeals procedural guidance (August 2019) provides further clarification on the CIL	DCC as a statutory consultee in the planning process, and provide detailed responses providing the

	• Wainhomes (North West) Limited • Barratt Homes • Mr Gary Cullen	tests in Appendix N 'Planning Obligations'. Section N.3 relates to 'Justifying the need for the obligation'.	information as required to justify a request for education contributions and based on the methodology within the Developer Contributions Protocol. These requests have been considered at appeal by numerous Inspectors and have been judged as CIL compliant.
Comment Education Appendix	Emery Planning on behalf of • Wainhomes (North West) Limited • Barratt Homes • Mr Gary Cullen	It is difficult to determine from the draft document quite what the status of this document is intended to be. It is not a development plan document (DPD), nor does it appear to be a supplementary planning document (SPD). If it is intended to be an SPD then it would have been required to be accompanied by a Sustainability Appraisal and this is not the case. As a protocol which is not a DPD nor an SPD, it has considerably less weight than either in the decision making process. However, the intention appears to be that the document will comprise actual planning policy which will be relevant on applications. If this is the case then it does not accord with DfE guidance on education contributions and educations requested on this basis would not meet the CIL tests. Very limited weight should be attached to it.	DCC is responsible for the delivery and operation of much of the large scale infrastructure required to support development. DCC is therefore an important statutory consultee in the planning process. The Protocol does not purport to be an SPD or DPD but provides the information on the type and level of contributions which may be sought and the methodology which underpins the calculations. A key purpose of the protocol is to provide a fair, consistent and transparent approach to developer contributions. Section 1.4 states the purpose of the Protocol as being to: • set out clearly the County Council's expectations as to how development will need to mitigate its impact with regard to the infrastructure and services delivered by the County Council. This Protocol details the type and level of contributions which may be sought by the County Council when consulted on planning applications, and the methodology which underpins the calculations. • to support the Local Planning Authorities to incorporate contributions towards infrastructure requirements into their Local Plans in order to comply with Planning Practice Guidance which requires that planning obligations should be set out in plans and examined in public.

| | | | With reference to the above, the Protocol satisfies Para 22 of the DfE guidance ' Securing Developer Contributions for Education', which advises local authorities with a responsibility for providing sufficient school places under the Education Act 1996 that they work with local planning authorities and developers to ensure your long-term pupil place planning objectives are reflected in the development plan (and supplementary planning documents which do not form part of the development plan, but which are material planning considerations).

Page 4 of the DfE Guidance also states that 'There is great value in detailed local methodologies and guidance that explain to all stakeholders the process and reasons for the collection of developer contributions for education in that area. This guidance (DfE Guidance) is not intended to replace local approaches, which often provide detail on:
• The approach to seeking contributions for education from affordable housing.
• Types/sizes of homes that will be excluded from calculations of developer contributions.
• Education projects developer contributions may fund.
• The minimum viable size of new schools.
• Assumptions about the schools children from a development will attend, when assessing available capacity in affected schools.
• Minimum surplus capacity to allow for fluctuations in demand and parental choice, not counted as available when calculating developer contributions.
• Contributions 'in kind' (land and/or construction). |

			• Requirements on size and suitability of school sites, including checklists, exemplar layouts and facility specifications. • Standard planning obligation clauses.
Developer Contributions Protocol	South Derbyshire District Council	South Derbyshire District Council welcomes the expansion of topics included within the Protocol, notes the introduction of the planning obligations management fee and travel plan monitoring fee and notes the changes in formula for generating education contributions.	Duly noted.

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DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director – Economy, Transport and Environment

ELVASTON CASTLE MASTERPLAN DELIVERY PROGRAMME (CLEAN GROWTH AND REGENERATION)

(1)   **Purpose of Report**   To request "in principle" approval to the implementation of a delivery programme for the Elvaston Castle Masterplan and secure funding in accordance with the proposed Funding Strategy outlined in the report.

(2)   **Information and Analysis**

Background
Cabinet approved the Elvaston Castle Masterplan on 20 December 2018 following a public consultation exercise earlier that year (Minute No.306/18 refers). The Masterplan is the central document developed in partnership with the Elvaston Castle and Gardens Trust (ECGT) which sets the vision and long terms goals of the work required to provide a sustainable future for Elvaston Castle and Estate, relieve the Council of the significant on-going annual maintenance and running costs and resolve the major backlog of capital works to the buildings and landscape whilst maintaining public access to the Estate.

The delivery of the Masterplan needs to be seen in the context of exploration of options for the future of Elvaston which have taken place over many years.

The Essential Repairs Report, undertaken in 2011, sets out all the repairs that were required on the Elvaston Estate to stem the decline of the Registered Park and Garden and the listed buildings and other garden structures. This report identified £6.4m would need to be spent at that time.

Development partners have been interested in the Castle in the past, however, a combination of public opposition and difficulty creating a plan, which would achieve a suitable balance of development and access, meant that none of these ideas came to fruition.

In 2013, the Council secured the assistance of the National Trust and, working in partnership, developed an ambitious 10 year vision, which formed the basis of the Masterplan.

The draft Masterplan was approved by Cabinet on 15 March 2018 (Minute No. 80/18 refers), and contained the following guiding principles:

- Freehold of the Estate will be retained by Derbyshire County Council.
- A competent single management body will control the overall governance of the Estate with the balance of conservation, heritage and access at its core.
- Financial sustainability will be fundamental to the delivery of the vision, facilitated by a business model that provides on-going reinvestment in the long term stewardship of the Estate without eroding its significance.
- The historic, landscape and biodiversity significance will be protected, conserved and, where sustainable, enhanced.
- Public access to the gardens, parkland and house will be provided and maintained; the parkland at least will be free at the point of entry on foot. The stories and rich heritage will be understood, shared and celebrated.
- People, community involvement and partnership working will be at the heart of all activities.

A public consultation exercise was undertaken during 2018 and the revised Masterplan was approved by Cabinet on 20 December 2018.

Options
The options that were considered by the Council prior to the development of the Masterplan were:

1. Do nothing and leave the Estate to fall further into disrepair – this would result in losing a valuable attraction for local people and visitors, and putting the Council at risk of legal action in relation to its responsibilities for keeping historic buildings in good condition. Adopting this course would undoubtedly cause major damage to the Council's reputation and, as such, inevitably force the Council to have to rethink disposal and sustainability options for Elvaston again. It would result in the future of Elvaston never being properly resolved.

2. Maintain the current operation – operating the Estate as a country park currently costs the Council in the region of £500,000 per annum, a sum that has been identified in the five year financial plan as a budget saving. This figure effectively doubles to around £1m per annum when annual capital bids to address the ongoing repair legacy are factored in, i.e. totaling up to £25m over a 25-year period. These bids are likely to continue and indeed increase in the future to counter the difficulties in managing the country park with ever increasing safety concerns and a likely decline in desirability of the park to visitors. This in turn will frustrate the ability to generate new income and will not result in the Estate ever being financially self-sustainable and able to operate without ongoing Council funding.

3. Sell the Estate – The Estate has a significant conservation deficit and consequently a negative value as the costs of undertaking the backlog of essential repairs is in excess of the Estate's market value. The Council, in exercising its due diligence when disposing of the Estate, would need to ensure that any potential buyer had sufficient funds to appropriately maintain the asset. Given the backlog of repairs identified in the essential repairs report, and the considerable increase in these over the intervening nine years, it is unlikely that an appropriate purchaser would come forward without a significant sum of money being made available to undertake these necessary repairs.

This option was partially explored with Highgate Sanctuary Ltd (HSL). HSL was the Council's preferred development partner for Elvaston. Ultimately, this arrangement terminated, circa 2010, as HSL's proposals impacted adversely on the Registered Park and Garden and the Estate's listed buildings and were therefore unacceptable to South Derbyshire District Council, as planning authority, and Historic England. The sale of the Castle and Estate buildings was also legally challenged when the Council issued the appropriate notice highlighting its intention to sell part of the Estate.

Discussion has also taken place, relatively recently, with the National Trust, which confirmed it would not be willing to take the Estate off the Council's hands. This was partly due to the fact that the National Trust already has significant interests in the area with Calke Abbey, Kedleston Hall and Sudbury Hall. A similar estate in Staffordshire was reportedly subject to a £30m+ dowry in order to transfer ownership from the Council to the National Trust. The National Trust did indicatively indicate that, if it was interested in Elvaston, it would probably require a dowry of circa £50m.

4. Deliver the Masterplan – a viable programme of work to deliver the Masterplan has been developed and costed, which shows a positive benefit/cost ratio for a range of invest to save elements, although it would also require funding for infrastructure and the historic buildings conservation deficit. This approach would secure the future of the Estate, thus removing the financial burden on the Council long term.

Having explored the above options over previous years, the approval of the Masterplan by Cabinet in 2018 gave a clear direction that the only viable option for the future of the Elvaston estate is to develop a programme of work and a funding strategy to secure its future in line with the vision in that document.

Masterplan Delivery Programme
The Council has worked closely with the ECGT, the body that was created to ultimately take responsibility for the management of the site, and now a

registered charity, to develop detailed proposals to deliver Phase One of the Masterplan - the repair and conversion of the core buildings and their development as an improved visitor attraction. It should be noted that a later phase is referred to in the Masterplan (Phase Two). This includes longer term proposals for renovation and restoration of the historic landscape, for which any future funding from the Council is intended to be minimal, as it is likely that such works would be eligible for external grant funding once the earlier phase had been completed.

A contract was awarded to Mace Ltd, working with DCA Consultants, in June 2019, to undertake the strategic project management work required to develop detailed business cases for the various elements and advise on a programme of work that would achieve the desired outcomes. Mace Ltd, working in collaboration with DCA Consultants, were selected through a rigorous procurement process, the aim of which was to commission a company with proven experience of the regeneration of historic buildings and estates, working with charitable trusts, asset transfer, working with property developers on historic buildings conversions and managing and guiding design teams on historic building design work.

DCA has completed the initial phase of its work and provided a comprehensive report that has informed the proposed Delivery Programme. In this report, DCA demonstrates that a wide range of potential end uses at Elvaston have been fully explored through discussion with Council officers and ECGT Trustees and research carried out by DCA and specialist sub-contractors to appraise the market and the net income generation potential. Throughout, end uses have been considered in the context of:

- The Masterplan for the site.
- The history and heritage of the site.
- The Trust's vision for the site.
- Current uses of the site and associated data.
- Comparator and competitor market research for proposed uses.
- Local demographics and profiling data.
- End use mini business plans.
- The need to build an overall business plan that is financially sustainable at the same time as meeting the Trust's charitable objects and community expectations.

Alongside all this work on end uses, Simpson & Brown, Architects, have developed designs to meet the requirements of the end uses and the Council's retained Quantity Surveyor has estimated the associated capital costs for repair, conservation, conversion and new builds.

DCA then developed detailed financial modelling for each of the proposed end uses incorporating required capital investment, projected income and

expenditure to calculate a benefit-cost ratio (BCR) for each end use, and an overall BCR across the full range of uses. It should be noted at this stage that the BCR calculations are strictly preliminary, based on a 25 year return period (excepting play equipment which has been calculated over 15 years), with returns not discounted for early years build-up of income targets, at the 3.5% Green Book discount rate.

Finally, DCA and Council officers together developed proposed packages of work and mapped these across time to develop a phased financial model for delivering Phase One of the Masterplan. This is a crucial part of the delivery strategy which recommends an incremental approach to the regeneration. This would allow funds to be drawn down in distinct phases avoiding any large-scale reliance on financial interdependencies, thus protecting the Council's investment as each stage is completed.

In October 2017, DC Research of Leicester undertook an economic impact assessment of the (then) proposed Masterplan which stated:

"Based on the analysis of visitor data and a face to face visitor survey of over 430 visitors in October and December 2017, DC Research estimates that in 2017 Elvaston Castle Country Park (ECCP) generated gross on and off site spending impacts in the Derby and Derbyshire economy of £2.64million, and net additional impacts of £1.48million. This is based on a core audience of local (i.e. Derby and Derbyshire) visitors who mainly use the grounds for leisure purposes, predominately walking. If Phase 1 of the ECCP Draft Masterplan was developed (including the new access and services upgrade), and those buildings identified for commercial use were occupied, DC Research estimates that ECCP could support up to 151 FTE jobs in professional, craft, events and hospitality, and retail occupations, which would equate to an additional 81 net additional jobs in the local economy. If the Draft Masterplan was fully developed in terms of the gardens along with improved access, car parking and visitor facilities, it would be reasonable to expect shift over time in audience type, attracting heritage and horticultural visits, and young families, leading to increased visitors from outside the local area, longer dwell times, and increased on and off site spending."

DCA has updated this economic impact assessment by undertaking further research to confirm the job creation figures, as well as a number of other elements, to demonstrate the economic impact of the work, now that the proposed programme has been developed in more detail. The estimated number of jobs supported as a result of Phase One of the Masterplan Delivery Programme is 194 full time equivalent (FTE) with 176 of these being newly created.

In the first instance, significant capital investment will be needed in order to put infrastructure in place, repair buildings, and develop new facilities to attract visitors and new businesses which will generate enough income to make the

Estate self-sufficient, as well as creating jobs for local people with a positive impact on the economy.

The total cost of the capital works required under the Phase One proposals has been estimated at £35m.

The financial case for this initial investment at Elvaston has been at the heart of the development of the Masterplan Delivery Programme. By far the biggest income stream is car parking followed by catering. Other income streams have been developed and thoroughly researched and realistic, detailed business cases for each element have been produced. However, the requirement to invest in infrastructure and historic buildings means that an "invest to save" business case will only cover part of the investment required. The other key element of predicting the viability of the Estate is visitor numbers. Clearly, this has a direct impact on car parking income, but also influences spend per visit in the catering outlets and shops. The business cases are all based on visitor numbers in year 1 of 240,000 rising to 400,000 in year 5. It is worth noting that ECGT believes this figure to be very cautious and is suggesting a more ambitious 550,000 visitors per year could be achieved.

The detailed proposals for Phase One of the Elvaston Castle Masterplan Delivery Programme are set out below under the following headings:

- Access drive and car park.
- Repair and renovation of historic buildings.
- Catering.
- Adventurous play facilities.
- Caravan site and glamping.
- Holiday accommodation.
- Retail.
- Equestrian.
- Events.
- Weddings.
- Future running costs.

Access Drive and Car Park
The creation of a new access drive and relocation of the car park to a location closer to the core buildings are key building blocks to unlock the potential of the Elvaston Estate.

The Masterplan proposes a new access route running from a point on Shardlow Road, close to the South Avenue Gates, avoiding the South Avenue itself and instead crossing farmland and a small area of marginal woodland. The route will require planning permission and will be designed to minimise its impacts, especially where it crosses or is near existing pedestrian routes and

bridleways. A range of impact assessments will be required. The new access will help to alleviate traffic pressure through Thulston, Elvaston and Borrowash. The new access route and car park will unlock the full potential of the Estate's core buildings by bringing visitors directly to the heart of the site. Along with the installation of new services and drainage infrastructure, this work is seen as essential in updating the core to modern standards, keeping people safe and ensuring that traffic is managed efficiently.

The new car park arrangement will provide more space for parking than the existing car park and will, through the termination of the existing car park function, reduce and reverse the incessant damage to the historic landscape around the lake, notably excessive erosion and root compaction, being caused by pedestrian visitors. The proposed location of the car park is paramount to the future financial sustainability of the Estate by bringing visitors into the areas where they can make greater use of facilities and spend money.

Preliminary work to develop detailed plans and costings for the new access drive and car park has been undertaken, including initial discussions with Highways England and the Environment Agency. Traffic impact assessments, a preliminary ecological appraisal and detailed design work are currently in progress.

The utilities servicing the Estate will need upgrading and this work has been costed and included in the programme alongside the access drive elements to minimise disruption and cost where possible.

Repair and Renovation of Historic Buildings
A number of historic buildings at Elvaston have been empty for many years and a major maintenance backlog has developed. It will be necessary to fund comprehensive repairs to these historic buildings before they can be converted to a sustainable modern use with construction and services to current standards.

Catering
The provision of a flagship catering offer to a high design standard is considered crucial to unlocking the future potential of Elvaston Castle as a sustainable visitor attraction. The main café needs to be close to the main car park and be highly visible to visitors as they arrive, and with facilities, both indoor and outdoor, to appeal to a full range of community users from families to dog-walkers, younger and older visitors alike. Whilst the majority of the building will be of a contemporary, albeit recessive, design, the café will be entered through the existing historic buildings off the top stable yard, tying the historic and modern fabric together architecturally.

In order to encourage visitors to stay for as long as possible at Elvaston, it is proposed to disperse secondary catering offers around the Estate,

differentiated in terms of offer to suit their location. A tea room in the Gardener's Cottage is proposed, perhaps with a further 'coffee stop' or similar offer within woodland and concessions elsewhere, e.g. ice cream and coffee vans.

Adventurous Play Facilities

An adventurous play facility is envisaged adjacent to the main café but away from the historic core. This will provide an alternative offer, particularly for families, where children can access a mixture of free and paid-for attractions whilst parents/carers are able to relax nearby in the main café whilst keeping an eye on their children playing.

A range of sensitively designed facilities are envisaged, such as a large outdoor play structure, probably complemented by secondary sand and water play and themed fun attractions which are not available at nearby parks in the area.

In addition to this, a high ropes tree-top net type facility could be provided and would probably be located within woodland fringing the greater parkland area, if further research proved this to be a feasible option.

Caravan Site and Glamping

It is proposed that the former caravan site be re-opened with a contemporary glamping offer, as well as facilities for touring caravans, motor homes and tents.

Holiday Accommodation

There is substantial potential for holiday lets at Elvaston and a number of different types of offer are envisaged, which will encourage short stays. Firstly, holiday accommodation is an optimum viable fit for many of the existing smaller historic buildings, especially around the stables and Kennels in the core area. This has the advantage of providing a unique heritage offer whist at the same time saving the buildings through their sustainable re-use.

Secondly, the Castle's upper floors are also ideally suited to conversion to sets of apartment 'suites' of various sizes. It would also be an option to let out these apartments in conjunction with wedding and other corporate event offers on the ground floor.

Finally, there are areas of woodland not currently open to the public and with no current use or amenity value which could accommodate purpose-built lodge developments for a different type of holiday let offer.

It is important to note, however, that there is a 'critical mass' of such development. Exceeding this will tend to erode the quality of the character and a careful balance needs to be struck.

Retail, Office and Workshop Facilities

The optimum viable use for the Coach House and many of the historic outbuildings within the core area is a mixture of carefully converted facilities for retail, office and workshop use.

In some cases, such development could reflect the buildings' former uses, for instance the reinstatement of the blacksmith's forge, and the buildings housing the workshop's historic steam engine could be developed as exhibition space. Other former workshops and stables could house a range of other craftspeople and niche retail businesses, while other further possibilities include a cycle hire centre, education facilities and possibly a base for the ECGT. Pop-up retail opportunities could be housed both internally and externally around the stable yards and a plant sales offer is envisaged within the real tennis court area, close to the Gardener's Cottage (earmarked above as a tea room offer).

All these uses are contingent on first repairing the historic buildings and external spaces that will house them.

Equestrian

Equestrian use has long been associated with Elvaston and contributes towards the special character of the Estate. However, the optimum viable use for the stable areas now needs to change to accommodate other revenue-earning and more directly visitor-facing offers, so whilst equestrian uses will be promoted on the Estate, these ideally need to be relocated to areas of the wider park, possibly in areas currently used as pasture.

It is considered that an equestrian offer at Elvaston will help to build visitor audiences and, at the same time, bringing in a revenue return, albeit probably a fairly modest one.

Events

A well designed outdoor events programme, building on the events already staged at Elvaston, such as the Woodland Festival and the Steam Fair, is seen as a key tool for attracting new audiences; understanding local communities and their interests will help the development of a programme at Elvaston that grows and diversifies audiences and builds their loyalty.

A mix of events is envisaged. Large scale events based on the showground are likely to raise most revenue, but further events, some small-scale, including cinema, educational and seasonal offers, are also seen as viable, and these can be staged at various points around the park. To maximise returns on events, a comprehensive programme of improvements will be needed to improve access, ground surfaces and services infrastructure.

Conferencing and Events business opportunities have also been widely identified in the study, predominantly (along with weddings) making use of the

ground floor of the Castle which is seen as offering great potential, subject to investment, to bring the rooms up to a high standard in terms of finishes and services, including contemporary IT connectivity.

Weddings
It is proposed that facilities for weddings will be improved which will generate more future revenue. The wedding offer in the ground floor of the Castle will be improved with facilities to cater both for receptions and ceremonies. With a reconfiguration of the ground floor arrangement and better fire compartmentation and escape measures, it is envisaged that the offer could be more appealing to couples wanting to invite more guests and thus, more lucrative in revenue terms. This approach is seen as consistent with the requirements for an improved conferencing and events offer, as described above in the preceding paragraph.

Conversion and refurbishment of both the upper floor of the castle and the Bothy Range by the Nursery Garden, combined with the development of luxury lodges in the Estate grounds will further boost the appeal of the wedding offer, both at the Castle and to the Old English Garden and Nursery Gardens where a purpose-built pavilion and marquee are already located for summer weddings.

Future Running Costs
The staff structure will need to be changed radically and increase in scope to facilitate the operation of the many new revenue-earning facets. A draft structure has been developed by the Trust and reviewed by the consultants. It envisages an Estate Director to oversee the whole operation; a Park Manager to oversee maintenance, gardening, visitor experience and education aspects; and a number of posts to run the business side, e.g. events, marketing, finance, Human Resources, etc.

Other costs will increase as the Estate's offer flourishes, for example, premises, gardens and estate costs, to reflect the larger number of buildings in use which will require increased cleaning, maintenance, security, etc. Further on-costs to support the new staff structure will include operational, marketing, event-related and finance costs.

Funding Strategy
The estimated £35m funding required for the Masterplan Phase One Delivery Programme falls under three categories:

1. Infrastructure to unlock the potential of the Estate including the new access, car park, services/utilities and other elements, such as drainage.
2. Repair of historic buildings – there is a large "conservation deficit" as the Council has not invested significantly in keeping buildings in good repair for many years. As landowner, the Council has a responsibility to do this regardless of any future use.

3. Invest to save – significant investment is required in order to generate income including a new café; conversion of buildings and spaces to create commercial retail/office spaces and events; and introduction of new facilities that visitors will pay to use such as adventurous play.

The first two categories arguably require investment from funding streams that do not need to be repaid as they do not, in themselves, directly generate income that could be described as "invest to save". The third invest to save element is investment that would only go ahead if the business case demonstrated that the income generated could support the borrowing costs and be repaid over a period of time.

The breakdown of costs for each proposal are set out below:

Proposal	£m
Access drive and car park	5.0
Services and site infrastructure	3.1
Café	3.1
Courtyard buildings	2.2
Stable yard buildings, real tennis court and Springthorpe Cottage	6.3
Adventurous play facilities	1.1
Castle repairs and ground floor conversion	5.0
Caravan, glamping and equestrian facilities	0.7
Holiday lodges and cottages	2.7
Events investments	1.1
Castle upper floors	4.0
Project management and design	0.7
Total	**35.0**

The Funding Strategy proposes the following main funding streams:

1. Derbyshire County Council borrowing.
2. National Lottery Heritage Fund bid (NLHF).
3. Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) Local Enterprise Partnership (LEP) bid.
4. Section 106 funding/other smaller heritage and project funding sources.
5. Development partner funding.

For each stream, the following funding proposals have been formulated in principle:

1) Capital investment via prudential borrowing from the Council of £21.6m. This investment would fund a range of projects and services and most of it (up to £15m, i.e. for proposal packages i) and ii) below) could, subject to the Council's borrowing criteria, be borrowed on an invest to save repayment basis, as follows:

i) £10.6m borrowed to finance in total the new café and adventurous play facilities, the conversion and fitting out costs of the Coach House and carriage shelter buildings to provide revenue-earning retail/office/events accommodation, two discreet new lodge developments for holiday-letting, improvements to the Springthorpe Cottage and staff car park, drainage improvements to the showground and further investment to support a glamping offer to the caravan site and an equestrian facility in the wider parkland.

ii) A further £4.4m borrowed to finance the conversion and fitting out costs of the ground floor of the Castle for hospitality, events and educational use, the Upper and Lower Stable Yard area and former museum buildings as a retail/workshop offer, the real tennis court area as a plant sales outlet, the Gardener's Cottage as a secondary catering outlet and the Kennels Cottages, Gas House and Bothy Range as holiday let accommodation. All the buildings under this heading have a conservation deficit, i.e. cost of repairs to bring them up to a neutral cost basis for commercial development.

iii) A £2.8m match funding contribution towards necessary repairs under category (ii) above to cover the pre-existing conservation deficit costs.

iv) A £3.1m match funding contribution towards the construction of a new access drive, junction and car park, updated services and site drainage infrastructure, expected to cost in total £8m, the balance of which would be the subject of a LEP funding bid (see Section 3 below). This work, whilst not set to earn additional revenue directly, is crucial in unlocking the commercial sustainability of the regenerated Estate.

v) A £700,000 contribution to fund the costs of external strategic project management consultants, external design and other project consultants, and the cost of a dedicated Council Client Project Manager, all to be appointed on an initial two year basis, which could be extended subject to agreement by all affected parties and Council Cabinet.

2) A £4m Heritage Enterprise Grant funding application to the NLHF with the contributions outlined in sections 1, 3 and 4 provided as match funding to support new, sustainable investment in the historic buildings currently requiring extensive repair and upgrading work, particularly the Castle itself. The Stables and former museum area buildings, the real tennis court area, the Gardener's Cottage, and the Kennels Cottages, Gas House and Bothy Range could also benefit from NLHF funding to facilitate their conversion to the revenue-earning uses described under Section 1 (ii) above, on the same basis.

3) A £5m Grant funding application to the LEP with the £3.1m contribution outlined in Section 1 (iii) above provided as match funding to finance the construction of a new access drive, junction and car park, updated services and site drainage infrastructure, expected to cost in total £8.1m.

4) Section 106 funding is being explored with South Derbyshire District Council; DCA Consultants are also looking at other smaller heritage and project funding sources to address remaining funding gap of £400,000.

5) A £4m developer investment in the Castle to finance the conversion of the upper floors to residential accommodation, the revenue from which would be recouped by the developer to service the repayment of the initial investment, whilst paying a nominal rental contribution to the Council. This investment would also be used as match funding to the proposed NLHF bid described in Section 2 above. It is a standalone element that will only be implemented if a developer is identified.

Any bids for external funding would need to be based on the overall business case for the Masterplan Delivery Programme, demonstrate that it meets the objectives of securing the future of the Estate and its historic value, creates jobs and contributes to the local economy, and provides a facility for local people and visitors alike   External funders will require confirmation of the Council's intention to provide match funding as part of a bid.

A summary of the proposed funding streams described above to meet the estimated £35m expenditure is as follows:

Source	Purpose	£m
DCC borrowing – invest to save	Income generating visitor facilities and attractions	10.6
DCC borrowing - invest to save	Income generation historic buildings conversions and repairs	4.4
DCC Contribution – match funding	Historic buildings repair deficit	2.8
DCC Contribution – match funding	Access drive, car park, services and site infrastructure	3.1
DCC contribution	Project management and design	0.7
National Lottery Heritage Fund (NLHF)	Historic buildings conversions and repairs	4.0
D2N2 Local Enterprise Partnership bid	Access drive, car park, services and site infrastructure	5.0
Section 106/small heritage project funding	Smaller heritage/community project elements	0.4
Development Partner funding	Castle conversion, optional if developer is found	4.0

Finally, it should be noted that previously allocated Council capital funding, amounting to approximately £900,000, is currently being expended on a range of repair and enabling works where direct commercial revenue returns are not available to service borrowing. These include repairs to garden structures, minor short term works to the Castle and the establishment of a new staff base and plant enclosure in the Frame Yard adjacent to the Nursery Garden. The latter will allow the newly-repaired Coach House to be vacated by Council

staff in readiness for its planned conversion to retail or office use under the Phase One Masterplan proposals. Following a detailed feasibility exercise, a further capital bid in autumn 2020 of up to £500,000 is proposed for the Frame Yard and other related essential and urgent repair projects.

Impact of Coronavirus (COVID-19) and Brexit

An expert opinion has been provided by the Chair of the Elvaston Castle and Gardens Trust, Dr Peter Robinson, who is Head of the Centre for Tourism and Hospitality Management at Leeds Beckett University. He is an internationally recognised expert on visitor experiences, tourism business planning, operations management, strategic planning, heritage tourism, events management, regeneration and placemaking and has provided the following views on the impact of COVID-19 and Brexit:

"It is largely anticipated that, post Covid-19 domestic tourism will increase due to the following factors impacting international travel.
1. *Quarantine requirements and border controls will make international travel difficult to many nations*
2. *It is highly likely quarantine restrictions will apply to those returning to the UK, this making it unattractive to travel overseas*
3. *As a consequence of reduced travel demand flight prices will increase to make it financially viable to operate flights. Some carriers will fail and this will then create increased demand which will further increase prices.*

While points 1 and 2 are relatively short term and may not be an issue by the time work begins at Elvaston, the third point will be a longer-term structural challenge for the sector. Combined with lingering impacts of lockdown on society and perceptions of personal health security when travelling and it is highly likely that domestic tourism will replace demand for a large number of overseas trips.

There is a strong possibility, therefore, that Elvaston will benefit from a general uptake in domestic tourism. Elvaston is not a site which will attract international visitors in significant numbers so it will be equally unaffected by a drop in inbound travel.

The Covid-19 effect may be further exacerbated by Brexit – both in terms of the added complexity of European travel and the value of the pound relative to the euro which may shift European short-haul demand from the UK towards an increase in UK short-breaks."

It is recommended that the above regeneration proposals are reviewed in the light of the social and economic outcomes arising from the COVID-19 pandemic, once known, before they are approved in detail to ensure that commercial sensitivity and flexibility are built in.

Conclusions and Next Steps

In summary, the Council has shown a clear direction of travel to regenerate the Elvaston Estate and secure its future. The research undertaken to inform the delivery of the Masterplan has demonstrated that there are significant economic benefits that can be realised with the appropriate investment. None of the other options considered and/or previously pursued for the Estate fit with the Masterplan, nor do they have any benefits for local people and communities.

This "in principle" approval would not constitute approval for any specific capital spend at this stage, but would enable the following to progress:

1. Apply for external funding, with confidence to grant funders that the Council is fully committed to delivering the Masterplan and contributing match funding if bids are successful.
2. Secure planning permission for the access drive and car park and other elements as the programme develops.
3. Undertake further work to test and validate the business cases for individual proposals.
4. Develop more detailed proposals for the phasing of the programme.
5. Develop a stakeholder plan to identify who the key interested parties are and how the Council and ECGT will engage with them.
6. Develop a risk register to identify the risks associated with the Masterplan Delivery Programme and the mitigations that are required.
7. Undertake further work on the proposals to transfer the responsibility for the management of the site to the ECGT.
8. Engage the strategic project management consultants for years 2 and 3 of the contract to cover architectural design work to inform planning applications; structural engineering consultancy; specialist advice, e.g. in relation to services on site; quantity surveying services and project management resource at an estimated cost of up to £450,000, subject to the 2021-22 budget setting process. These costs are included within the overall £35m figure under 'Project management and design' above, and may thus be deductible from this, subject to finalised scope and programme.

(3) **Financial Considerations**   The current running costs, in the region of £490,000 per year, are part of the budget savings proposals agreed by Cabinet in September 2019, which sees the budget being removed by 2025-26. This aligns with the intention to hand over the running of the Estate to the ECGT at an agreed point in time and for it to be financially sustainable as a vibrant visitor attraction, providing future generations with positive, memorable experiences.

The DCA report concludes the following in relation to the overall financial situation:

"Under this new fully invested model, this annual cost would fall to c£175,000 in year one and would be eliminated in favour of modest but growing surpluses by year three. By year five, an annual surplus of c£370,000 may be achievable. For the calculation of investment capacity, we can make two comments based on the 400,000 visit model:

Setting aside the reduced incomes of the early years as the business is built up, allowing car parking income as a return, but without charging the cost of the access drive and car park to the investment/return equation, the whole package has a BCR overall of 1.37.

The total financial benefit from year five onward might be calculated as current net deficit obviated plus surplus generated in future years, i.e. £490,000 plus £370,000 = £860,000. However, this would overstate the amount that would normally be counted as available to 'repay' borrowing, because if the Trust is to operate this future Elvaston, it would need under good prudence and charity regulation to have a reserves policy and retain a modest part of its surplus each year to build a reserve. If we assumed that the Trust would properly budget a retained surplus each year of £110,000 (which also provides some budgeted capacity to deal with contingency) then the amount available to service borrowing from year five might be seen as c£750,000."

In terms of immediate financial implications, it is necessary to engage the strategic project management consultants for years 2 and 3 of the contract at an estimated cost of up to £450,000, as referred to above, which will be the subject of a one-off revenue budget growth bid for 2021-22 to be considered by Cabinet as part of the budget setting process in January 2021.

(4)   **Legal Considerations**   The Director of Legal Services will advise in relation to the implementation of the proposed delivery programme for the Elvaston Castle Masterplan.

(5)   **Human Resources Considerations**   This report does not directly have any Human Resources implications, though it should be noted that the intention to hand the day to day running of the Estate to the ECGT could require the transfer of employees to a separate organisation, whether that is the Trust itself or other body. The implications of this will be thoroughly explored before any decision is made.

Other Considerations

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

(6)   **Key Decision**   No.

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

(8)   **Background Papers**   Held on file within the Economy, Transport and Environment Department.

(9)   **OFFICER'S RECOMMENDATION**   That Cabinet gives "in principle" approval to the implementation of the proposed delivery programme for the Elvaston Castle Masterplan and to secure funding in accordance with the proposed Funding Strategy outlined in the report.

Tim Gregory
Director – Economy, Transport and Environment

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DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director of Public Health

Financial support to Derbyshire foodbanks

1. **Purpose of the Report:**

    To seek Cabinet approval to provide a grant to the value of £0.150m to Foundation Derbyshire for the purpose of supporting foodbanks across Derbyshire.

2. **Information and Analysis:**

    Over the last few years, household food insecurity has increased amongst British families and more people are turning to food banks for support.

    Nationally, the State of Hunger report 2019 found that around 11% of children aged under-16 live in food insecure households and around 36% of food parcels distributed by the Trussell Trust's network of food banks go to children. The End Child Poverty Report in 2019 found that over 42% of Derbyshire children were living in poverty.

    COVID-19 has magnified this issue. The Food Foundation estimates that close to 5 million adults are currently food insecure, compared with 2 million pre-lockdown, and this includes 1.7 million children living in these households.

    The Feeding Derbyshire Network connects 28 Food Banks and there are many more foodbanks across the county that are not part of this network that the Council and Foundation Derbyshire have supported over the last 3 months. Food projects, including foodbanks in the Feeding Derbyshire Network, have been a lifeline for many individuals, families, and communities during the Covid-19 crisis. During the last 3 months, Derbyshire food projects have doubled the amount of food provided to local people.

In March 2020 as the COVID-19 crisis hit, Derbyshire County Council made £0.100m available to food banks via Foundation Derbyshire. Foundation Derbyshire is the operating name for Derbyshire Community Foundation, an independent charity, building an endowment fund to provide vital grant funding to voluntary and community groups across the county.

Foundation Derbyshire administered distribution of this funding in two stages.

In Stage One, Council funding provided "Emergency Grants" of £1,000 to: (a) established Foodbanks in Derbyshire or (b) established organisations that already run a foodbank service as part of their suite of support to local communities.

The speed with which the Council were able to commit their significant level of funding, enabled Foundation Derbyshire to begin awarding these emergency payments before the end of March. By 9th April, 17 emergency grants, totalling £16,800 had been awarded to Derbyshire based Foodbanks. This funding was being sought to purchase additional food as well as pay for fuel, PPE, hygiene products and thermal bags as many foodbanks and community cafes were moving to food parcel and pre-prepared hot meal delivery to those in isolation.

A further £32,900 strategic grant was also awarded to Fareshare, who were seeing that demand for deliveries had risen by at least 30% across Derbyshire. Community cafes, for example, were no longer able to take an income from the public but wanted to continue helping their community. Foodbanks were starting to see a reduction in donations from the public and anticipated this only getting worse, as supermarkets had limited stock. Mindful that many foodbanks were augmenting their food stocks by shopping at local supermarkets (and keen to ensure both the safety of their staff/volunteers and access to more cost effective food sources), this strategic grant funding was awarded to Fareshare East Midlands, in order to increase its capacity to deliver free food supplies to foodbanks and community cafes at this critical time.

In Stage Two, Foundation Derbyshire launched its second wave of Foodbank funding to run alongside the Stage One Grants, using £42,300 of remaining funding from the Council. All food banks that had successfully claimed the initial Stage One grant were now able to claim an additional grant ranging from £1,000 to £4,000. This could be used for the continued

purchase of food and resources, additional volunteer expenses, storage and PPE. However, aware of the impact that the increased demand was having on Foodbanks' core costs, the criteria for Stage Two applications was widened to include items such as:

- Staff costs to provide for extra hours worked

- Proportionate and reasonable costs linked to rent and utilities if venues are opening longer hours to cope with demand

- DBS checks

- Costs for employee drivers

In light of the unprecedented level of demand being faced by Foodbanks and the challenging operating environment in which they continue to provide such a vital service to our communities, Foundation Derbyshire decided to set a monitoring deadline of 3rd December 2020 for all Food Bank grants, thereby enabling them to focus their time and resources on their frontline emergency response. A final impact evaluation will therefore be provided in January 2021. In the meantime, all Foodbanks applying for a Stage Two Food Bank grant are required to submit evidence that their Stage One grant has been fully spent and also provide an end of grant report.

To date, the £0.100m funding from the Council has enabled Foundation Derbyshire to award 41 grants to 27 organisations. In addition to the one-off grant of £32,900 to FareShare, in stage 1, 26 grants were awarded totalling £24,750, and 14 stage 2 grants have been awarded totalling £42,350.

Although the original peak of the COVID-19 pandemic has passed the longer term effect on poverty and food insecurity is continuing. For example, there has been an increase in the number of families eligible for Free School Meals, an indication that family income is reducing. It is expected that this will get worse as the government furlough scheme ends with a potential rise in unemployment. Additional funding of £0.150m will provide further support, through Derbyshire's foodbanks, to vulnerable people across Derbyshire who are experiencing financial crisis and food insecurity.

The additional funding will allow Foundation Derbyshire to:

- Continue to provide a grants scheme for Derbyshire Food Banks who supply food to Derbyshire residents who are in financial crisis.

- Maintain appropriate administrative processes for financial payments to organisations and put in place effective monitoring and evaluation mechanisms.

- Provide representation, involvement and input at the Feeding Derbyshire COVID19 Group and associated working to ensure co-ordinated effort and minimisation of duplication.

- Ensure that the grant will be used to support the availability and accessibility of food for Derbyshire's vulnerable residents who are experiencing financial hardship.

Foundation Derbyshire have indicated that they may be able to access further funding through the Department for Culture Media & Sport's "Community Match Challenge". The £85 million Community Match Challenge is part of the £750 million package of funding that the government has promised to charities responding to the impact of coronavirus. Selected coronavirus charity campaigns have been invited to apply for a share to match new donations raised. Charities who are able to demonstrate they have received contributions from Local Authorities that would not otherwise have been spent on Coronavirus response may be eligible for a £1 for £1 match under the "Community Match Challenge" initiative.

On 30 July 2020 Cabinet approved proposals for the future funding of Voluntary and Community Sector infrastructure providers. Creating empowered and self-sufficient local communities is a key priority for the Council, and supporting the voluntary and community sector to grow and thrive will be key to achieving this. In part this recognises the role of VCS infrastructure organisations in supporting local community and voluntary sector groups. Foundation Derbyshire fulfils this function by providing vital funding to voluntary and community groups across Derbyshire. Through the previous Council funding, Foundation Derbyshire has developed positive relationships with many local food banks, and therefore are ideally placed to be able to administer this additional funding on the Council's behalf.

3. Financial Considerations:

The total cost is £0.150m which will be grant-funded to Foundation Derbyshire, with the cost met from the Public Health Grant budget.

4. Legal Considerations:

The Council's standard grant agreement shall be used to set out the terms and conditions for which the grant is made.

5. Other Considerations:

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

6. Background Papers:

None

7. Key Decision:

Yes

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

No

9. Officer's Recommendation:

That Cabinet approves funding of £0.150m Foundation Derbyshire to provide continued support for Derbyshire foodbanks.

Dean Wallace
Director of Public Health

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DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Director of Public Health

COVID-19 Funding allocation to District and Borough Councils to support the Derbyshire response to COVID-19

1. Purpose of the report:

To seek Cabinet approval for funding to support district and borough environmental health teams to cover backfill as required in relation to COVID-19 response.

2. Information and analysis:

Background and Context

Environmental Health in District and Borough Councils

Environmental Health (EH) departments and the Health and Safety Executive have joint enforcement responsibilities under the Health and Safety at Work etc. Act 1974 (HSW Act) dependant on the main activity of the premises concerned. Local authorities enforce the HSW Act in a significant number of service lead sectors such as offices, retail, warehouse, leisure, catering premises and residential homes. A full list can be found at https://www.hse.gov.uk/foi/internalops/og/og-00073-appendix1.htm

Where actions to control an outbreak in a workplace setting enforced by the HSE are more appropriate under health and safety legislation, Environmental Health will liaise with the HSE to determine the most appropriate authority to investigate.

EH departments have a key strategic role in relation to the local COVID-19 Outbreak Management Plan, this includes;
- Supporting high risk settings and communities in outbreak response where appropriate.

- Provide elected members and senior officers with leadership and expertise in relation to risk, outbreaks and preparedness not sure what this means
- Determine the most appropriate legislative powers to use based on the circumstances/ location of the outbreak.

Current Situation:

EH departments have both specialist expertise and skills and well as important legislative powers in relation to COVID response, their support is critical in implementing the outbreak plan and are a valuable resource in implementation. Funding of £0.05m per annum to each district and borough council in Derbyshire is a significant investment to cover back fill with environmental health officers to provide adequate resources to respond to COVID related incidents and outbreaks utilising the COVID outbreak plan.

EH departments are under significant pressure due to statutory enforcement duties and supporting the easement of restrictions for businesses. Additional capacity to support COVID response will therefore require investment from Derbyshire County Council to deliver the following local operational aspects:

- Provide specialist advice to the Incident/Outbreak Control Team, or around individual outbreaks with regard to environmental health hazards;
- Carry out investigation and provide support to complex cases
- Liaise and report findings of any investigation to Directors of Public Health, Public Health England, Food Standards Agency and Health and Safety Executive
- Provide support and advice to commercial and domestic settings involved in outbreak responses;
- Provide local surge capacity if required for complex situations
- Exercise appropriate powers under health protection and/or health and safety legislation to prevent or limit the spread of infection;
- Inspect premises if required.
- Investigation of complaints and enquiries relating to COVID– 19, ensuring that all relevant legislation and guidance is being complied with.
- Taking appropriate action under the relevant statutory provisions to ensure the department's objectives are met
- Update the Public Health Test and Trace Team with any soft intelligence.
- Complete outbreak reports and maintain contact with workplaces to follow up on relevant actions.

3. Financial considerations:

The total funding allocation to support the 8 district and borough councils in Derbyshire with £50,000 per annum for the financial years 2020/21 and 2021/22 is £0.8m.

- Amber Valley Borough Council- £0.1m
- Bolsover District Council- £0.1m
- Chesterfield Borough Council- £0.1m
- Derbyshire Dales District Council- £0.1m
- Erewash Borough Council- £0.1m
- High Peak Borough Council- £0.1m
- North East Derbyshire District Council- £0.1m
- South Derbyshire District Council- £0.1m

It is proposed that this funding allocation will be taken from the additional support grant from central government to support Public Health Authorities to develop tailored outbreak control plans. The allocation for Derbyshire County Council as the recognised Public Health Authority is £3.85 million.

4. Legal considerations:
Not applicable

5. Other considerations:
In preparing this report the relevance of the following factors has been considered; equality, human resources, environment, health, property and transport have all been considered in preparing this paper.

6. Background papers:

Cabinet report 30 July 2020: COVID19 Outbreak Management Plan and Track and Trace Communications Strategy.

7. Key Decision:
Not applicable

8. Call-in:

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

9. Officer's Recommendations:

That Cabinet approve the funding allocation of £50,000m per annum for the financial years 2020/21 and 2021/22 to each district and borough council's environmental health teams to support Derbyshire's response to COVID-19, including the implementation of the Derbyshire Local Outbreak Management Plan.

Dean Wallace
Director of Public Health

Author: Jill Beacham (x36549)

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Joint Report of the Executive Director for Children's Services and the Executive Director for Commissioning, Communities and Policy

INSURANCE CAPITAL MAINTENANCE POOL ALLOCATIONS IN 2020 – (Young People/Council Services)

1. **Purpose of Report**

   To seek approval for the co-funded capital maintenance projects under the Insurance Capital Maintenance Pool for 2020-21.

2. **Information and Analysis**

   The Insurance Capital Maintenance Pool (IMP) is a building capital maintenance scheme for those schools that joined for the period 2018-2021. Under the IMP, projects with a value of between £20K and £40K for primary schools and between £50K and £100K for secondary schools are co-funded by the IMP and the School Condition element of the Children's Services Capital Budget if the project is deemed to be a priority condition in accordance with the condition survey, or the works are considered to be urgent in nature upon the advice of the surveying team.

   The projects detailed in Appendix A are schemes that are proposed for 2020-21.

3. **Financial Considerations**

   The IMP generates funding from the schools that join the scheme. At the start of IMP 2018-21 there were 172 members with contributions as follows;-

Year 1 - £1,569,990
Year 2 - £1,464,480
Year 3 - £1,351,845
Total - £4,386,315

The schemes listed in Appendix A detail IMP expenditure of **£1,983,500**.

On 21 November 2019 (minute number 189/19) Cabinet approved allocations from the 2019-20 Children's Services Capital Budget for school condition contributions towards IMP schemes totalling £452,000 which left an unallocated balance of **£321,000.**

Approvals made under delegated powers by the Executive Director for Children's Services and the Children's Services Head of Development are set out in Appendix B. The allocations total £52,090 leaving an unallocated balance of **£268,910.**

On 8 January a previously approved scheme at Wirksworth Junior School was removed from the 2018-19 IMP Programme and the £20,000 Children's Services contribution towards the scheme returned to the Children's Services Capital Budget leaving an unallocated balance of **£288,910**.

A further £500,000 for school condition - Children's Services contribution to IMP schemes and contingency capital maintenance - as part of the 2020-21 Capital Programme was approved by Cabinet on 30 July 2020 and leaves an unallocated balance of **£788,910**. A breakdown of the current balance as set out above is given in Appendix C.

The co-funded IMP allocations identified in Appendix A for funding from the school condition - Children's Services contribution to IMP schemes and contingency capital maintenance funds amount to **£678,000**. As detailed above there is £500,000 approved from the 2020-21 Capital Programme which is available towards the contribution. The balance of £178,000 can be met from the £13,000 unallocated balance from 2019-20, £115,500 from the unallocated balance from 2018-19 and £49,500 underspends from Children's Services contributions to schemes approved in 2019-2020.The £49,500 underspends are not included in the £788,910 unallocated balance and therefore if approved will leave a balance of **£160,410** available to fund further co-funded IMP or contingency capital maintenance schemes.

4. Property Considerations

The properties listed in Appendix A are owned by or leased to Derbyshire County Council. The works will be procured and carried out through County Property.

5. Other Considerations

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

6. Background Papers

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

7. Key Decision

No.

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

No.

9. Executive Director's Recommendations

1. That Cabinet approves the projects detailed in Appendix A, and the expenditure of £1,305,500 from IMP and £678,000 from the Children's Services Capital Fund.

2. Notes the allocations approved under delegated powers by the Executive Director for Children's Services and the Head of Development totalling £52,090 as detailed in Appendix B.

Jane Parfrement, Executive Director for Children's Services/ Emma Alexander, Executive Director for Commissioning, Communities and Policy

Appendix A

IMP Schemes 2020-21

School	Scheme	Cost	IMP Funding	Children's Services Contribution
Anthony Bek Community Primary School	Renewal of distribution boards	£30,000	£20,000	£10,000
Anthony Gell School	Replacement flat roof coverings	£40,000	£40,000	£0
Ashbrook Infants	Resurfacing of playground	£40,000	£20,000	£20,000
Biggin CE (C) Primary School	Fire alarm system and emergency lighting	£25,000	£20,000	£5,000
Brassington Primary School	Refurbishment of defective metal framed windows	£40,000	£20,000	£20,000
Breadsall CE (C) Primary School	Replacement fire system	£28,000	£20,000	£8,000
Burbage Primary School	Playing field drainage renewal	£40,000	£20,000	£20,000
Buxton Junior School	Boiler renewal	£25,000	£20,000	£5,000
Buxton Junior School	Window replacement	£40,000	£20,000	£20,000
Charlotte Infant School	Window replacement	£40,000	£20,000	£20,000
Church Broughton CE (C) Primary School	Renewal of heating controls	£25,000	£20,000	£5,000
Codnor CE (C) Primary School	Boiler renewal	£37,000	£20,000	£17,000
Codnor CE (C) Primary School	Window replacement	£37,000	£20,000	£17,000
Coppice Primary School	Replacement flat roof coverings	£40,000	£20,000	£20,000
Crich CE (C) Infant School	New fire alarm and lighting scheme	£20,000	£20,000	£0
Croft Infant School	Replacement of lead incoming mains cold water supply.	£10,000	£10,000	£0
Cromford CE Primary School	Replacement flat roof coverings	£20,000	£20,000	£0
Draycott Primary School	Window replacement	£40,000	£20,000	£20,000
Earl Sterndale Primary	Rebuild defective boundary wall	£40,000	£20,000	£20,000

Etwall Primary School	Damp proofing and tanking to internal walls	£15,500	£15,500	£0
Etwall Primary School	Renewal of defective floor structure, including installation of new slab	£20,000	£20,000	£0
Etwall Primary School	Works to basement- including corroded beams, renewal of brickwork and window and door replacement.	£20,000	£20,000	£0
Fairfield Infants & Nursery School	Replacement of damaged asbestos floor tiles	£40,000	£20,000	£20,000
Hartington CE (C) Primary School	Fire alarm system upgrade	£15,000	£15,000	£0
Hartshorne CE (C) Primary School	Rewiring	£31,000	£20,000	£11,000
Hayfield Primary School	Boiler and heating renewal	£30,000	£20,000	£10,000
Heage Primary School	Renewal of defective floor structure, including installation of new slab	£40,000	£20,000	£20,000
Highfield Hall Primary School	Replacement flat roof coverings	£40,000	£20,000	£20,000
Highfields School (Lower Site)	Cold Water Project	£15,000	£15,000	£0
Highfields School (Lower Site)	Roofing works	£70,000	£50,000	£20,000
Horsley CE (C) Primary School	Replacement flat roof coverings	£40,000	£20,000	£20,000
Kilburn Infant School	Replacement flat roof coverings	£40,000	£20,000	£20,000
Killamarsh Infant & Nursery School	Heating system renewal	£40,000	£20,000	£20,000
Ladycross Infant School	Door replacement	£25,000	£20,000	£5,000
Lenthall Infant & Nursery School	Fire - emergency lighting scheme	£10,000	£10,000	£0
Leys Junior School	Resurfacing of courtyard and drainage works	£20,000	£20,000	£0
Little Eaton Primary School	Renew defective areas of brickwork and replace with new masonry	£25,000	£20,000	£5,000
Long Row Primary School	Boiler renewal	£40,000	£20,000	£20,000
Long Row Primary School	Renewal of fire doors	£15,000	£15,000	£0
Long Row Primary School	Renewal of render to gable wall	£15,000	£15,000	£0

5

Longmoor Primary School	Window replacement	£40,000	£20,000	£20,000
Lons Infant School	Rewire school kitchen	£10,000	£10,000	£0
Marlpool Junior School	Renewal of fire doors	£20,000	£20,000	£0
Melbourne Infant School	Door replacement	£40,000	£20,000	£20,000
New Bolsover Primary & Nursery School	Replacement of defective tiled floor	£20,000	£20,000	£0
Norbriggs Primary School	Removal of old tanked water system and replacement with new mains system.	£40,000	£20,000	£20,000
Overseal Primary School	Renewal of defective floor structure, including installation of new slab	£40,000	£20,000	£20,000
Palterton Primary School	Boiler renewal	£15,000	£15,000	£0
Parkside Community School	Replacement of rainwater goods	£41,000	£41,000	£0
Pilsley Primary School	Renewal of defective floor structure, including installation of new slab	£40,000	£20,000	£20,000
Renishaw Primary School	Boiler renewal	£15,000	£15,000	£0
Speedwell Infant School	Removal of old tanked water system and replacement with new mains system.	£30,000	£20,000	£10,000
St Andrews Junior School	Window replacement	£40,000	£20,000	£20,000
St Lukes Primary School	Replacement of soffits, facias and rainwater goods	£40,000	£20,000	£20,000
St. Peter's CE (C) Primary School	Fire alarm, emergency lighting and wiring	£40,000	£20,000	£20,000
Staveley Speedwell Infants School	Convert tank water system to mains	£12,000	£12,000	£0
Whaley Bridge Primary School	Fire - emergency lighting and fire shutters	£12,000	£12,000	£0
Whaley Bridge Primary School	Renewal of fire door and partitions	£40,000	£20,000	£20,000
The William Allitt School	Boiler renewal	£35,000	£35,000	£0
The William Allitt School	Rewiring	£40,000	£40,000	£0
William Rhodes Primary School	Replacement curtain walling and doors	£40,000	£20,000	£20,000

Willington Primary School	Renewal of distribution boards	£30,000	£20,000	£10,000
Wirksworth CE (C) Infant School	Replacement flat roof coverings	£40,000	£20,000	£20,000
Wirksworth Junior School	Refurbishment of rotten windows in listed building	£40,000	£20,000	£20,000
		£1,983,500	**£1,305,500**	**£678,000**

Children's Services contributions from 2019-20 underspends	£49,500
Children's Services contributions from 2019-20 unallocated balance	£13,000
Children's Services contributions from 2018-19 unallocated balance	£115,500
Children's Services contributions from 2020-21	£500,000
Total Children's Services contributions	**£678,000**

Appendix B

Allocations Approved by the Executive Director for Children's Services and the Children's Services Head of Development

School	Project	Approved	Amount
Fairmeadows Primary School	IMP Contribution - Redecorations	Executive Director 9/1/20	**£10,000**
Linton Primary School	IMP Contribution - External Windows	Executive Director 9/1/20	**£10,000**
Melbourne Infant School	IMP Contribution - External Walls	Executive Director 9/1/20	**£10,000**
Whaley Bridge Primary School	IMP Contribution - Floor Structure	Executive Director 9/1/20	**£5,000**
Norbury Primary School	Additional funding for gable wall	Head of Development 25/2/20	**£17,090**
		Total	**£52,090**

Appendix C

Children's Services contribution to IMP schemes and contingency capital maintenance balance breakdowns

Details	Amount	Unallocated Balance
Balance as reported to Cabinet 21/11/19		£321,000
Approvals under delegated powers 9/1/20 & 25/2/20	- £52,090	£268,910
Wirksworth Junior School contribution 2018-19 returned 8/1/20	+ £20,000	£288,910
Further allocation approved by Cabinet for 2020-21 30/7/20	+ £500,000	**£788,910**

Year	Unallocated balance
2018-19	£275,910
2019-20	£13,000
2020-21	500,000
Total	**£788,910**

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Agenda Item: (6k)

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

REPORT OF THE EXECUTIVE DIRECTOR, FOR ADULT SOCIAL CARE AND HEALTH

REFURBISHMENT OF THE COUNCILS HOMES FOR OLDER PEOPLE

ADULT SOCIAL CARE AND HEALTH

1. Purpose of the Report

To seek Cabinet approval:

- for the refurbishment of 3 Homes for Older People as follows:

  o Briar Close, Borrowash
  o New Bassett House, Shirebrook
  o Rowthorne, Swanwick

- for the allocation of project funding from the Older Peoples Housing Strategy Reserve

The proposed procurement process is set out in the associated exempt report. The information included in the exempt report is considered to be confidential on the basis that disclosure of the financial information included would prejudice the procurement outcome.

2. Information and Analysis

Background

The plan to refurbish three homes follows public consultation on the future of ten of the Council's own homes for older people. The homes require refurbishment works, including rewiring.

The proposals were set within a revised Strategy which is based upon a need's analysis contained in the 'Housing and Accommodation for an Ageing Population: A Strategic Vision for Derbyshire 2035' which was approved by Cabinet in October 2018.

Following the consultation, Cabinet approved the following on 4 June 2020:

- Further to the consultation, none of the homes proposed for closure will close unless a local care home or alternative provision is available to replace, and further consultation is undertaken as appropriate.

- That a further report setting out a programme of repair and refurbishment for these seven homes, to include any works required immediately to ensure their soundness and safety, will be presented to Cabinet in due course.

- That the proposed plan to undertake refurbishment works to New Bassett House, Briar Close and Rowthorne will continue, with a further report presented to Cabinet seeking a business case and procurement approval.

- That People Scrutiny Committee will be invited to consider oversight of the next steps (with particular reference to the need for and type of local provision required) to ensure transparency of decision making and to make any recommendations to Cabinet or elsewhere that may arise as a result of such scrutiny.

- That a revised strategy and investment plan taking into account reviews of the Market Position Statement and of the strategic needs analysis will be presented to Cabinet by the end of 2020.

Business Case

Direct Care provision plays a key role in the local care market in Derbyshire as the largest sole supplier of residential care beds. The Direct Care homes for older people and Community Care Centres can play an important role in the wider market by fulfilling the following functions:

- Providing specialist long-term care placements for people living with Dementia

- Working in partnership with NHS colleagues to provide rehabilitation and re-ablement support via Community Support Bed provision commissioned by Derby and Derbyshire Clinical Commissioning Group (these often require additional space due to the increased need for moving and handling equipment)

- Providing respite care or short breaks for carers

- Jointly working with health services via Place Alliances or other locality working arrangements. Providing a limited amount of long-term care

placements to assist with the authority's wider market management function under the Care Act (2014)

In order to continue to fulfil its responsibilities Direct Care will need to ensure that services can continue to be provided in the three homes identified in this report for at least 5 years.

Project Options

The following options have been considered:

- Phased refurbishment of the buildings which will remain occupied and fully operational during the proposed works

- A potentially quicker refurbishment of vacated buildings with residents relocated elsewhere.

The existing buildings feature residential wings around a central hub. This will permit refurbishment work to be phased, with residents being relocated within the home, to allow work to be undertaken wing by wing in a planned manner.

Although residents and staff will be inconvenienced during the refurbishment, and the works will take longer to complete, this was the preferred approach as expressed by residents and their relatives during the recent consultation. Any adverse impact on residents as a result of this approach would be addressed on an individual basis with support from the local social work team as appropriate, including consideration of a temporary move where this was desired.

Alternatively, if the homes were fully vacated and residents are relocated to other homes, the work could be completed more quickly but residents will be more inconvenienced for a significant period of time. This is therefore not the recommended option.

Scope of Works

The scope of proposed refurbishments has been carefully considered to address necessary repairs and renovations without significant structural alterations, and remodelling of the layouts.
The proposed works will typically include:

- building fabric refurbishments
- complete rewire
- renewal of the fire alarm system
- new heating and lighting installations
- installation of new sprinkler systems

- new Wi-Fi throughout
- renewing flat-roofs, roof-lights and high-level windows
- additional bracing to the pitched roofs.
- refurbishing offices, toilets, bedrooms and bathrooms etc,
- redecoration throughout.
- external areas will be landscaped and made secure, to improve circulation, remove trip hazards and make outdoor spaces more appealing.

The proposed works will significantly enhance safety, energy efficiency, and environmental quality. It is not proposed to undertake significant structural alterations. The scope of works therefore does not include the creation of en-suite facilities, widening of corridors, increase in bedroom size or an increase in the number of disabled accessible bathrooms and toilets.

Project Milestones

Key project milestones have been set as follows:

Key milestones	Completed by
Cabinet approval	September 20
Commence procurement	September 20
Award Contract	December 20
Contractor design period	Dec 20-Jan 21
Start on site	Feb 21
Practical Completion	September 22

3. Financial Considerations

3.1 Capital costs

The projected project costs are the subject of the exempt report on this agenda which seeks approval for the commencement of procurement processes. The estimated works costs contained in the exempt report are based on phased refurbishment of occupied buildings with concurrent delivery across all three sites with residents remaining in situ. The total estimated costs are £13.150m.

The capital costs will be funded from the Older Peoples Housing Strategy Reserves set aside for this purpose in the January 2020 Cabinet report. The uncommitted balance in the reserve will be required to meet the cost any additional works or other costs associated with the additional homes for older people which require refurbishment., including fire safety mitigation works and additional staffing.

3.2 Revenue costs:

The revenue cost associated with the refurbishment of the three homes will include the impact of a reduction in occupancy which is estimated to be £3.849m based on the estimated timescales for completion of the work. Some of this may be offset by managing staff recruitment to vacant posts during this time at these homes (i.e. delaying recruitment of some posts until work is completed). In addition, the costs for the seven homes which were subject to the recent consultation which are operating with reduced occupancy to assist with mitigating risks is estimated to be £2.830m per annum which is in addition to the figure above. Any overspends within the care home budgets will be reflected in the monthly budget monitoring report for Adult Care and managed accordingly.

4. Human Resources Considerations

As the preferred option is that works are carried out whilst residents remain in situ there will be no direct impact on staff employed to work at the three homes. Effectively the homes will continue to operate as business as usual albeit with a reduced number of residents living in the home.

5. Property Considerations

The renewal of the fixed wiring installations, and upgrade of the building services systems will significantly enhance the safety of the existing buildings and achieve compliance with current standards. The installation of new sprinkler systems will reduce risk to life and property in the event of fire.

The refurbishment will also significantly extend the design life of the existing building elements for typically 10 years minimum. To extend the life of the building further would require complete re-roofing, and window replacement which is not warranted at this time.

The option to deliver some of the proposed works using the internal construction team will be considered where this can be shown to deliver further benefits.

6. Other Considerations

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

7. Background Papers

4 June 2020 Cabinet report: Outcome of the consultation on the future of Direct Care homes for older people

23 July 2020 Adult Social Care and Health Business Case: Refurbishment of Briar Close, Rowthorne and New Bassett House HOPs Project

8. Key Decision

Yes

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

No

10. Officer's Recommendation

That Cabinet approves:

10.1 the refurbishment of 3 Homes for older People as follows and that further to this approval agree that this decision and appropriate supporting information can be made public:
- Briar Close, Borrowash
- New Bassett House, Shirebrook
- Rowthorne, Swanwick

10.2 the use of the Older Peoples Housing Strategy Reserve to fund the project.

Helen Jones
Executive Director – Adult Social Care & Health
County Hall
MATLOCK

DERBYSHIRE COUNTY COUNCIL

CABINET

10 SEPTEMBER 2020

Report of the Executive Director - Commissioning, Communities and Policy

ENTERPRISING COUNCIL PHASE 2

Strategic Leadership, Culture and Tourism

1. Purpose of Report

To provide an update on progress on the Council's Enterprising Council programme and to seek approval to take forward proposals for Phase 2 of the approach.

2. Information and Analysis

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 Plan 2020/21 outlines the Council's **strategic approach** focusing on **three key pillars of activity** - Enterprising Council, Thriving Communities and Vision Derbyshire. This approach is fundamental in ensuring an adaptive and dynamic response to the increasingly complex issues, such as the recent coronavirus pandemic and climate change, facing the Council, partner agencies and local communities.

Significant progress on all three pillars has been made in in recent months. However, this report sets out the importance of the Enterprising Council approach and its role in driving forward whole council transformational change.   Whilst the initial focus of the programme was on a small number of early start service areas, the Enterprising Council approach has subsequently been embraced and has proved critical in the review and redesign of services across the full landscape of Council activity.

Progress, since the launch of the approach in early 2018, has been significant and fast paced resulting in a corresponding change to the culture of the

organisation and the way in which the council undertakes reviews, explores new and innovative service models and commissions and delivers its services, to secure better outcomes and value for money services for local people. This provides a robust foundation on which to build and deliver the Council's future ambitions as it moves forward. The report outlines:

- Progress on the delivery of **Phase 1**, identifying key achievements to date
- Proposals to take forward **Phase 2**, focusing on three priority areas which will be critical in driving forward the approach and future plans for organisation, community and economic recovery and renewal over the next twelve months.

A key focus of the Enterprising Council Strategy has been its emergent approach which has been designed to be flexible and agile, responding to challenges and opportunities and ensuring the conditions within the Council support the culture change required to deliver whole council transformation as the approach embeds and matures. Proposals for Phase 2 and the future approach take account of the new landscape in which the public sector and communities find themselves and direct effort and resource to those areas of council activity which will have the most impact moving forward.

2.1 Progress on Phase 1
The Enterprising Council approach was launched in February 2018, with an initial focus on the creation of five workstreams tasked with developing and embedding the approach across the Council. Ten early start service areas were also identified to explore new commissioning and delivery models and to test the approach.

The five initial work streams and early start service areas have proved critical in taking forward Phase 1 and supporting the development and implementation of the Council's Enterprising Council strategy which was approved by Cabinet on 31 January 2019. The strategy identified five key outcomes to focus activity as follows:

- A creative and confident workforce
- Forward thinking, collaborative and ambitious leadership,
- Improved outcomes and value for money services
- Strong, resilient and self-sufficient communities
- A flexible, agile and financially sustainable organisation

The Council's focus over the last eighteen months has been on the delivery of activity under each of the five outcomes. Key achievements over this period include:

- Driven forward the development of a new and ambitious collaborative model for local government – Vision Derbyshire - to support the

2

achievement of better outcomes for local people and places in Derbyshire, and to secure additional funding and resources into the county.

- Taken a strong leadership role through the Local Resilience Forum in responding to unprecedented challenges such as the recent coronavirus pandemic, the Toddbrook Dam emergency in Whaley Bridge and numerous flooding incidents across the county, providing reassurance and vital support to local people, communities and businesses.
- Taken the lead on recovery, chairing the Strategic Recovery Group, the Local Outbreak Board, securing £15 million to support economic recovery across Derbyshire.
- Developed a new innovative approach to deliver the Council's Library Strategy, working with local communities to transfer a number of local libraries to community management, securing the future of the service.
- Played a significant role in reshaping health services and improving health outcomes through increased collaboration on the development of the Integrated Care System (ICS) and leadership of Prevention and Population Health Management Boards.
- Radically reshaped the Council's Property Service, creating two arms-length Joint Ventures with Suffolk County Council - Concertus Derbyshire and Vertas Derbyshire to deliver Cleaning and Caretaking Services and Design Services on behalf of the Council and a limited Liability Partnership with Public Sector Plc to support the transformation of the Council's property portfolio which will achieve significant savings.
- Implementation of the Council's Better Lives programme designed to assess of the Older People and Whole Life Disability Pathways delivered by Adult Social Care and Health and Children's Services to improve outcomes and reduce Council expenditure by an estimated £21 million a year.
- Improved outcomes for children and young people through the review and redesign of early help services and children's centres working collaboratively with Public Health to implement the Section 75 agreement.
- Reviewed and developed the Council's Executive Leadership model to ensure the organisation's operating model is effective in delivering the transformational and adaptive change required to meet ambitions.
- Completed an ambitious programme of reviews across a wide range of corporate functions, putting in place new centralised models of delivery to secure savings and create more efficient and value for money services.
- Revised and refreshed the Council's Financial Regulations, lowering financial approval levels and providing greater flexibility and agility in decision making
- Developed a new People Strategy which will set out the values and behaviours the Council will be looking to embed across the organisation.
- Completed the accelerator of the Thriving Communities Programme in Shirebrook and developed a new innovative model for rolling out the approach to 13 areas from September 2020 onwards.

3

- Accelerated plans to significantly improve customer and resident experiences, through the Channel Shift Programme which will rapidly expand access to a wide range of Council services moving forward.

A more detailed update on key enterprising council achievements and progress on the early start review areas can be found in Appendix A and Appendix B to this report respectively.

The first phase of the programme has now come to an end. The Enterprising Council Board has reviewed the programme, refreshed the approach and aligned the work streams to the five key strategic outcomes of the strategy and other key council priorities, such as Thriving Communities and Vision Derbyshire. Approval to close the first phase of the approach to enable the Council to progress to Phase 2 is now sought.

2.2 Phase 2 Proposals

In reviewing Phase 1 of the approach, the Enterprising Council Board has identified that a more focussed, collaborative and one council approach is now required to deliver the larger scale strategic transformation necessary to maintain momentum on the approach and deliver the Council's ambitions. This will require the development of a strategic cross council approach to transformation which forms a one council view, as well as ensuring the organisation has the capacity and necessary expertise to deliver change at pace.

Phase 2 will continue to implement the priorities set out in the Enterprising Council Strategy, monitoring and reporting on progress on identified activity on a six-monthly basis. However, Phase 2 will also need to take account of the significant progress that has been made in developing relationships and collaborative working across the county through Vision Derbyshire alongside ambitions for the development of a new relationship with local communities through the Thriving Communities approach. The alignment and development of this strategic approach and the delivery of a high-level programmes of work across all three areas will be vital over the forthcoming year.

The recent coronavirus pandemic has undoubtedly seen a significant shift in the way that the Council, partner agencies, businesses and communities operate and the challenges and opportunities that this moment has presented will need to be embedded and built into the Enterprising Council approach as the response shifts away from restarting and reopening services, through the recovery phase into renewal and transformation.

The Council has played a key role in supporting the response to the pandemic, working with partners across Derbyshire and this has resulted in significant changes to the way in which the organisation works. The Council's Business Continuity Group has played a key role in responding to the

4

pandemic and taken responsibility for the restart and reopen phases. The Group will need to continue to perform this role over forthcoming months maintaining a watching brief for a potential second wave or local outbreak situation which will require both an agile and immediate response.

Ensuring that learning, gathered during the pandemic and throughout the restart and reopen phases, from across the Council, partner agencies, businesses, the voluntary and community sector and communities themselves, feeds into recovery and renewal will be fundamental. The Council now needs to focus its attention towards medium and longer-term efforts using the current state to accelerate longer term future organisational transformation. The development of a strategy to address organisational, community and economic recovery and renewal will be an important part of the Council's enterprising council approach moving forward.

Phase 2 Priorities - To maintain momentum and allow for greater collaboration, working as one council, the focus for Phase 2, will therefore be on the following **three** priorities:

1. **Ongoing implementation and delivery of Enterprising Council Strategy** – the Council will continue to deliver actions set out in the Strategy under the five agreed outcomes. Over the next twelve months the Council will also**:**

   a. Accelerate the delivery of the **three cross cutting projects** – modern ways of working, demand management and workforce and leadership behaviours.

   The Council will be using action style learning and community of practice approaches to deliver the three cross cutting projects. A cross council project team for each of the three identified projects, featuring a range of staff from different levels of the organisation, will be involved in developing, shaping and taking forward each project from start to finish. Sponsored by a member of the Enterprising Council Board, who will have overall oversight, this approach will provide the opportunity for the Council to think and do things differently, be innovative and creative, and drive change throughout the organisation.

   The Enterprising Council Board has agreed to initially focus on the implementation of a cross council approach to **modern ways of working** to maximise the opportunities presented during the recent pandemic**.** This will build on the significant shift in working practices, including the rapid implementation and use of new technology across the Council, greater homeworking and more flexible and agile working practices, that have been seen in recent months to ensure the Council accelerates this activity and puts in place practices that meet its

ambitions for the future. The scope and briefs to take forward the project have been developed and it is anticipated that the project team will be in place with work due to commence in early September 2020.

b. **Develop a consistent approach to the implementation of service reviews** that take place across the Council, putting in place a framework and challenge panel, made up of internal and external stakeholders, to support service review leads.

2. **Organisation, Community and Economic Recovery and Renewal** – delivered through the development of a clear strategy and roadmap to be in place from January 2021 onwards. The strategy will focus on the Council's approach to recovery, renewal and transformation using the current state to accelerate the delivery of the Council's future ambitions.

A number of renewal principles will drive the development of the strategy and roadmap. These include:

o Being future focussed and working now on the long term change we would wish to see for our future generations
o Focussing on the four 'E's - economy, efficiency, effectiveness, equity and the 'F' - fairness
o Providing strong leadership and assurance, reimagining the role of the Council, working in partnership with local communities and partners to deliver ambitious change
o Harnessing the potential of people who have mobilised during the current pandemic and identifying opportunities to devolve power to local communities
o Maximising opportunities to drive forward organisational change and reduce our carbon footprint.

Development of the Council's strategy and roadmap will need to take place between September and December 2020 to ensure plans are in place from January 2021 onwards. These will be the subject of a separate report to Cabinet in due course.

3. **A one council approach to transformation** – delivered through the development of a strategic transformation case and creation of a centralised Programme Management Office. Whilst the Council has made progress in delivering significant service transformation, the next Phase of the enterprising council approach will need to concentrate on whole council transformation. This will be particularly important given the nature of the complex challenges that are likely to emerge from organisation, community and economic recovery and renewal, the current public sector landscape and the Council's future ambitions as set out in the Council Plan.

6

To ensure the Council is equipped to deliver whole council transformation, the Council commissioned Price Waterhouse Coopers (PWC) in March 2020 to support the scoping and development of a new approach to strategic transformation and programme management across the Council. This work has now been completed and the Council is in the process of putting in place plans for the commissioning and implementation of work to take forward the following:

o **Strategic Transformation Case** – which will outlines the Council's future approach to transformation and what this will achieve in a programmed way, acting as an anchor for all future council transformation
o **Programme Management Office** – which will ensure the Council has the right capacity, skills and expertise to take forward future change and has a one council view of the totality of the current and future change work

It is anticipated that this programme of work will commence in the Autumn subject to the necessary approvals, at the Cabinet Member for Strategic Leadership, Culture and Tourism meeting in September 2020. The implementation of this project will commence at the end of September 2020 onwards and is likely to last approximately 16 weeks.

2.3 Next Steps

The Enterprising Council Board will play a key role in leading and taking forward Phase 2 of the approach, chaired by the Executive Director for Commissioning, Communities and Policy. It is recommended that a review of the Board's governance arrangements and membership take place during August and early September 2020 to ensure that this continues to be effective and fit for purpose, given the revised scope of work for Phase 2 as set out in the report.

A detailed programme plan will be developed to identify key deliverables, milestones and dates for project completion. This will enable the Board to understand the dependencies between key elements of Phase 2 as set out above and provide a formal mechanism for reporting on progress to both Cabinet and Corporate Management Team on a regular basis.

The Council will need to ensure that the focus of Phase 2 is adequately communicated across the Council and with wider partners and stakeholders. A variety of communications have already been issued to engage staff in the journey to becoming an Enterprising Council and an external area on the Council's website has been developed to provide regular updates on progress to wider stakeholder groups.   As Phase 2 progresses, further communication

7

materials will be produced to articulate and embed the enterprising council approach across the organisation.

To ensure the Council maintains momentum in taking forward Phase 2 of the enterprising council approach, it is recommended that an initial report be brought to Cabinet in December 2020 highlighting progress and that subsequent reports be presented to Cabinet on a six monthly basis.

3. Considerations

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

4. Background Papers

Cabinet Report – Moving Towards and Enterprising Council 22 February 2018
Cabinet Report – Enterprising Council Strategy 31 January 2019
Council Plan Refresh 2020/21
Background papers held on file in Policy and Research

5. Key Decision

No

6. Call-in

Is it necessary to waive the call-in period? **No**

7. Officer's Recommendations

It is recommended that Cabinet:

1. Note achievements and progress made to date on the implementation of the enterprising council approach and approve the closure of Phase 1 as set out in the report.
2. Approve proposals to take forward Phase 2 of enterprising council approach focusing on the four priorities set out in the report.
3. Note proposals to accelerate the delivery of the **three cross cutting projects** – modern ways of working, demand management and workforce and leadership behaviours, initially focusing on modern ways of working to

8

maximise opportunities and challenges presented by the current pandemic.

4. Approve plans to take forward organisation, community and economic recovery and renewal through the development of the Council's strategy and roadmap by January 2021.
5. Approve proposals to develop a whole council approach to transformation through the development of a strategic case for transformation and creation of a centralised programme management office.
6. Note plans to review the governance arrangements of the Enterprising Council Board which will lead and take forward Phase 2 of the enterprising council approach.
7. Receive an initial report on progress in implementing Phase 2 of the approach in December 2020 and updates on progress on a six monthly basis thereafter.

Emma Alexander
Executive Director for Commissioning, Communities and Policy

ENTERPRISING COUNCIL STRATEGY – KEY ACHIEVEMENTS

The Council has made considerable progress in delivering actions set out in the Enterprising Council Strategy. Key achievements to date under each of the five priority outcomes are as follows:

Priority Outcome 1 - Forward thinking, collaborative and ambitious leadership

- Developed a new collaborative model for local government – Vision Derbyshire, to support the achievement of better outcomes for local people and places, whilst delivering substantial savings.
- Worked with partners on the Local Resilience Forum, playing a key role in Derbyshire's response to the recent coronavirus pandemic.
- Taken the lead on recovery, chairing the Strategic Recovery Group, the Local Outbreak Board, securing £15 million to support economic recovery across Derbyshire.
- Played a significant role in reshaping health services and improving health outcomes through increased collaboration on the development of the Integrated Care System (ICS) and leadership of the Prevention and Population Health Management Boards.
- Redesigned children's partnership arrangements across Derbyshire establishing a joint partnership with Derby City Council and resulted in greater partner collaboration and involvement in the review and commissioning of services across the county.
- Reviewed and developed the Council's Executive Leadership model to ensure the organisation's operating model works effectively.
- Put in place a new Executive Director appraisal process and redeveloped the Council's My Plan approach to direct and manage performance.
- Implemented a strategic leadership programme for Executive Directors and Directors and developed adaptive leadership practice across the Council to support the delivery of the Council's strategic approach.

Priority Outcome 2 - A creative and confident workforce

- Completed a review of HR, restructuring the Service and implementing a new centralised model of delivery across the Council.
- Developed a new People Strategy which sets out the values and behaviours the Council will be looking to embed across the organisation.
- Developed and launched a new Employee Health and Wellbeing Strategy to support employees and put in place effective processes to measure and monitor sickness absence across the Council.
- Reviewed and put in place effective council wide mechanisms to engage with employees, to ensure a one council approach.
- Re-engaged Managers through the use of Leadership Forums

Priority Outcome 3 - Improved outcomes and value for money services
- Transitioned the Care Leavers Service to in-house service delivery following 14 years of external provision through Barnardo's.
- Reviewed and redesigned services for children and young people working collaboratively with Public Health on the children centre and early help reviews.
- Radically reshaped and improved the way the Council provides adoption services, working across a regional footprint to deliver better outcomes through regional delivery.
- Launched the Future Highways Model (FHM) as the new way of delivering Highways Services in Derbyshire.
- Completed a review of the County Transport Service and purchased eight electric vehicles to assist with the delivery of the Council's climate change strategy.
- Created two arm's length Joint Ventures with Suffolk County Council - Concertus Derbyshire and Vertas Derbyshire to deliver Cleaning and Caretaking Services and Design Services on behalf of the Council, following the review of Corporate Property.
- Created a Limited Liability Partnership with Public Sector Plc to support the transformation of the Council's property portfolio.
- Commissioned Newton Europe to implement the Council's Better Lives programme designed to assess of the Older People and Whole Life Disability Pathways delivered by Adult Social Care and Health and Children's Services to improve outcomes and reduce Council expenditure by an estimated £21million a year.
- Brought in house the Live Life Better Derbyshire Service, creating a more agile dynamic offer which has resulted in improved outcomes and savings of £500,000 a year.

Priority Outcome 4 - Strong, resilient and efficient communities
- Completed the accelerator of the Thriving Communities Programme in Shirebrook and developed a new model for rolling out the approach to 13 areas from September 2020 onwards.
- Developed a programme of work to transition a number of local libraries to community management with Woodville library set to be first to move to Community Managed Status over forthcoming months, following a slight delay to implementation as a result of the Covid-19 pandemic.
- Undertaken a review of voluntary and community sector grants and developed a new outcomes framework and approach for working with voluntary and community sector infrastructure providers which will seek to secure better outcomes and longer-term sustainability of the sector.
- Refreshed the Council's Customer Charter and put in place mechanisms to procure new systems to improve the Council's customer focus moving forward.

Priority Outcome 5 - A flexible, agile and financially sustainable organisation

- Revised and refreshed the Council's Financial Regulations, lowering financial approval levels and providing greater flexibility and agility for managers to take decisions.
- Refreshed the Council's Constitution and implemented Phase 1 of the Modern.gov roll out which has seen the introduction of a new committee management system.
- Commenced a review of Improvement and Scrutiny to explore the future role and function of the service in line with Council ambitions.
- Reviewed a wide range of corporate functions – Procurement, HR, ICT, Communications and commenced reviews of a range of other functions – Finance, Communications and Policy and Research - to ensure these support the Council's operating model and one council approach.
- Accelerated the use of technology and the Council's digital agenda through the implementation of the ICT Strategy.
- Capitalised upon the existing Covid-19 Pandemic to transform the way in which the Council works, with large proportions of office-based employees now working from home.
- Commenced the Channel Shift Programme to improve the resident experience which will see the introduction of three new corporate, citizen facing systems to the Council in 2020.

PROGRESS ON EARLY START SERVICE REVIEWS – JUNE 2020

Introduction
A number of early start service areas were identified to test the enterprising council approach and to explore new commissioning and delivery models to deliver Council and service priorities. A summary of progress on each early start service area is set out below:

	Early Start Service Area	Status
1.	**Occupational Health** A report detailing the outcome of the Occupational Health service review was approved at Cabinet on 6 June 2019. The recommendation was that the current mixed model of delivery be retained in the short term as there was little or no operational or financial benefit in either bringing the current externally provided services in house or in moving to an external supplier. The future structure and function of Occupational Health services will be reviewed as part of the wider review of HR. A review of Health, Safety and Wellbeing will be undertaken this year, which will consider Occupational Health as part of this.	Review Completed – Implementation underway as part of HR Review
2.	**Assistive Technology** This service provides community alarm and telecare services for older and vulnerable people. The Council currently has a range of external contracts with a variety of providers including Districts and Boroughs and provides an in-house service in three district areas. This service is a fragmented service with multiple providers providing different elements of the end to end service. As part of the review of the current service, the Council undertook a diagnostic evaluation of current service arrangement which is benchmarked against national best practice and learning from other countries that use technology to support people achieve health and social care outcomes. The outcomes of this assessment are currently being considered and reviewed to prepare for future procurement of a County Wide Assistive Technology service that will be responsive to the developments in technology.	Review In Progress – Undertaken in conjunction with Better Lives Programme

	Following Cabinet approval, the eligibility criteria for the service was revised to focus on supporting Care Act eligible health and social care needs clients and this was implemented from 1 November 2019. Implementation of the eligibility criteria for Assistive Technology across the county was through provision of training sessions for the social care staff, consultation and close working with the providers and processes and procedures were put in place for staff and clients through Call Derbyshire and ACAT team. The Better Lives programme has commenced, it will help reshape the service in line with other departmental transformation activity and inform commissioning intentions to ensure that the opportunities provided by new technology are maximised for people with a health or social care need. The introduction of new digital technology is still in the early stages, we are currently exploring, researching new technology and carrying out digital technology pilots to ensure suitability for the people, after which the new technology may be embedded as part of the Derbyshire Assistive Technology offer depending on the outcome of the pilot. The Alexa and Google home hub 6 months pilot was carried out in the Amber Valley area and will be commencing the 12 months Brain in Hand pilot this financial year.	
3.	**Learning Disabilities Day Services** The reviews for people with a learning disability commenced January 2020 in the High Peak (Alderbrook), Amber Valley (Parkwood initially) and South Derbyshire areas. Several engagement events for people with a learning disability and families/ carers had been held at two day centres. In addition, a number of drop-in sessions had been held in High Peak and Amber Valley aimed at carers/ families, to help support people with a learning disability to complete their 'This is me' contributions. Significant work has been completed across the service to understand how we could support people with a learning disability to gain independence and work towards volunteering or employment. A series of networking events for employment related services and	Review In Progress – Undertaken in conjunction with Better Lives Programme

14

social care professionals (i.e. Community Connectors, CVS, DWP) had started and were being very well received. Welfare Rights expertise has been used to ensure the right information was given to people with a learning disability about volunteering and working and how this would affect any benefits. A vocational profiling tool was also developed.

Working with Derbyshire Adult and Community Education Service (DACES) it had been identified that there were three courses suitable for people with a learning disability, these provided practical opportunities to develop life skills in a structured and enabling way. The courses were free to people with a learning disability and would have been at no cost to the Council as they draw down central government funding. The courses were due to start at Alderbrook and Parkwood during April 2020.

With the Coronavirus pandemic, we were no longer able to continue with the reviews with people with a learning disability, as these did require face to face engagement with people, their families, carers and other professionals. Government guidance on social distancing has also meant that we had to close our Learning Disability day centres to all but the most vulnerable of people with a learning disability. These people have accessed a limited service at Parkwood. The day centre staff are currently redeployed to support other priority within the Adult Social Care Services.

We have now refreshed the programme of work to focus on the creation of a new offer outside of the traditional building-based day centre. This recognises that as we adhere to Government guidelines on social distancing it is unlikely that our building-based day services will look the same as they did before the outbreak.

We have collated the information and learning from the My Life, My Way consultation, the earlier reviews, learning from other Local Authorities and the national guidelines concerning the pandemic.

The intention is to co-produce this new offer with people with a learning disability and their families /

	carers. The new offer will focus on different ways of working to enable people with a learning disability to achieve personal goals, learn new skills, gain employment or volunteering opportunities and be more involved in their local communities. A new working group has been formed, including colleagues from our partner consultancy Newton Europe, to create and implement this new offer for people with a learning disability This group has a strong emphasis on the co-production of this new offer and will look to embed the creative opportunities that have come about through the pandemic, in relation to alternatives to day services now being enjoyed by people with a learning disability who live within the their local communities or residential care.	
4.	**Libraries** The Library Strategy was approved by Cabinet on 20 December 2018. The first stage of implementation was focused upon transferring 20 libraries and two mobile libraries to community management. The community engagement work for the 20 libraries and two mobile libraries was concluded at the end of May 2019. By the end of July there had been a number of Expressions of Interest (EOI) from community groups/organisations interested in taking responsibility for providing their local libraries. The service subsequently concentrated on supporting those communities where there had been an EOI in the formulation and submission of their business cases. The first library, Woodville, was due to transfer to community management at the start of April 2020 but due to the Covid 19 pandemic this transfer did not proceed. The implementation of the strategy has been suspended as a result of the pandemic until further notice. Proposals to implement the staffing changes associated with a planned reduction in library opening hours were approved by Cabinet on 21 March 2019. Revised opening hours were implemented in 25 libraries from 30 September 2019, following a period of public consultation. Consultation on changes to the opening hours in libraries proposed for community management, where no expressions of interest have been received, started in October 2019 and concluded	Review Completed – Implementation of the Library Strategy

	in November 2019. Approval for the proposed changes was received on 23 January 2020 and revised opening hours were to be implemented from 6 April 2020.	
5.	**Property** In February 2019, Cabinet approved a new operating model for Corporate Property. This fundamentally changes all the activities of work delivered by Corporate Property and how the Council will manage property in the future. Council owned and/or occupied property is the largest capital asset the Council has, approximately £1.86bn and after staffing costs is the largest revenue cost. Accordingly, the new operating model recognises not simply the services required to be provided by Corporate Property but also the contribution an efficient and effective portfolio can make to the Council's corporate objectives. The latter is addressed in the Council approved Asset Management Framework, which is the overarching strategy for the property portfolio. The operating model for Corporate Property is based on the property life cycle, which means all properties are considered and managed according to their position in the life cycle, which will lead to a more dynamic and effective portfolio. By focusing on property life cycle, Corporate Property will therefore concentrate on 'Core' activities of work, i.e. those property services that the Council is best placed to deliver and will externalise 'Non-Core' activities, i.e. those property services that could be provided more effectively by others. In July 2019, Cabinet approved a new senior management team for Corporate Property and in September, Cabinet approved an Outline Business Case for the supply chain components of the new delivery model. In February 2020 the first part of the supply chain was approved by Cabinet, a new Limited Liability Partnership with Public Sector Plc to support the transformation of the Council's property portfolio. In March 2020, the second element of the supply chain, namely the externalisation of non-core services to two new Teckal Joint Ventures companies with subsidiaries of Suffolk County Council.	Review Completed – Implementation of New Operating Model

	The Teckal Joint Ventures are for the externalisation of, in the first phase, caretaking and cleaning services to Vertas (Derbyshire) Limited, and construction related design services to Concertus (Derbyshire) Limited. The go-live date for these Teckal Joint Ventures was postponed from 1 April until 1 September, a further Cabinet report on progress will be submitted before that date. A second phase of transfer will consider parts of the Grounds Maintenance service and this too will be the subject of a future Cabinet report.	
6.	**Highways and Fleet Management** At its meeting on 31 January 2019, Cabinet approved the Future Highways Model (FHM) as the new way of delivering highway services in Derbyshire. The FHM requires significant process and cultural change if the new model is to transform its performance and demonstrate success. As a result, a number of activities have taken place and are in progress. The Cabinet member and service director delivered a series of briefings to around 400 staff at various depots and offices across the county, aimed at informing employees about the new model and to answer questions. Proving Services Ltd, a consultancy based at Cranfield School of Management, provided the analytical tools and benchmarking data that helped to develop the plans for the FHM. The company has since been working with the highways service to develop the new model, including the approach to service delivery, associated improvement plans and a programme of commercialisation projects to boost income. The FHM has adopted an outcomes-led approach to service delivery. Outcomes include priorities such as ensuring network availability, user and community safety and delivering value for money. Analysis of all highway functions - for example, reactive maintenance, HGV routing, parking enforcement – have been mapped for their influence on the objectives, and the six priority areas with the greatest impact have been selected as the first areas to have improvement plans developed. These include communications, reactive	Review Completed – Implementation of Improvement Plans underway

maintenance and forward planning of work programmes.

The communications improvement planning workshop was held in May 2019 and the other workshops, with staff and partners from across the service, have since been completed. Improvement plans have identified and linked benefits and service changes to the outcomes, and an action plan for the priority areas for improvement has been developed. Work on improvements such as materials recycling and better cost management in maintenance programmes are already underway and expected to deliver budget savings. The Covid-19 crisis illustrated the flexibility of the new model where construction resources were switched to focus on safety-critical issues, especially to support greater pedestrian and cyclist activity.

A value for money assessment is planned for later in 2020 and is expected to demonstrate the value of the improvements already implemented.

County Transport, although initially identified as part of the above, have progressed with their review with the help of Proving Services Ltd. The review demonstrated that the service performs well for effectiveness and strategic value, but economy and efficiency could be improved. The review also identified that an improvement plan would further strengthen the success of the service, particularly in light of the Council's Corporate Environment Policy and Carbon Reduction Plan which were both approved by Cabinet on 21 November 2019.

A number of strategic projects were identified that could increase efficiency, reduce costs, or bring in additional income for the council. These included a review of the procurement policy around buying or leasing vehicles; reviewing grey fleet usage and options for using low emission pool vehicles; introducing a centralised vehicle hire booking system; charging for additional services currently provided free of charge; continued standardisation of vehicle fleet; a number of efficiency improvements; a review of the financial model and the extent to which the council expects County Transport to manage and control the Council's internal vehicle fleet

provision and usage in order to minimise costs and maximise benefits.

An assessment of a nine different delivery models was undertaken to identify which would provide the best outcome to deliver the strategic drivers. A report was scheduled to go to Corporate Management Team and Cabinet on the outcome of the County Transport Review, however due to the Covid-19 pandemic this has not yet taken place. Work has continued to take place on the improvement planning work, most notably with the introduction of a fleet of electric pool vehicles to reduce grey fleet mileage and carbon emissions as part of the Climate Change Strategy.

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20

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7.	**Leaving Care** The Care Leavers Support Service was contracted and delivered by the external organisation, Barnardo's. A consultation and review took place during 2018 to capture stakeholder's views on the current service and the new duties for local authorities to improve outcomes for care leavers, including offering support up to the age of 25. From the review and feedback from the consultation, it became clear that in order to respond to the new duties, a new approach was needed to make sure statutory duties as corporate parents were met and to improve outcomes for care leavers. On the 8 November 2018, Cabinet approved a change in the delivery model for the Care Leavers Support Service, rather than recommissioning the service, the service was to be bought in-house after being delivered by Barnardo's for the last 14 years. Care leavers were continually involved in the design of the new service. The Leaving Care Service was brought 'in house' on 1 July 2019 which coincided with an Ofsted Inspection which outlined improvements were needed to the Leaving Care Service although the report noted that whilst the inspection took place in the first week of the new service, there was a strong plan to develop the service. During the first six months of the service, there was significant focus on adopting a 'think family' relationship-based approach, with an emphasis on the fact that as corporate parents, the Council would never give up on our young people. It was felt that prior to July 2019, the balance had been too 'hands off', particularly with our most vulnerable young people. A Practice Improvement Day in January 2020 evidenced that workers consistently understood this. Offices, prior to Covid-19 were seen as young people's safe spaces, this approach has enabled a lot of potential crises to be avoided as young people knew	Review Completed – Care Service brought 'In-House'. Improvement plans continue to be actioned.

	they always get a positive response. There is also a freephone number young people can contact. The full management structure is now in place with three Team Managers and four Senior Practitioners. Due to the TUPE complications and ill health from previous Barnardo's managers, the management team was not fully staffed until later in 2019. Staff report feeling supported yet challenged. Now that the culture has been embedded, there is a focus on improving the quality and evidence of management oversight and supervision on files, which is an area that audits have identified as requiring development. Young people have reported positives since July 2019 including more stability in their workers. Further, a cohort of young people who reported a previous poor service to Ofsted, during the inspection in summer 2019, also noted demonstrable progress as part of the January 2020 Practice Improvement Day. There has been a consistent improvement since July 2019 in key outcomes such as assessment completion, young people being regularly seen and accommodation outcomes. Further work is needed to improve the number of care leavers in Education Employment and training (notwithstanding Covid-19 challenges) and to further drive forward ley outcome indicators. A robust Service Action Plan is in place to ensure progress is maintained.	
8.	**Sports and Outdoor Education** The Service continues to develop new commercial models of operation in order to reduce the amount of core budget it receives from the Council. It has successfully reduced core budget from approx. £1.2 million (2013) to a current level of £115,462 for 2019/20. With the target of net-nil budget for 2022.The service has explored a variety of delivery models and has developed a joint operational venture with Derby City Council at Markeaton Park. However, the Sports and Outdoor Education has had its commercial operation put on hold during the Covid-19 pandemic. The service has suspended its programmes with schools and other groups and is at	Review in Progress

	present supporting Children's Services by working with vulnerable groups, foster families and young people in the care of the council. Additionally, the two outdoor centres are currently providing emergency accommodation and support to children in crisis and disabled young people, as well as providing emergency staffing cover for children's homes. Service teams are also working to reduce stress on families who are fostering by providing family based activities at weekends.

Financially, there is the potential for a major impact from the pandemic and the consequent operational limitations of social distancing on income generation and the planned commercial transition. This already affected the outturn of the 19/20 budget and has the potential to continue to severely impact income levels through to 2022. The council has already recognised the challenge of the service meeting its net nil targets and, by reducing the level of budget cuts in 2020 and 2021, has extended the SORE transition targets to 2022, which will hopefully allow time for the service to recover and restart its commercial development. | |
| 9. | **Thriving Communities**
A Thriving Communities Acceleration Programme ran in Shirebrook between February and June 2019 to refine the programme's model and ways of working prior to mainstreaming within the organisation and roll-out to more communities across the county. The Accelerator successfully mobilised local people and staff to create genuinely locally-led activity and trained a cohort of DCC staff in adaptive leadership skills, however it also exposed the continuing lack of understanding and support for this approach within the organisation's culture, systems and structures. As a result, the programme shifted focus to provide space for the organisation to explore and embed a style of leadership focusing on supporting change within complex environments. This is due to be completed by the end of August 2020.

The roll-out into eight new areas is planned to begin in September 2020. A Guidebook and tools to support Thriving Communities ways of working is being produced and will sit alongside the Council's plans for | Review and Thriving Communities Accelerator completed.

Work continues to build leadership capacity within the Council and on the wider rollout of Thriving Communities approach into new areas. |

	Vision Derbyshire and Enterprising Council to provide a strong platform and vision for transformational change within the Council. The Covid-19 crisis has set back the programme's anticipated roll-out date of April 2020. However, the experiences of how communities and the system have adapted and mobilised during this period provides an unexpected and particularly helpful lens through which to view and enhance this work.	
10	**Countryside Services** The Countryside Service review commenced in October 2018. External support to assist with the review alongside a critical friend approach was identified as a key part of the review process. Mutual Ventures were appointed to support the Council and Cheshire East Council acted as a critical friend. The review has now concluded and alternative suitable service delivery mechanisms for the service have been assessed and are being implemented to ensure a future sustainable provision of the Countryside Service.	Review completed. Implementation of recommendations on hold for twelve months as a result of recent pandemic. Work to develop service and functions will continue during this time.

PUBLIC

DERBYSHIRE COUNTY COUNCIL

CABINET

10 September 2020

Report of the Executive Director Commissioning, Communities and Policy

COUNCIL PLAN PERFORMANCE – QUARTER 1 2020/21
Strategic Leadership, Culture and Tourism

1. Purpose of the Report

To present the Council Plan performance report for Quarter 1 2020/21.

2. Information and Analysis

The Council Plan sets out the future direction of the Council and the outcomes that the authority is seeking to achieve. The Plan identifies a small number of focused priorities to direct effort and resource, supported by "deliverables" under each priority. These set out what the Council aims to deliver over the forthcoming year and are supported by key measures which enable the Council to monitor the progress it is making.

The performance report for Quarter 1, attached at Appendix A for consideration, has been developed to ensure effective monitoring and management of the performance of the Council. The report describes the progress the Council has made on each of the deliverables set out in the plan for the period April – June 2020. Performance against key measures is also reported and these are compared to targets where they have been set.

Overview
Of the 49 Council Plan deliverables, 36 (73.5%) have been categorised as strong or good, 11 as requiring review and 2 as requiring action. Of the five council plan priority areas, value for money in particular is performing well, whilst the priority for empowered and self-sufficient communities continues to have the most risk to achieving outcomes.

Covid-19 has brought both challenges and opportunities for the Council. This has had a significant impact on many areas of activity but particularly on the priority for a prosperous and green Derbyshire, which at the end of 2019/20 was performing well. During Quarter 1, however, a number of deliverables which support the delivery of this priority that have now been rated as "requiring review" due to economic challenges brought about by the pandemic. The

Council however continues to build on the opportunities for developing a stronger economy, greater partnership working, enhanced community resilience and for harnessing changes to employee, resident and business behaviour to build a greener Derbyshire.

Detailed information regarding the position as at the end of Quarter 1 is set out in the report, however key areas of success are set out below:

- The Council is continuing to develop a collaborative model of strategic partnership working with district and borough councils through Vision Derbyshire and has established a series of pilots, focussing on community and economic recovery, to test the approach.
- Strong strategic leadership has been provided to support the county's recovery and renewal from Covid-19, including maintaining essential services through the pandemic and supporting the reopening of town centres, schools and the hospitality sector.
- Extensive support aimed at initial economic recovery has been provided. This includes implementing the Government's business grants and discretionary grants programmes and providing almost 1,800 businesses with financial support from the Council's Business Hardship Fund and/or guidance and information.
- Good progress continues to be made in increasing the fibre enabled broadband coverage across Derbyshire, with Quarter 1 figures anticipated to show that over 112,000 premises now have access to faster broadband.
- The Council has received £33 million in investment for the Local Transport Plan, Pothole Fund and Active Travel and is making progress in developing and implementing programmes supported by these funds.
- Over 36,000 potholes have been repaired since March 2020 and there has been a significant reduction in the number of outstanding repair jobs following the extreme weather events experienced during winter months.
- Key actions to rationalise property, implement energy efficiency measures and support remote working has resulted in a continued decline in carbon emissions from the Council's land and buildings.
- The Council has successfully implemented new national guidelines for discharge from hospital with initial indications showing that people are able to leave hospitals earlier with higher numbers of people returning to their own homes with community support.
- Throughout the pandemic the Council has supported vulnerable children and families, using a range of virtual communication tools to ensure that children are safe.

Key areas for consideration are as follows:

- The monitoring position as at the end of May 2020 demonstrates a savings target of £25.127m of which £4.599m is forecast to be achieved. Covid-19 has had a significant impact on savings programmes resulting in major

slippage. A Revised Budget report was presented to Cabinet in July 2020 setting out proposals to address slippage and in-year pressures.

- A range of activity set out in the Employment and Skills Strategy action plan has halted or slowed due to the impact of the pandemic. Activities are now being prioritised to those which support the new priority clients affected by the pandemic, including young people and those individuals aged over 50. The production of a revised Action Plan to respond to the pandemic has been commissioned through the Derbyshire Economic Partnership. In addition a new Employment and Skills Group is being formed under the Derbyshire Economic Partnership to act as the Employment and Skills cell for recovery.
- Further refinement to the content and proposals of the Derbyshire Infrastructure Investment Plan (DIIP) has continued but the pace slowed during Quarter 1, as a result of Covid-19.
- Good progress has been made on the delivery of the Library Strategy with plans in place to move the first library into community management, however due to Covid-19, implementation has paused until the end of September 2020.
- Face to face weight management services were suspended by Public Health during Quarter 1 due to the pandemic, however progress is being made in developing a virtual service using video conferencing, facebook and other digital resources.
- On-site inspections of adult care homes ceased due to Covid-19 from March 2020, at which point 85% of the Council's residential homes were good or outstanding for quality of care. Improvement activity has continued with the development of a Quality Improvement Board which is responsible for the oversight of all the quality assurance and improvement work required within its regulated services. A Quality Delivery Group will address service themes and trends identified through external and internal monitoring visits and these will be escalated to the Board. This will enable transparency throughout the services and provide a clear plan on how the continuing improvement of the Council's services will be driven forward over the next year.

A number of Government, school or inspection activities have been suspended and this has meant that data is not available for the Council to monitor progress on some deliverables. The Council will continue to monitor and report on its actions in these areas however, and data will be collected and reported as soon as it is available.

It is recommended that Cabinet consider and comment on the information contained within this report. Where performance issues are highlighted it is recommended that Cabinet consider whether there are any further actions that should be undertaken to improve performance to the desired level. The Council's progress in delivering the Council Plan will continue to be monitored during 2020/21 and reports will be produced and reported to Cabinet on a quarterly basis.

3. Financial, Human Resources and Property considerations

Progress on budget savings, improving employee wellbeing, spending money wisely and improving the management of our land and assets are set out in the report.

4. Transport considerations

The report includes information on the council's investment in roads and highways and residents' satisfaction with highways and transportation services.

5. Health, Social Value and Equality of Opportunity considerations

Progress on actions around prevention and intervention and to support empowered and self-sufficient communities are set out in the report.

6. Other Considerations

In preparing this report the relevance of the following factors has been considered: legal and human rights, environmental and prevention of crime and disorder

7. Key Decision - No

8. Call-in

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

9. Background papers

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

10.   Officer's Recommendations

It is recommended that Cabinet:

1. Note and consider the content of the report and the continued progress that has been made on the delivery of Council Plan priorities during the first quarter of 2020/21 as set out in Appendix A.
2. Discuss key areas of success and areas for review and consider whether there are any further actions that should be undertaken to improve performance where it has not met the desired level.
3. Note plans to undertake regular monitoring and review of Council Plan performance during the forthcoming year.
4. Continue to receive further reports on progress in delivering the Council Plan on a quarterly basis during 2020/21.

Emma Alexander
Executive Director - Commissioning, Communities and Policy

Council Plan

Performance Report

Quarter One
April – June
2020

Introduction

Welcome to the Council's performance report on the Council Plan 2019-21, for Quarter 1 2020. The Council Plan sets out the future direction of the Council and what we will be working to achieve on behalf of our residents over the next 12 months and beyond. At the heart of our plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. Our key 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

For each priority we have identified a set of key deliverables and performance measures which we will focus on to meet our priorities. Our progress on these deliverables and measures are set out on the following pages. Data is not available for a number of performance measures at Quarter 1, due to the impact of Covid-19. These measures and the current position are set out below.

Performance Measure	Current position
Percentage of children achieving at least a good level of development at the Early Years Foundation Stage	Due to Covid-19, these assessments will not take place in 2020.
Percentage of Council run adult care homes rated as "Good" or "Outstanding" for Quality of Care by the Care Quality Commission	Currently on site CQC inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes.
Percentage of Council run children's homes rated as "Good" or "Outstanding" by Ofsted	Children's home inspections were suspended at the end of March 2020 due to Covid-19. An interim inspection phase will start from September 2020 and will last at least until December 2020 with the possibility of extension if measures for responding to and recovering from Covid-19 carry on into 2021. Inspections during this interim phase will not include a graded judgement.

Performance Measure	Current position
Percentage of pupils in primary schools judged by Ofsted to be "Good or Outstanding"	School inspections were suspended at the end of March due to Covid-19. Ofsted's intention is to resume full inspections in January 2021, although the exact timing of this will be kept under review.
Percentage of pupils in secondary schools judged by Ofsted to be "Good" or "Outstanding"	
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	National publication of the data for this measure has been suspended due to Covid-19.

We would welcome your feedback on the report as part of our commitment to continually improve what we do and how we serve the people of Derbyshire. Please tell us what you think at: haveyoursay@Derbyshire.gov.uk

Quarter 1 Performance Report 2020/2021
Overview

Deliverable Progress

Ongoing Deliverables

	Sep 2019	Dec 2019	Mar 2020	Jun 2020
	Deliverables	Deliverables	Deliverables	Deliverables
Strong	0	0	0	1
Good	30	34	32	35
Review	13	9	11	11
Action	1	1	1	2

Key

Strong – performing strongly

Good – performing well

Review – will be kept under review to ensure performance is brought back on track

Action – additional action will be/is being taken to bring performance back on track

No update has been received

The priorities in the deliverable wheel are rated based on the average of all of the deliverables related to that priority.

Measure performance against target

	Sep 2019	Dec 2019	Mar 2020	Jun 2020
	Measures	Measures	Measures	Measures
Strong	5	4	3	3
Good	3	3	2	4
Review	1	0	1	0
Action	6	8	8	7

Key ⭐ Strong   ✅ Good   🔲 Review   🚩 Action   ⬛ Data not available/Target not set

Value for Money

Progress on our deliverables and key measures

✅ **Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners**

Vision Derbyshire continues to progress at pace, with a significant amount of work being completed by PwC and the Council with support from district and borough council partners.

Since March 2020, Leaders and Chief Executives of the county council, and district and borough councils in Derbyshire have participated in a series of workshops to engage with and progress the approach. This includes shaping the collective ambition of the work, looking at new ways of collaborating on outcomes, working through a series of shared enablers, agreeing key principles of the approach and interrogating the short, medium and long term benefits of an enhanced strategic partnership.

A series of pilots have also been established which have focused on three stands of work, two directly related to Covid-19 community and economic recovery. Pilots have been assigned political and strategic sponsors as well lead officers. Weekly meetings are being held to progress the work, shape the collaborative model and plan for wider engagement across the local government landscape over the coming months.

✅ **Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19**

A new Strategic Recovery Group for Derbyshire and Derby City has been established. This group meets weekly, chaired by Jane Parfrement, bringing together all agencies and government departments to oversee and plan Derbyshire's recovery and renewal from Covid-19. Six sub-groups/technical groups have also been established and meetings for these group have taken place. Terms of reference for the groups have been developed and are now in place along with a document suite to support the framework of meetings. Weekly communication briefings are embedded and work has started on developing an outcomes framework and an impact analysis.

A number of key activities have taken place this quarter. These have included:

Continuing to provide essential services during the pandemic and re-opening those that closed at the earliest opportunity

Overseeing town centres reopening with the successful opening of 44 town centres and visitor hot spots

Preparing for the reopening of the hospitality sector including working with Accident and Emergency departments, police, businesses and district/borough councils

Supporting the wider opening of schools on 1 June to primary priority year groups and 15 June for secondary priority year groups

Lobbying government departments regarding financial pressures and other key issues

Establishing a grants schemes for businesses across all districts/boroughs

Receiving and distributing computers for vulnerable children to improve digital inclusion and remote learning

Priorities for next quarter include supporting and overseeing the recovery of remaining areas of business, such as leisure, and the further recovery of health services. A survey for the voluntary and community sector has been developed to understand their resilience and this will be launched in July. An employment and skills workstream will be established next quarter to consider the impact of economic and educational changes and to plan with partners for mitigation. There will also be a focus on community engagement and resilience, particularly looking at the disproportionate impact of Covid-19 on certain communities and a focus on health and welfare, particularly on recovery support needs and impact on mental health of communities and individuals. Sector specific support to economic recovery will continue and the group will also be preparing for a potential surge in need, for example an increase in safeguarding concerns or domestic abuse incidents.

✅ Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures

The Council kept its Council Tax rise down to one of the lowest increases in the country and met the aspiration set by elected members.

However, it is worth noting that the Council has completed budget monitoring as at the end of May 2020 which demonstrates additional Covid-19 cost pressures of £20m during this period. Significant additional costs are estimated for the remainder of the year, including recovery costs, which could see unfunded costs of approxmately £44m for 2020-21.

The impact of income losses from Council Tax and Business Rates will not be recognised until later in the financial year. However, early indications are that there could be a 3%-4% loss of Council Tax income on a county wide basis, which equates to approximatey £10m-£12m loss of Council Tax income for the 2021-22 budget. This may affect the aspiration for low Council tax rises in later years.

A survey will be carried out later in the year to gather up to date information to enable the Council to monitor the extent to which residents agree that the Council provides good value for money.

> **34.0%**
> Residents agreeing the Council provides good value for money
> 31 DEC 19
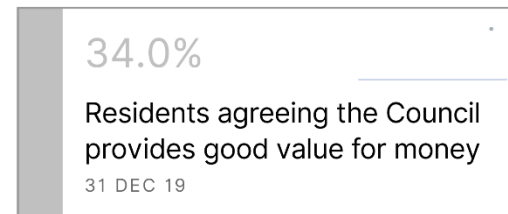
✅ Lobbied Government to secure a better funding settlement

The Council continues to lobby for additional Covid-19 funding through speicial interest groups such as the Society of County Treasurers and County Council Network. There have been regular meetings with Derbyshire MPs which provide an opportunity to update them with the latest financial data. The Council continues to work closely with district/borough council colleagues to monitor the financial sustainability on a county wide basis.

The Government has provided emergency funding to local authorities to help meet the costs of Covid-19. To date, the Council has received funding of £37m. In addition, funding has been provided to support highways and transport projects to address Covid-19 issues and opportunities. This includes funding for the Local Transport Plan, Pothole Fund and Active Travel which total £33m.

🚩 Achieved all planned budget savings in the medium term

The monitoring position as at the end of May 2020 demonstrates a savings target of £25.127m of which £4.599m is forecast to be achieved. Covid-19 has had a significant impact on savings programmes resulting in major slippage. A Revised Budget Report will be presented to Cabinet in July 2020 setting out proposals to address slippage and in-year pressures.

> **18.3%**
> Projected percentage of budget savings target achieved
> 🚩 31 MAY 20
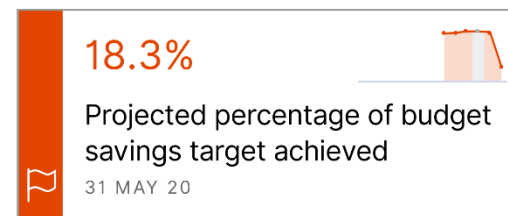
✅ Ensured Council contract decisions deliver value for money through the Council Value for Money Board

The next Value for Money Board is scheduled for September 2020. Papers/reviews have been prepared and will be circulated ahead of the meeting. However, before that meeting the Procurement Team would like to demonstrate the Social Value Portal to elected members. This is an on-line solution which will allow us to measure and manage the contribution the Council and its suppliers make to society. The outcome of this service will be key in increasing our demonstration/evidence of value from our contracts.

✅ Improved employee well-being by redefining and reprioritising the Wellbeing Action Plan

The average number of days lost to sickness was 10 for the 12 months up to the end of June 2020 in line with the target for 2020/21 of 10. This is a reduction from 10.4 at March 2020 however there is a wide range in the departmental figures with Adult Social Care and Health at 13.99, Commissioning, Communities and Policy at 9.2, Children's Services 7.18 and Economy, Transport and Environment at 6.81.

Following the Covid-19 pandemic, the Council has introduced a new wellbeing system, focused on five levels of support for colleagues across the Organisation. This has included the implementation of a new Employee Assistance Programme and wellbeing app for employees, with focus now on redefining the original wellbeing action plan, which will consider the required activity from a systems, data and people perspective. In addition, there is now a dedicated wellbeing section on Our Derbyshire coupled with regular wellbeing communications.

10.0

Days lost per appointment to sickness

30 JUN 20
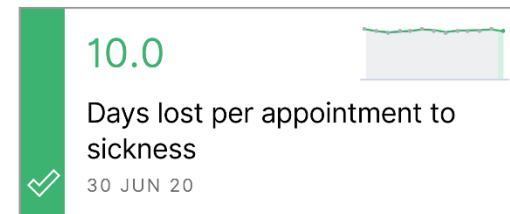
✅ Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets

The Property Rationalisation Programme is a key component of the wider review of the Council's property service. As with the main review it is being undertaken through a series of projects and milestones. The key milestones are: March 2019: Cabinet approved an Asset Management Framework which provides the overarching strategy for all property activity. September 2019: Cabinet approved in principle establishing a Joint Venture (JV) with Public Sector Plc (PSP), an organisation that has 20 similar JV partnerships with other local authorities focused on improving, rationalising or developing surplus local authority property. February 2020: Cabinet approved the terms and structure of the JV with PSP, which is a Limited Liability Partnership called PSP (Derbyshire) LLP, overseen by a Partnership Board with equal representation from the Council and PSP. The first Partnership Board met in April 2020 and following a Cabinet briefing in June a Cabinet report is being prepared that will seek approval to the priorities and focus for PSP activity. To inform this report work commenced on reviewing assets including the Council's administrative buildings, countryside assets, industrial estates and business centres. In addition, opportunities to support Adult Social Care and Health with the delivery of the Council's Older People's Accommodation, Housing and Support Strategy are also being explored. The review and rationalisation of these assets are being taken forward to deliver financial savings in the financial year 2020/21. All of these areas of work will be included in the PSP work programme.

£2.65m was received from a property sale initiated during 2019/20 and completed in April.

£2,650,000

Money raised from the disposal of land and buildings

30 APR 20
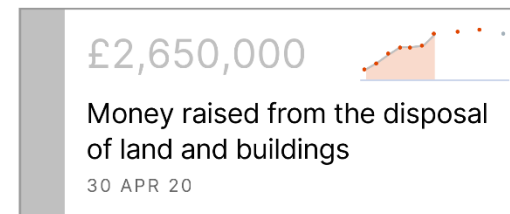
✅ Reviewed and transformed key services to ensure a mix of in-house and commissioned provision

Service reviews across the Council have continued to progress where possible throughout the current Covid-19 pandemic. The Corporate Property 2020 review has continued to push ahead. New dates have been arranged for the transition of the cleaning and caretaking service and the Council's design service to the Joint Ventures with Suffolk Group Holdings (Suffolk County Council) which will now transition on 1st September 2020. Additionally, the Corporate Property 2020 review is now looking into the options surrounding the Council's grounds maintenance service.

The further development of the Service Review Framework continues to be paused, following a wider review on the centralisation of a programme management office, it is important as we move forward the Service Review Framework cohesively supports the Council's programme management methodology.

✅ Achieved key milestones in the implementation of the Procurement Strategy to help the Council to procure goods and services at reduced costs which achieve value for money

Covid-19 has impacted on the delivery of some of our transformational projects. A huge amount of resource was required from County Procurement to ensure the supply of PPE to Derbyshire's front-line services, but regular supplies have now been established. The impact of Covid-19 may also impact on the achievement of procurement savings targets as many procurement projects have been

delayed due to the instability of the market and supply chains. However, County Procurement is now starting to see a return to business as usual procurement activity and our transformational projects are now being re-established to bring the strategy delivery back on track.

✅ **Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce**

Building on the work that has already taken place, approval has been given to rollout Microsoft Teams to all ICT Users within the Council. The Teams client will be updated on users' machines over coming weeks as a replacement for Skype for Business and then the further rollout of Office Pro Plus, SharePoint and One Drive will be updated on users' devices to provide the full collaborative suite. Training for users is also being commissioned. Further ICT hardware and software is also planned for the Council Chamber to enhance the existing virtual meetings capability to enable remote attendance and public participation.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Percentage of residents agreeing that the Council provides value for money		34.0%		40.0%	
Projected budget savings as a percentage of target		63.5%	18.3%	100.0%	⚑
Average number of days lost per appointment to sickness (Not including schools)	9.9	10.4	10.0	10.0	✅
Amount of money raised from the disposal of land and buildings		£2,898,546	£2,650,000		

Performance compares the latest data for 2020/2021 with the target, where both are available.
Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

A prosperous and green Derbyshire

Progress on our deliverables and key measures

Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal

The framework for the recovery strategy is being developed. Exceptional progress is being made on actions to support initial recovery (rescue and revive), including roll out of the Council's hardship fund, implementation of Government business grants and discretionary grants. Plans for re-opening countryside sites and 44 town centres / visitor hotspots have been developed and implementation is on-going. The medium and longer term recovery strategy is being developed during July to September, including business start up and support programmes.

To date 1,793 businesses have been provided with financial support from the Business Hardship Fund and/or guidance and information. Over 60 webinars have been delivered with partner agencies including Peak Business, Chamber of Commerce and Marketing Peak District and Derbyshire. Weekly meetings with the district and borough councils to manage discretionary grant funds, town centre openings and cafe licensing have been held. Trading standards continue to support 1,012 Derbyshire based businesses as members of the Trusted Trader scheme and 22 businesses through formal advice arrangements.

The Derbyshire Economic Partnership has commissioned Hatch Regeneris to prepare an Economic Recovery Strategy and Plan 2020-2025 for Derbyshire which will replace the former Derbyshire Economic Strategy Statement.

2,827

Businesses and start-ups supported by the Council

30 JUN 20
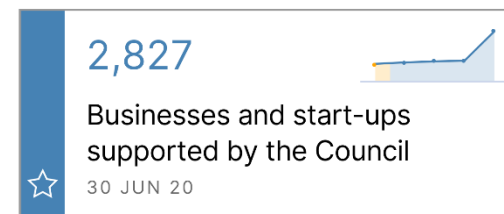
Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity

The Action Plan activities continued where possible within the confines of the lockdown arrangements, however some of these arrangements have slowed or halted altogether which has had an impact on the delivery outcomes. As reported to the Employment and Skills Board in May, activities are now being prioritised to those which support the new priority clients affected by the pandemic, including young people and those over 50. As part of the revisions, Employment & Skills has commissioned through the Derbyshire Economic Partnership a review to produce an up-dated Action plan to respond to the pandemic. In addition a new Employment and Skills Group is being formed under the Derbyshire Economic Partnership to act as the Employment and Skills cell for recovery.

The percentage of young people aged 16 and 17 in education, employment and training (EET) for the 3 months of April, May and June 2020 is 95.1%. This is higher than the same time last year (94.0%) and higher than both the national figure (92.3%) and the outcome for East Midlands (92.4%).

95.1%

16-17 year olds in education, employment or training

30 JUN 20
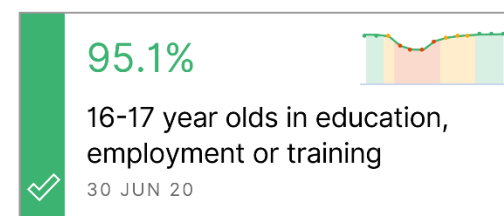
Supported the survival and renewal of the visitor economy

Work was completed to ensure the safe re-opening of visitor hotspots on 15 June and to prepare for the re-opening of the hospitality sector in early July. The Council has worked with Visit Britain to develop Industry Standards for safe re-opening of premises - to be adopted and rolled out in July. 'Respect, Enjoy' communication messages have been developed and rolled out for visitors. Three industry surveys and one consumer survey have been produced, along with webinars for the hospitality sector.

### ✅ Delivered the new "Invest in Derbyshire" programme

The Funding agreement and deliverable are in place for the Invest in Derbyshire Programme. Planning is in place for promotion in appropriate sectors focusing on innovation, logistics and quality of life opportunities in the county. Four enquiries have been made, two innovation and advanced manufacturing, one investment and residential, and one investment and development.

The Service continues to be delivered but the number of new international enquiries is at a standstill due to impact of Covid-19 and current level of business confidence. Very limited regional / national enquiries are being received. Analysis of the Covid-19 impact is on-going with the Local Enterprise Partnership and Chamber of Commerce to understand likely timescales for downturn in activity and help inform the medium to longer term planning, attracting inward investment as part of recovery strategy.

£9,601,992

Investment into the county

31 MAR 20
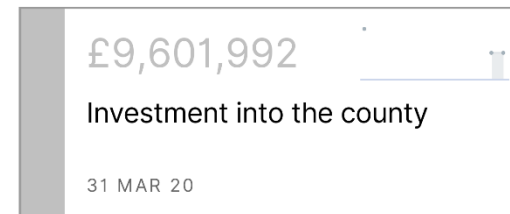
✅ Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses

Good progress has continued to be made against planned targets within the BT contract and it is anticipated that the quarter 1 figure to June 2020 will show that over 112,000 premises will have access to faster broadband and of which, over 106,000 premises will have access to superfast broadband. Take up is currently approximately 63% and is expected to increase due to continued community engagement efforts. The impact of Covid-19 will inevitably influence the levels of demand for broadband access - particularly in rural communities - and will inform the shape of the future investment programme. Overall achievement is good but there will be a clearer picture in mid August once reports are received. This will inform us if intervention is required to fulfil the contractual commitments.

62.6%

Take up of fibre enabled broadband

31 MAR 20
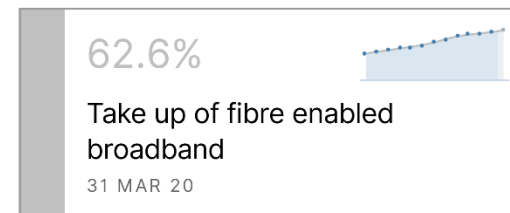
✅ Invested in well maintained roads and highways infrastructure

Funding for the Local Transport Plan, Pothole Fund and Active Travel (to address Covid-19 issues and opportunities) have been received for a total of around £33million and programmes are being developed and implemented.

In early February 2020, the County was hit by Storm Ciara and Storm Dennis and then encountered further prolonged heavy rain which hindered a reduction in the number of outstanding jobs in the system. This extreme weather had a detrimental effect on the condition of the highway network significantly increasing the number of defects appearing which has resulted in a slight reduction in the number of defects that have been completed within the target timescale from 77% at the end of 2019/20 to 73.2% at the end of quarter 1.

The onset of the coronavirus pandemic and the subsequent inability for planned works to commence meant that additional resource were able to assist with the prime focus on reducing the number of carriageway potholes awaiting repair. Since the lockdown announcement we have repaired over 36,000 potholes and reduced the number of outstanding jobs significantly.

73.2%

Defects completed within target

🏳 30 JUN 20
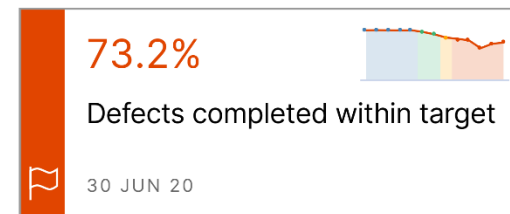
✅ Worked to maximise growth opportunities arising from HS2 and to mitigate impact

Confirmation has been received from HS2 Ltd that proposals around HS2 East is being considered as part of the National Infrastructure Commission's (NIC) work to develop an Integrated Rail Plan. Detailed comments have been provided to NIC from the Council. Active work to support growth work as part of HS2 East proposals has been slowed/ de-prioritised nationally but local work continues to progress on the Chesterfield Station Masterplan and Toton, including the planned development corporation.

Completed the development and started the implementation of The Derbyshire Infrastructure Investment Plan to support good growth

Further refinement to the content and proposals of the Derbyshire Infrastructure Investment Plan (DIIP) has continued but the pace has slowed due to other priorities as a result of Covid-19. Consideration of progress on the DIIP is planned for the forthcoming meeting of the D2 (Derby and Derbyshire) Joint Prosperity Committee.

Assisted in the successful implementation of a new manufacturing zone in North Derbyshire

A comprehensive Mobility Strategy outlining improvements to the highway network and Public Transport for the Manufacturing Zone was completed in March 2020 and submitted to Government. This sets out actions relating to specific sites and area-wide which can be rolled out through further tranches of Government support and/or through local planning processes.

North East Derbyshire District Council (NEDDC) is the lead authority for progressing work around the Manufacturing Zone. The Government has not prioritised this work with NEDDC during the lockdown period so there is little further progress to report. Discussion with local MPs have highlighted an opportunity to lobby Government for a 'green enterprise zone' as part of the Manufacturing Zone and this has been proposed with feedback awaited.

Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale

Coalite - Bolsover Land Ltd (BLL), the developers of Coalite, have secured approval from D2N2 (the Local Economic Partnership for Derby, Derbyshire, Nottingham and Nottinghamshire) for the revised project outputs. The Council, as a partner and contributor to the grant funding for the works, also needs to review and agree to the revised outputs. A report was submitted to the Cabinet Member for Clean Growth and Regeneration in July 2020 seeking approval to agree to the revised outputs and a revised timetable for grant funding. Subject to approval it is anticipated that the remediation and infrastructure works will be completed by 2024. The phasing plan will enable built development to commence at the end of 2020.

Markham Vale - Very good progress in developing this site is being made. Construction work started in June on a £25m private sector development of two speculative factory units. In addition, construction work continues on a unit on the final part of Plot 5. A further enquiry for a restaurant is progressing towards legal completion. An earthworks contract is due to start in July to release additional development. The annual jobs survey coincided with the outbreak of Covid-19 and was, therefore, unable to be completed; this will be restarted over the coming months.

Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations

Preliminary emissions data for 2019/20 from Council property indicate a reduction in carbon emissions, though final numbers will not be available until the autumn. Reductions are due to continued property rationalisation, energy efficiency measures, 'greening of the grid' and the effects of Covid-19 on working patterns.

Emissions from streetlighting have continued to fall with a reduction of 74% from the 2009-10 baseline. Actual emissions for 2019-20 were 4,691 tonnes CO2e against a target of 4,738 tCO2e. This is due to the continued LED replacement programme, part-night lighting and night dimming plus 'greening of the grid'.

Emissions from the grey fleet were 2,548 tCO2e against a target of 2,761 tCO2e. However, this may increase due to late mileage claims. Eight electric vehicles and three electric bikes are now available for staff business travel and these will reduce grey mileage further.

Research has been commissioned to investigate the impact of Covid-19 on grey fleet travel and inform our approach to introducing new ways of working to impact positively on climate change, building on the reduction in travel experienced during the pandemic.

Data is not yet available to calculate the emissions from the core fleet for 2019-20.

48.1%

Reduction in CO2e from 2009-10 baseline

31 MAR 19
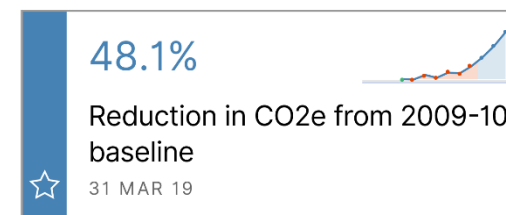
⬜ **Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour**

Progress on implementing the framework temporarily paused whilst councils in Derbyshire were dealing with the pandemic. The Derbyshire Climate Change Officer Working Group has met to discuss progress on reducing emissions from council estates and operations as well as across the county. Districts and boroughs are concentrating on reducing internal emissions. The group is due to meet with Midlands Energy Hub to develop an action plan of next steps. The County Council is holding three internal workshops with officers and elected members to model the county's greenhouse gas emissions up to 2050 under various scenarios and to understand how the findings can be incorporated into county-wide strategies and action plans and how to engage the public with this process.

✅ **Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions**

As part of the Governments Active Travel Emergency Fund the County Council will deliver a range of active travel and social distancing interventions, primarily focussing on the county's town centres for Tranche 1 of this funding with more permanent interventions delivered as part of Tranche 2. Tranche 2 interventions will need to be delivered by March 2021.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Number of businesses and start-ups supported by the Council		1,152	2,827	1,000	⭐
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	94.0%	93.1%	95.1%	96.0%	✅
Total external funding secured		£9,601,992		£20,000,000	
Percentage of homes and businesses with fibre enabled broadband	54.8%	62.6%			
Percentage of defects completed within target	71.5%	77.2%	73.1%	90.0%	🚩
Percentage reduction in CO2e from 2009-10 baseline	48.1%			55.0%	

Performance compares the latest data for 2020/2021 with the target, where both are available.
Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

Empowered and self-sufficient communities

Progress on our deliverables and key measures
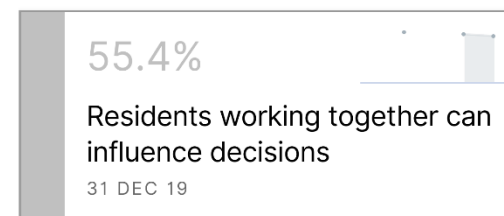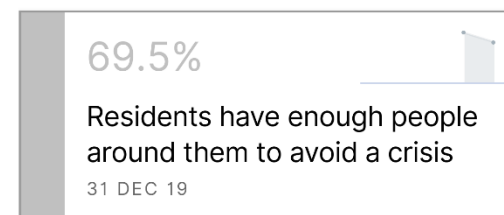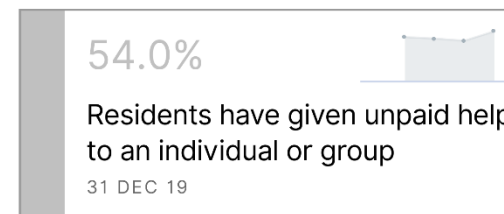
Page 349

✅ **Rolled out the Thriving Communities programme across 13 localities**

Investment in strategic leadership training has been the main focus of Thriving Communities work over the last three months, with delivery partner WIGS (Worldwide International Global Solutions) Ltd taking the senior leadership team through a series of intensive development sessions. These have focused on developing a set of values and principles for the organisation which will support the workforce to work more effectively and flexibly with complex challenges. This work equips the Council's leadership team with adaptive leadership skills to support the roll-out and wider mainstreaming of Thriving Communities work into new areas.

Alongside this work, preparation has been underway to begin working in eight new areas from September 2020. It was anticipated that the roll-out would begin in April 2020 however delay in the leadership programme and obvious difficulties as a result of the Covid-19 emergency have meant that the timescales have slightly shifted. In reality this has given the teams a chance to learn more about the nature of how communities have mobilised during this crisis period, which will improve and enhance the roll-out plans. A Guidebook for the Thriving Communities approach is in development and tools for embedding and evaluating the approach including practitioner handbooks, training and resources are being prepared. A shortlist of potential areas has been developed using existing insight and a programme of work is in place to assess the readiness to begin work. The Thriving Communities programme board will be established from September 2020. A detailed programme of work that integrates Thriving Communities, Vision Derbyshire and Enterprising Council ambitions and priorities is being developed.

Locally in the existing Thriving Communities areas 'Connected Teams' of frontline staff, elected members and local people continue to develop the approach and Thriving Communities Ways of Working, to genuinely co-design local solutions in partnership. During the Covid-19 crisis the networks and relationships established locally have enabled those communities to continue to support themselves and learning from these experiences is being captured and synthesised into a set of themes and stories to help prompt dialogue and inform future recovery options.

A survey will be carried out later in the year to gather up to date county wide data for the measures on community resilience.

54.0%
Residents have given unpaid help to an individual or group
31 DEC 19

69.5%
Residents have enough people around them to avoid a crisis
31 DEC 19

55.4%
Residents working together can influence decisions
31 DEC 19

**Enabled residents to self-serve using an optimal combination of communication channels**

The tender for a supplier for a Customer Relationship Management (CRM), complaints and room booking system was released w/c 22 June 2020. As of 02/07/2020 over 100 suppliers have downloaded the summary documents.

Work is currently underway to identify those services that can be worked with and prepared to enable the chosen supplier to get services online quickly. The target is for 15 new services to be online, integrated with 14 background systems - plus the room/events booking system and the Complaints system - to be live by 30 April 2021. Tender evaluation will take place over August with a supplier expected to be in place by late October / early November 2020.

The governance structure has been revised with alterations of the terms of reference and the creation of a Delivery Board to ensure the right people are involved at a delivery level.

Issues may occur if services are unable to engage with the programme as a result of Covid-19 implications and / or because services are unable to devote the necessary resource from their areas to support the implementation of the Channel Shift programme. The Channel Shift team are working with services to understand their capacity to engage and their ability to commit resource: if backfilling of roles and / or temporary appointment of support staff is required there may be a need to call upon the financial support requested in the March 2020 Cabinet report.

Data for the number of services available through Council websites is currently being collated for quarter 1.

> **51**
>
> Services available through the Councils Websites
>
> 29 FEB 20
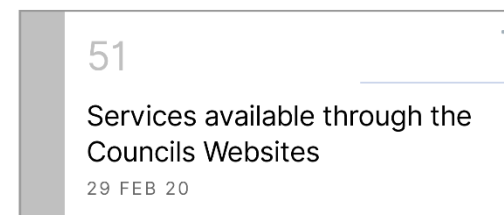
Co-designed the Council's offer to people with learning disabilities, focusing on their strengths to help them achieve their personal goals utilising the community networks built during the pandemic

During quarter 1 focus has been the restoration of the Better Lives programme – Working Age Adults to respond proactively to the Covid-19 emergency. Whilst there has been slippage to the original programme of work, workstreams are now re established and being refreshed to embed new ways of working. This continues to consider the national guidance for social distancing and the impact this has across all the workstreams. Data and intelligence has been gathered about usage of previous services and analysis undertaken to understand the current capacity of those services that were building based. All people with learning disabilities (approx. 550) who have used building-based services and their carers/ families have been written to and communication is ongoing to co-produce a new offer. The new offer will focus on different ways of working to enable people with a learning disability to achieve personal goals, learn new skills, gain employment or volunteering opportunities and be more involved in their local communities. Progress is now being made, with the support from Public Health, to support people with a learning disability to move from a short-term residential placement to a supported living long term home within local communities. It is envisaged 16 people will move this quarter.

Helped people furthest from the labour market into sustainable employment

Activities contained within Objective 1 of the Employment and Skills Action Plan, which target individuals, have been significantly impacted due to the pandemic. Covid-19 has impacted on apprenticeships across D2N2 (the Local Economic Partnership area of Derby, Derbyshire, Nottingham and Nottinghamshire), and nationally. However for Derbyshire it has seen some positive movement from Small Medium Enterprises (SME) expressing an interest in apprenticeship levy transfer during the pandemic. Five SME expressions of interest have been received, of which four SMEs have been approved for stage two commitment. We have 18 SMEs with a total of 24 apprentices currently being processed. Our National Careers Service has continued to operate in a restricted way via virtual support. Changes to the National Contract assisted this giving greater flexibility. As a result our Service supported 121 adults, 16 young people, and 11 businesses affected by Covid-19. These interventions resulted in 66 people progressing on to skills training and 36 gaining employment.

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

Following the close of the VCS infrastructure consultation on the 30th April 2020, over 800 responses have been analysed and options appraisals developed to support discussions with key stakeholders to revise the new approach in response to the impact of Covid-19. A Cabinet paper has been drafted on the approach to be agreed at the end of July. District plans have also been developed to progress the review and support provider Service Level Agreement development Plans.

Work on the development of a new Whole Council approach to grant funding has continued over the quarter as part of the review process. This has included starting internal consultation on a cross-departmental Grants Framework, with discussion held at Corporate Management Team, with Cabinet members and across Senior Management Teams. A report will also be taken to Cabinet at the end of July 2020 to outline how the review will progress over the coming months and current funding will be reviewed against the new Grants Framework.

Implemented the transfer of a minimum of five libraries to community management

The Library Strategy was approved by Cabinet on 20th December 2018. The first stage of implementation is focused upon transferring the 20 libraries and two mobile libraries over to community management. The community engagement work has concluded for the 20 libraries and two mobile libraries. Eight successful Expressions of Interest have been received and four Business Cases passed. The service will concentrate on the awarding of Service Level Agreements and Leases to groups and building community capacity in areas where appropriate. A reduction in opening hours at Tier 4 libraries with no Expression of Interest to 18 hours per week has been implemented. The Library Strategy has been paused until the end of September 2020 due to Covid-19.

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Percentage of residents who have given unpaid help to an individual, group or club in the last 12 months	43.7%	54.0%		56.0%	
Percentage of residents who agree that they have enough people around them to avoid a crisis	85.3%	69.5%		74.0%	
Percentage of residents agreeing that by working together people in the local area can influence decisions that affect the local area	57.5%	55.4%		58.0%	
Number of services accessed via e-forms on the Council websites		51			

Performance compares the latest data for 2020/2021 with the target, where both are available.
Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.
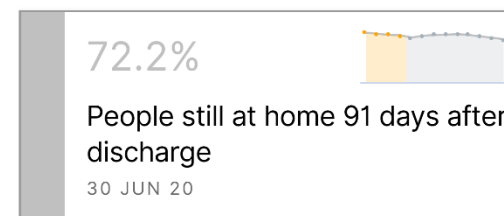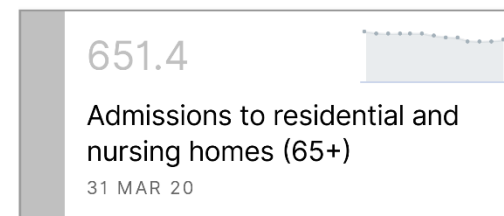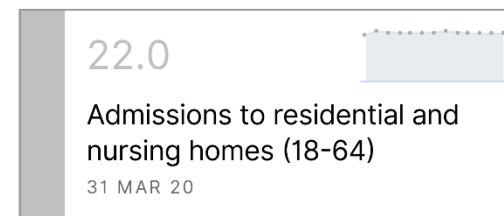
A focus on prevention and early intervention

Progress on our deliverables and key measures

✅ **Better supported people to live at home longer and feel part of their local communities using the thriving communities approach**

Through the Better Lives programme work continues within quarter 1 to improve the community offer to enable people to live longer within their own homes. This includes the exploration of assistive technology through the Assistive Technology strategy, reablement offer through the transformation of direct care and exploration both strategically and within the front line of joined up services between Health and Social Care. Admissions to residential care are beginning to reduce. The pandemic is known to be a significant factor within this and analysis will be undertaken to distinguish between this impact and the impact from the programme.

The performance for those remaining within their own homes for 91 days following discharge from hospital is showing signs of improvement, early indicators are this is currently 72.2% which is a positive change from the previous figure of 69.6% for quarter 4 2019/20.

22.0

Admissions to residential and nursing homes (18-64)

31 MAR 20

651.4

Admissions to residential and nursing homes (65+)

31 MAR 20

72.2%

People still at home 91 days after discharge

30 JUN 20

🔶 **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**

The achieving great futures workstream has been impacted by Covid-19. Delays to the workstream have been mitigated in the overall delivery plan. There is a Special Educational Needs and Disabilities (SEND) action plan which is currently being led by the Local Area SEND Board.

In the previous two years over 94% of clients responding to our survey have agreed that care and support services help improve their quality of life. Results of the survey in 2019/20 will be published in October.

> **94.1%**
>
> Care & support services help improve quality of life
>
> 31 MAR 19
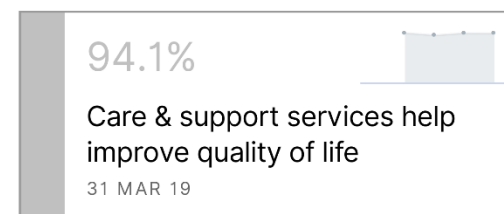
✅ **Continued the implementation of the Older People's Housing, Accommodation and Support Strategy**

During quarter 1 we have continued to liaise with Homes England regarding funding opportunities which will be announced nationally shortly. Following engagement with district and boroughs in quarter 4 2019/20 we have provided them with further data and intelligence they require so we can implement the strategy in partnership. We continue to work collaboratively alongside district and borough councils regarding opportunities for housing opportunities for older people and seeking to work with them in relation to the development of Local Plans and other strategic documents to ensure that housing for an ageing population is reflected as a key issue. We have engaged with colleagues in Corporate Property and with Public Sector Plc about how the Council's land can be utilised to enable development of provision in line with the vision outlined in the commissioning strategy. We have reviewed the programme of activity in light of Covid-19 and the recent decision in relation to the consultation on the Homes for Older People. The revised programme plan is in place with a focus on market shaping and market development in light of the consultation outcome and recognising the impact Covid-19 has had on the care market.

🔶 **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**

In the first month of quarter 1, the commissioning manager was still working fully in the PPE hub but in May 2020 started working partly in the PPE hub and easing back into commissioning. The Assistive Technology (AT) Board which was initially put on hold in March 2020 due to Covid-19 was re-started in May 2020. In this quarter, we started to review the previous decision of putting the Brain in Hand pilot on hold due to Covid-19 and currently working with the provider and social care team to develop a new and updated delivery model of working with the clients and commencement of the 12 months pilot. The new delivery model will require working remotely whereby the Brain in Hand specialists will deliver remote set ups of the licence with the clients and allocated support worker to help reduce face to face contacts as previously set out in the original delivery model. Covid-19 also caused a delay in the commissioning of a new AT service, as a result of this, there is an ongoing discussion with the legal team about the possible extension of the current community alarm and telecare contract due to end March 2021.

In this quarter, the practice guidance for the community alarm and telecare service was approved by the Quality Assurance group. It has been published on Our Derbyshire webpage and circulated to staff via the Adult Social Care and Health Practice Bulletin. We have also been able to commence a data cleansing exercise (as we currently have additional staff capacity) and initially started working on the current in-house service data for Derbyshire Dales, Erewash and North East Derbyshire to ensure the AT service have accurate data to support future commissioning decisions.

⬜ Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS

Delivery of services funded via the section 75 to support the 0-5 offer have been severely impacted by the Covid-19 outbreak. The 'Covid-19 Prioritisation within Community Health Services' national guidance was released on 1st April 2020. As a result there was a partial suspension of the Health Visiting service with the priority focussing on the antenatal (via telephone) and new birth visits (Face-to-face). Children with complex health needs and those with safeguarding involvement were still supported by the service during this time, however all other service delivery was suspended and families were signposted to the single point of access (SPoA) for any other support during this time. There has also been a proportion of staff who have been redeployed to support the response to Covid-19. In June 2020 this national guidance was updated with the emphasis moving towards recovery and restoration of services where appropriate. Therefore, over recent weeks the 0-5 service has been working on restoring elements of the service. The service has started to deliver the 6-8 week reviews and is undertaking a catch-up programme for all families who missed this contact. There are also plans to restore the 1 and 2.5 year reviews in August. Since the Covid-19 outbreak work on the pre-school contact has been put on hold and the immediate focus over the upcoming weeks will be to restore the mandated functions of the service. Once this has been achieved work will be able to start on re-commencing other workstreams as part of the service specification.

70.8%

Children achieving at least a Good Level of Development

31 AUG 19
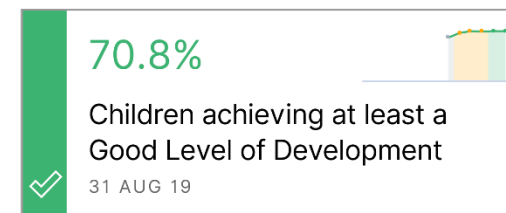
The service delivery as part of the Public Health support into Children's Centres has also been impacted as a result of the Covid-19 outbreak. Children's Centres have continued to offer programmes of support, however the means of the support has changed since the Covid-19 outbreak with support and courses offered via alternative means such as video calls, e-mail, telephone and text messaging.

Last year 70.8% of children reached a good level of development at the Early Years Foundation Stage, this was within the 3% variance from the target of 71.8% to be rated as Good. Due to Covid-19 the Early Years Foundation Stage assessments won't be taking place in 2020, therefore this data won't be updated in the forthcoming year.

✅ Embedded our newly redesigned Early Help Offer for Children, Young People and Families

Although Covid-19 has meant that the early help offer has not been embedded in the way originally intended, the teams have all been working hard with individual families and in local communities to provide the necessary support needed to safeguard children and young people in very complex times. This work will continue for the foreseeable future and workers/teams have been very creative in their development of on line tools for families particularly for younger children to help to fill the time and offer some educational guidance.

Group work is the main area which has been impacted. To date no group work has been facilitated and therefore the spread of support has been more limited during this period. It is hoped that over the next quarter as the lockdown lifts we can review the potential to reintroduce group work for families.

The family assessment work has progressed albeit virtually which for most families has worked very well.

The service have been particularly helpful in developing virtual means of conducting family time and this has been welcomed by children and their families, social workers and the Courts. Plans are now progressing to open facilities to enable more face to face family time and risk assessments/systems are being developed to ensure safe implementation.

✅ 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 the last 16 weeks the Pause Derbyshire team have continued to face unprecedented challenges due to the Covid-19 restrictions. The team have creatively utilised digital tools and safe relating practice to engage with extremely vulnerable women prioritised by the Council and they continue to show enthusiasm and innovation in the work they are doing. Risk continues to be carefully assessed and in some cases the practitioners are able to meet face to face with women in public spaces.

To date the practice has 25 women 'open' on the Pause programme who are working positively with their practitioner and the teams have approached a further 13 potential women using assertive outreach. Pause Derbyshire are working closely with the Council to identify some additional women who have recently been through care proceedings to ensure they are able to meet the target of
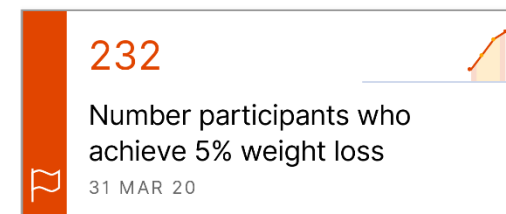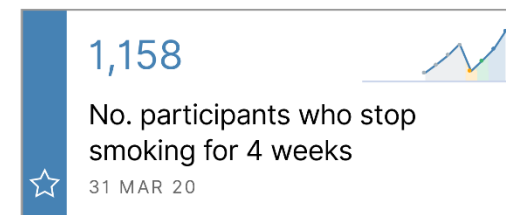
working with 32 women on the programme by the end of July 2020. Of the 25 women open to Pause Derbyshire, 21 have a long term reversible contraception (LARC) in place. Previous updates highlighted a potential issue due to NHS England suspending the use of LARC however joint working across Public Health and Health has enabled the majority of the women to continue to access this contraception.

✅ Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes

Delivery of the service has been significantly affected by Covid-19, as all face to face services were suspended. We have however been able to offer a stop smoking service by telephone. In quarter 1 594 individuals set a quit date and to the 31 July, 383 of these had achieved a 4-week quit. Quarter 1 will not be finalised until the middle of August and therefore this data is still provisional.

Due to the suspension of face to face weight management services there is no data to report for quarter 1. Steps are being taken to develop a virtual service using video conferencing, facebook and other digital resources.

Some elements of the action plan to address barriers to accessing Live Life Better Derbyshire have been put on hold due to Covid-19, but this doesn't seem to have had a negative impact on numbers accessing the service in quarter 1 to stop smoking.

1,158
No. participants who stop smoking for 4 weeks
☆ 31 MAR 20

232
Number participants who achieve 5% weight loss
⚑ 31 MAR 20

Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
Rate of permanent admissions to residential and nursing homes (aged 18-64) per 100,000 population	22.7	22.0			
Rate of permanent admissions to residential and nursing homes (aged 65+) per 100,000 population	686.6	651.4			
Proportion of people (aged 65+) who are still at home 91 days after discharge from hospital into Short Term Services	79.9%	75.0%	72.2%		
Percentage of Clients agreeing that care and support services help improve their quality of life	94.1%				
Percentage of children achieving at least a Good Level of Development (EYFS)	70.8%	70.8%			
Number of participants in Council delivered stop smoking programmes who stop smoking	860	1,158		1,050	
Number participants in Council weight management programmes who achieve 5% weight loss		232		185	

Performance compares the latest data for 2020/2021 with the target, where both are available.
Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

High performing council services

Progress on our deliverables and key measures

✔ Maintained the Council's high performance in reducing delayed transfers of care from hospital

During the pandemic a new national approach to discharge from hospital was introduced across the country. This approach has been further embedded during quarter 1.

Derbyshire County Council in partnership with Health has successfully implemented the new national guidelines. This has been further enhanced by the Better Lives workstream. Initial indicators are this has resulted in people being able to leave hospitals earlier with higher numbers of people returning back to their own homes with community support.

National publication of data has been suspended since February due to the impact of Covid-19.

6.5

Delayed transfer of care

⚑ 29 FEB 20
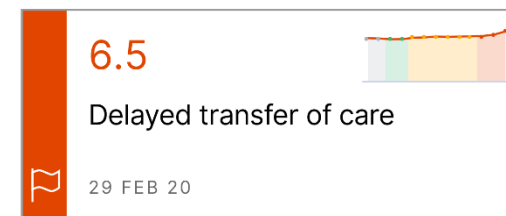
⚑ Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission

The Council has 27 residential care homes, of these 23 are homes for older people and 4 specialising in learning difficulties. Current performance shows that 85% of those homes are rated as good for quality of care.

Over the previous year 15 of the care homes were inspected by Care Quality Commission (CQC), two homes improved, moving from a requires improvement to a good rating. During this period the Council has developed a Quality Improvement Board which is responsible for the oversight of all the quality assurance and improvement work required within its regulated services. A Quality Delivery Group will address service themes and trends identified through external and internal monitoring visits and these will be escalated to the Board. This will enable transparency throughout the services and provide a clear plan on how the continuing improvement of the Council's services will be driven forward over the next year.

Currently on site CQC inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes.

85.7%

Adult care homes rated 'Good' or 'Outstanding'

31 MAR 20
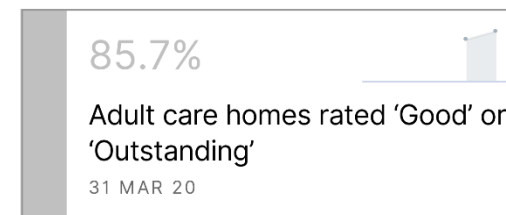
✔ Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services

Much of the work in the first few weeks of Covid-19 lockdown was focused solely on keeping the highway in a safe condition. Up to 47 gangs per day were tackling potholes and other defects and the number of outstanding jobs was dramatically reduced over the period. As safe working practices have been developed for other areas of work, surface dressing and other carriageway, structural and street lighting works have resumed.

The department is trialling a number of 'pop up surveys' to test public opinion on the work of the department. These surveys which involve asking residents four or five brief questions regarding roads and transportation have been halted due to the Covid-19 pandemic. It is hoped to resume this work soon as public spaces such as markets begin to open and work can be carried out safely.

The last survey of residents showed the Council maintained its Customer satisfaction levels of 55% in relation to Highways and Transportation, which was above the national average of 53% and ranked the Council 3rd out of the 28 County Councils participating.

55.0%

Residents satisfied with Highways and Transport services

✔ 31 DEC 19
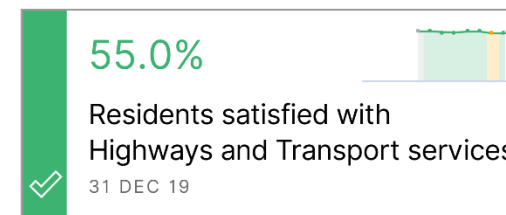
✅ Strived to ensure that all Council run children's homes are 'Good' or 'Outstanding'

Children's home inspections have been suspended since the end of March 2020 due to Covid-19. Ofsted have recently released their plans for a phased return to routine inspections for children's social care. An interim inspection phase will start from September 2020 and will last at least until December 2020 with the possibility of extension if measures for responding to and recovering from Covid-19 carry on into 2021. Inspections during this interim phase will be prioritised, likely focused on those graded inadequate at their most recent inspection, and will not include a graded judgement. The Council has 11 children's homes. At the point that inspections were suspended, nine homes (81.8%) were judged to be good or outstanding in their most recent inspection. There will be no opportunity to improve this performance position until full, graded-judgement inspections resume.

Our internal quality assurance processes ensure that we continue to provide consistent, good quality care through our 11 children's homes and that our homes continue to be homes that children feel happy to live in.

As Ofsted are progressing some registration of new homes, plans are developing in relation to Spring Cottage our new home which will offer a swift response to support fragile placements.

81.8%

Children's homes rated as 'Good' or 'Outstanding'

🚩 31 MAR 20

🟠 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

School inspections were suspended at the end of March due to Covid-19. Ofsted have recently released their plans for a phased return to inspection, starting with an interim period of visits to schools and settings during the autumn term with an intention to resume full inspections in January 2021, although the exact timing of this is being kept under review. During this interim phase from September 2020, Ofsted will prioritise and visit all inadequate schools and a sample of schools across the other Ofsted grades (outstanding, good, requires improvement). Ofsted have been clear that these visits are not inspections, will not result in a graded judgement but will be based around a series of professional conversations with senior and middle leaders.

At the point that school inspections were suspended, the percentage of pupils in Derbyshire attending primary schools that were judged to be good or outstanding was 80.7% with performance below the national average of 87.9%, with Derbyshire ranked 132 nationally. The percentage of secondary aged pupils attending schools judged to be good or better was 54.9% with performance significantly below the national average (79.5%) with Derbyshire ranked 138 nationally. There will be no opportunity to influence this indicator until full, graded inspections of schools resume which will not be before January 2021.

80.7%

Pupils in 'Good' or 'Better' primary schools

🚩 31 MAR 20

54.9%

Pupils in 'Good' or 'Better' secondary schools

🚩 31 MAR 20
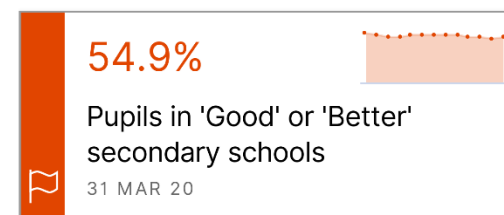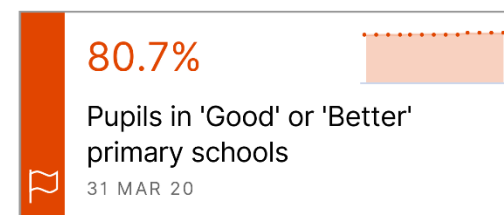
✅ Continued to drive improvements in the delivery of children's social care

During this quarter, the workforce has remained strong and well, predominately working from home for safety reasons in relation to Covid-19. Compliance with statutory duties has been maintained for all vulnerable children although these have mainly been conducted virtually through the various virtual communication tools available. Risk assessments for individual children have been completed with management oversight and all children open to the service have had a virtual connection to a social worker or early help worker every 10 days. An awareness of the reduced visibility of children in light of limited universal professional activity has been reinforced within children's services and workers have gone the extra mile to ensure that children are safe in these challenging times. Audit activity has been undertaken for additional quality assurance to compliment the very good statistical performance levels seen.

The sustainability of virtual working is being tested and for some families it is working well and for others the regularity of the calls can be overly intrusive. We are therefore reviewing the arrangements and are likely to resume more bespoke 'visiting' routines for children and their families aligned to their individual circumstances during this next quarter. A minimum standard will continue to be expected to ensure that the assurance of child safety remains paramount and that statutory duty expectations are adhered to.

With regard to the longer term practice improvement journey, plans are being developed to revitalise the work previously undertaken with other Local Authorities such as Essex around practice improvement and the potential development of a 'Derbyshire academy' to support learning going forward.

The referral rate was considerably reduced during the first phase of the pandemic, however levels are now more or less where they were prior to March 23rd. Work is progressing to analyse the potential for a spike in referrals rates particularly as the schools return in September. Response to any such increase will be a feature of this next quarter and could be a testing time for all children's services.

✅ Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners

The Enterprising Council programme continues to progress, with further work taking place on the fine tuning of the Modern Ways of Working across the Council Project Learning Set ready to launch across the Council over the next few months. Further work has commenced to look at the Council's approach to renewal following the current Covid-19 pandemic along with continuing to undertake and develop programme planning of the Enterprising Council Programme, and how this links into other key Council priorities such as Thriving Communities and Vision Derbyshire. The Enterprising Council Programme continues to be looked at as part of wider conversations regarding change across the Council and as part of the review of the Council's Programme Management Office. Work continues to be developed and a draft report has been produced to update CMT and Cabinet on the progress of the Enterprising Council Programme. It is anticipated that this report will be presented over the next few months.

✅ Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services

The Executive Leadership Model is continuing to facilitate the provision of co-ordinated leadership for the county and the Council particularly in addressing and recovering from the Covid-19 pandemic. Executive Directors are leading weekly communications with staff to provide leadership and support. A visioning workshop with Cabinet and Corporate Management Team has been undertaken to begin work to develop and articulate the vision and priorities for the Council in the medium term. Leadership development training has also been undertaken by all members of Cabinet and the Corporate Management Team. Corporate capacity is also being further strengthened. The Finance Review has commenced with engagement sessions delivered to over 240 employees in the Finance Job Family. Phase 1 of the Human Resources (HR) Review was implemented on 30 March 2020 which included the creation of a customer facing HR Operations Team, supported by HR functional specialisms (including Reward and Resourcing, Learning and Development and Health, Safety and Wellbeing) and HR Services. 2020/21 will see the progression of further HR functional reviews to continue to develop a one council offer from HR when considering the Learning and Development and Health, Safety and Wellbeing agendas.

✅ Developed and embedded a more robust performance management framework

A timely report was made to Cabinet in June 2020 for the Council's end of year performance 2019/20. Engagement with departments regarding the corporate performance management framework took place during May 2020 as planned. As part of the engagement, it was agreed to increase the timeliness of the quarterly performance management report to Corporate Management Team and to move to a three week turnaround starting with the quarter 1 2020 report. As part of the service plan refresh, all departments have reviewed and set targets for all indicators as appropriate. Key areas moving forward are to produce integrated budget and performance reports, and to further expand and improve performance reporting for corporate management and for the public.

✅ Developed an integrated approach to reporting performance and cost information aligned to corporate priorities

The Grant Thornton Value for Money benchmarking and analysis tool has been purchased and is being rolled out to departments. Key cost of service indicators have been identified for inclusion in the Derbyshire Indicator Set. To improve reporting to the public, an Annual Report has been drafted, setting out key information regarding the Council's budget, achievement and areas where the Council is working to improve services. It was intended that an integrated budget and performance report would be produced for quarter 1. However, the Council's budget monitoring report, scheduled for the end of June, was brought forward to the end of May to provide early monitoring information on the financial effects of the pandemic on the Council. As this didn't align with timescales for performance reporting, it was decided to delay the production of a full integrated report to quarter 2. Progress has been made in developing templates and dashboards for integrated budget and performance reporting by portfolio in readiness for quarter 2.

✅ **Began to develop a new Customer Experience Strategy setting out how we will meet people's needs**

Work on the Customer Experience Strategy will begin in 2020. The Strategy will clearly define our 'Customer-first' approach, further the implementation of the Customer Charter and seek to establish service standards across the organisation. This work will improve resident experience, reputation and will support the channel shift programme.

A survey will be carried out later in the year to gather up to date information on residents' satisfaction with the Council and to what extent residents' feel informed about Council decisions.

47.3%

Residents who are satisfied with the Council

31 DEC 19

40.8%

Residents feel informed about Council decisions

31 DEC 19

Page 360
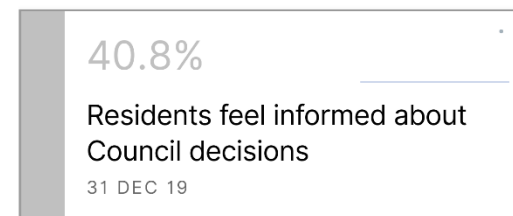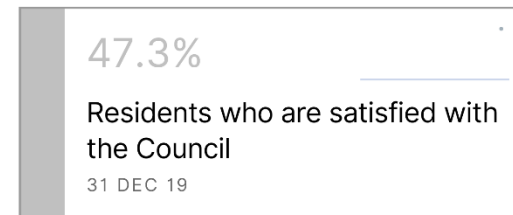
Key measures summary

	2018/2019	2019/2020	2020/2021	Target	Performance
The daily average of days lost to delayed transfers of care per 100,000 population (aged 18+)	5.6	6.5			
Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by Care Quality Commission		85.7%	85.7%		
Percentage of residents satisfied overall with Highways and Transportation services	55.0%	55.0%		55.0%	
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	100.0%	81.8%	81.8%	100.0%	⚑
Percentage of pupils in good or better primary schools	77.7%	80.7%	80.7%	91.0%	⚑
Percentage of pupils in good or better secondary schools	59.9%	54.9%	54.9%	81.0%	⚑
Percentage of residents who are satisfied with Derbyshire County Council		47.3%		49.0%	
Percentage of residents agreeing that they feel informed about Council decisions		40.8%		43.0%	

Performance compares the latest data for 2020/2021 with the target, where both are available.
Grey boxes are where data is not available/comparable or where targets have not been set because the Council is collecting baseline data or because the target is under review.

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