

# Public Document Pack



**Helen Barrington**  
Director of Legal and  
Democratic Services  
County Hall  
Matlock  
Derbyshire  
DE4 3AG

Extension 38357  
Direct Dial 01629 538357  
Ask for Danny  
Sunderland

PUBLIC

To: Members of Audit Committee

Monday, 25 January 2021

Dear Councillor,

Please attend a meeting of the **Audit Committee** to be held at **2.00pm** on **Tuesday, 2 February 2021**. This meeting will be held virtually. As a member of the public you can view the virtual meeting via the County Council's website. The website will provide details of how to access the meeting, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in black ink that reads 'Helen E. Barrington'.

**Helen Barrington**  
**Director of Legal and Democratic Services**

## **AGENDA**

1. To receive apologies for absence
2. To receive declarations of interest (if any)
3. To confirm the minutes of the meeting held on 8 December 2020 (Pages 1 - 10)

To consider the report of the Managing Executive Director Commissioning, Communities & Policy and the Director of Finance & ICT on:

4. Performance and Budget Monitoring/Forecast Outturn 2020-21 as at Quarter 2 (30 September 2020) (Pages 11 - 68)

To consider the report of the Assistant Director of Finance (Audit) on:

5. Audit Services Unit - progress against Audit Plan 2020-21 (Pages 69 - 92)

To consider the reports of the Director of Finance & ICT and the Assistant Director of Finance (Audit) on:

- 6 (a) Local Code of Corporate Governance and Annual Governance Statement (Pages 93 - 100)

- 6 (b) Meeting Dates and Agenda Items 2021-22 (Pages 101 - 104)

7. To consider External Auditor reports (if any)

PUBLIC

Agenda Item No.3

**MINUTES** of a meeting of the **AUDIT COMMITTEE** held on 8 December 2020.

**PRESENT**

Councillor K S Athwal (in the Chair)

Councillors N Barker, S Brittain, L M Chilton, A Griffiths and P Murray

Officers in attendance – D Ashcroft, P Handford, C Hardman, J Lakin, J Morgan and P Spencer (representing Derbyshire County Council) and M Surridge (representing Mazars)

Apologies for absence were received on behalf of J Pressley (Mazars)

**Declarations of Interest**

There were no declarations of interest

**42/20** **MINUTES RESOLVED** that the minutes of the meeting held on 24 November 2020 be confirmed as a correct record.

**43/20** **ANNUAL STRATEGIC RISK REGISTER REVIEW** The Director of Finance & ICT updated Members on the Strategic Risk Register and Covid-19 Risk Register.

The Strategic Risk Register had been considered by Corporate Management Team on 1 December 2020 in order to allocate the identified risks to specific risk owners. Consideration would be given on how to insert controls into the document from the Departmental Risk Registers. The Strategic Risk Register was contained in Appendix A to the report, whilst Appendix B summarised the changes to the Strategic and Departmental Risk Registers.

At the meeting of Corporate Management Team on 1 December 2020, it was agreed that each Executive Director would attend a meeting of the Audit Committee to explain the risks and justify the mitigations within their area. The Corporate Management Team also agreed to review the Risk Register on a quarterly basis.

The risks noted required a further workshop to identify the mitigations and owner of each risk. Unfortunately, Covid-19 had interrupted the initial timetable, however, it would resume in the coming months co-ordinated by the new Senior Risk Officer, who was returning to post the week commencing 7 December 2020 following their secondment to the PPE hub.

Upon finalisation of these details, the Strategic Risk Register would be linked to the Council's performance management system, APEX, to allow for live risk reporting. This would provide further assurance that risks were being actively managed within the Council and would also link into performance and financial monitoring.

The Risk & Insurance Manager informed Members of two new risks that were noted on the Departmental Risk Registers which would feed into the Strategic Risk of maintenance of assets. The first risk related to hot works associated with schools and the insurance implications. Work was being undertaken with the Property Team, the Risk & Insurance Manager and the County Council's insurers to review the actions that would be required to complete the work. Members enquired what the implications would be regarding the ability to obtain insurance. The Risk & Insurance Manager informed Members that the implications would be significant, however, work was being undertaken with Property Services to review the mitigations and the Action Plan to follow up the recommendations made to them. The action taken should satisfy the insurers.

The Risk & Insurance Manager brought to Members' attention the risk of the financial viability of Concertus and Vertas as a Joint Venture Partner for the County Council. The Risk Score of 25 would be reduced to 6 due to work undertaken by Property Services.

The Council had compiled a risk register specific to the Covid-19 pandemic in order to actively manage the risks that this had presented. The Covid-19 specific risk register was contained in Appendix C and a summary was provided. The Director of Finance & ICT provided the Committee with assurances that the Council had robust measures in place to deal with any future pandemic, which included lessons learned from earlier in the year. Members of the Committee wished to place on record their thanks to all officers for their continued commitment during these difficult times.

The Chairman thanked the Director of Finance & ICT and the Risk & Insurance Manager for their update.

**RESOLVED** to note (1) the Strategic Risk Register; and

(2) the Covid-19 Risk Register

**44/20      TREASURY MANAGEMENT ANNUAL REPORT 2019-20**

Treasury management at the Council was conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which required the Council to approve a Treasury Management Strategy before the

start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfilled the Council's obligation under the CIPFA Code to produce a Treasury Management Annual Report.

The Council's Treasury Management Strategy for 2019-20 had been approved by Council on 6 February 2019, as part of the Capital Programme Approvals, Treasury Management and Capital Strategies Report. The Council had borrowed and invested substantial sums of money and was therefore potentially exposed to financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk was therefore central to the Council's Treasury Management Strategy.

The Director of Finance & ICT reported that all treasury management activities undertaken during 2019-20 complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with the authorised limit and operational boundary for external debt and compliance with specific investment limits was highlighted.

Members were pleased to note that the Council had achieved its 2019-20 investment target and continued to exceed the Other Counties Benchmark, which was a credit to the finance team.

**RESOLVED** that the Committee notes the Treasury Management Annual Report 2019-20 and notes the Council's compliance with the prudential indicators set by Council for 2019-20, in accordance with the terms of the Treasury Management in the Public Services: Code of Practice and Cross-Sectorial Guidance Notes 2017.

**45/20**      **CIPFA FINANCIAL MANAGEMENT CODE** The Chartered Institute of Public Finance and Accountancy (CIPFA) had published The Financial Management Code (FM Code) in October 2019. The FM Code provided guidance for good and sustainable financial management in local authorities, giving assurance that authorities were managing resources effectively.

The FM Code required authorities to demonstrate that the processes they had in place satisfied the principles of good financial management, which was an essential part of ensuring that public sector finances were sustainable. The FM Code identified risks to financial sustainability and introduced a framework of assurance. This framework was built on existing successful practices and sets explicit standards of financial management. Complying with the standards set out in the FM Code was the collective responsibility of elected members, the chief finance officer and their professional colleagues in the leadership team. Complying with the FM Code would help strengthen the framework that surrounded financial decision making.

The FM Code builds on elements of other CIPFA codes, such as The Prudential Code for Capital Finance, the Treasury Management in the Public Sector Code of Practice and the Code of Practice on Local Authority Accounting in the United Kingdom. By following the essential aspects of the FM Code, local authorities were providing evidence to show they were meeting important legislative requirements. The first full year of compliance would be 2021-22. This recognised that organisations would require time to reflect on the contents of the FM Code and allowed them to use the 2020-21 financial year to demonstrate how they were working towards compliance.

The FM Code had established an approach based on six principles of good financial management:

- Organisational leadership
- Accountability
- Transparency
- Professional standards
- Assurance
- Long-term sustainability

Explicit standards of financial management were also set out by the FM Code. These were the minimum standards which had to be complied with in order for the Council to demonstrate its compliance with the FM Code. The standards articulate the practical application of the principles of financial management based on the requirements of primary legislation, associated CIPFA codes and guidance on professional codes of practice and ethics. Whilst compliance with the standards was mandatory, the FM Code did not prescribe how they should be achieved. The standards were summarised in Appendix One to the report.

The significant areas where further work was required to document how the Council was compliant with the FM Code related to governance and financial management style. Members sought assurance and asked what steps were being taken to improve this. The Director of Finance & ICT highlighted the work that was being carried out internally, which included regular meetings between the statutory officers of the Council to consider issues which could influence the governance framework. These issues would then be highlighted to the Governance Group or the Audit Committee. The Director of Finance & ICT reported that the Governance Group would have a role to play in ensuring that governance and financial resilience was being addressed.

An annual report detailing issues of compliance with the FM Code will be taken to Full Council alongside the Statement of Accounts in late Autumn each year, commencing in 2022, following the first full financial year of the FM Code's application. This Full Council meeting would also include a presentation by the

external auditor on the accounts and their value for money opinion, or its replacement.

The FM Code required financial resilience and Members asked what the risks were to the Council on attaining an unqualified value for money opinion.

Mr Surridge from Mazars reported that the new value for money conclusion was more broad ranging and he would circulate a briefing note on this issue to Members of the Committee for discussion at a future meeting.

**RESOLVED** that the Committee notes this overview of the FM Code and the progress made in identifying and recording the Council's current level of compliance and also notes details of the areas where compliance has been assessed as particularly strong, where further work was required to document compliance, or where it was acknowledged that compliance was weaker, with a need for improvement and action required.

**46/30**      **AUDIT SERVICES UNIT PROGRESS AGAINST AUDIT PLAN 2020-21** Members were informed of progress against the approved Audit Plan for 2020-21 as at 30 November 2020.

At the last meeting of the Audit Committee on 24 November 2020 Members had received a detailed report providing an update on progress against the Audit Services Plan for the seven months to 31 October 2020. That report also set out those factors which may impact on Audit work due to the pandemic, and the impact of vacancies and sickness on Audit Services' resources.

Members were aware that the delivery of Audit work was routinely monitored on a weekly basis by Senior Audit Management and it was essential that the Audit Services Plan can continue to respond to changing and emerging threats to the Council's governance, control and risk management framework.

The current situation was unparalleled and although the country was emerging from a second lockdown it remained unclear when the Council's services would return to normal. The Assistant Director of Finance (Audit) had undertaken a detailed review of the Audit Services Plan, including the status of individual projects identified, and forecast potential, available resources to 31 March 2021 and this was attached at Appendix 1 to the report.

Members of the Committee were informed of the status of the approved Plan, work completed, projects to be scheduled during the remainder of the financial year and those which Audit would be unable to undertake due to the impact of coronavirus.

Members would also recall that at the last meeting of the Audit Committee the detailed progress report had identified work undertaken on projects not included in the original Audit Services Plan totalling 449 days as at 31 October 2020. This covered a wide range of activity and would contribute to the assurance which can be drawn on the Council's system of governance, risk management and control.

Further detailed reports showing progress against the Audit Services Plan would be brought to future meetings of the Audit Committee in order that Members were aware of how Audit resources have been deployed.

The Chairman acknowledged that this had been a very difficult year and the Committee appreciated the flexibility of the Unit in the work that had been carried out

**RESOLVED** that the Committee note the information on progress to date against the approved Audit Services Plan.

**47/20 ANNUAL REVIEW OF THE COUNTY COUNCIL'S REGULATORY FRAMEWORK**

The Assistant Director of Finance (Audit) updated Members on the continued effectiveness of the Council's Constitution, Financial Regulations and Standing Orders relating to Contracts, Anti-Fraud and Anti-Corruption Strategy, Fraud Response Plan, Whistleblowing Policy and Codes of Conduct for Members and Employees. Members had previously decided that officers should provide an annual report on:-

- the continued relevance of these documents;
- the extent of any noted non-compliance with the requirements detailed which had been disclosed during the year;
- the need for any potential review or amendment of their contents; and
- those measures taken to ensure that the requirements contained within these regulations were made known to staff.

The Governance Group was chaired by the Managing Executive Director of Commissioning, Communities and Policy and was comprised of the Director of Finance & ICT, Director of Legal and Democratic Services, Director of Organisation Development and Policy, Assistant Director of Finance (Audit) and a Service/Assistant Director from each Department. The Group had two main purposes:-

- to promote and enhance a robust governance and assurance framework which supported the global functions of Derbyshire County Council and the continuous development of the Council's Annual Governance Statement;
- to support the work of the Council's Audit Committee and the Governance, Ethics and Standards Committee.



The previous Director of Legal and Democratic Services had undertaken a significant review and refresh of the Constitution which was approved by Council on 15 May 2019. Similarly Financial Regulations and Standing Orders relating to Contracts had been reviewed, refreshed and approved by Council on 6 February 2019.

The Anti-Fraud and Anti-Corruption Strategy and Fraud Response Plan had been reviewed. The review of the Whistleblowing Policy was currently underway and Codes of Conduct for Members and Employees required review, which will be undertaken as part of the work scheduled for the Governance Group. Any revisions to the Code of Conduct for Members was the responsibility of Council, oversight of the Whistleblowing Policy was the responsibility of the Governance, Ethics and Standards Committee, whilst the Code of Conduct for Employees was the responsibility of the Appointments and Conditions of Service Committee.

These key documents underpinned the Council's governance framework and compliance would continue to be assessed by Audit Services as part of their work.

**RESOLVED** that the Committee notes the current status of, and arrangements for the review of those key policies underpinning the Council's governance framework.

**48/20**      **REDMOND REVIEW** The Committee were provided with an overview of the report on the Independent Review into the Oversight of Local Audit and the Transparency of Local Authority Financial Reporting, known as the 'Redmond Review'.

In June 2019 Sir Tony Redmond was asked by the then Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) to undertake an independent review of the effectiveness of local audit and the transparency of local authority financial reporting – The Redmond Review. The Review also considered how local authorities were accountable to service users and taxpayers, how auditors were accountable for the quality of their work and how easy was it for those same individuals to understand how their local authority had performed and what assurance they could take from external audit work. It encompassed not only principal local authorities but also Police and Crime Commissioners, Fire and Rescue Authorities and Parish Councils.

In summary, the outcome of the Review was designed to deliver a new framework for effective local audit and an annual financial statement, which enabled all stakeholders to hold local authorities to account for their performance, together with a robust and effective audit reporting regime. The Review report noted that aside from the additional costs arising from a fee

increase, the resource implications of the new regulatory body would amount to approximately £5m per annum after taking into account the amount related to staff subject to transfer under TUPE arrangements.

A complete list of the Recommendations from the Review was included at Appendix One to the report, alongside comments, where relevant, on the Council's position. Implementation of the Review recommendations would, in part, require regulatory or legislative change but the Review report noted that many of the issues identified required urgent attention, given the current concerns about local audit demonstrated in the Review.

The Council has commenced a dialogue with its external auditors to discuss the findings of the Review.

Members of the Committee welcomed the Review and the recommendations which would provide the opportunity for improvement. Members of the Committee asked questions on the merits of producing simplified accounts, along with the role of the proposed independent member and what benefits the authority would get from the proposed increased external auditor fees?

The Director of Finance & ICT explained the benefits of producing simplified accounts and in particular making them easier to read for the general public. A document similar to the County Council's council tax leaflet would be a way forward.

The appointment of an independent member would be endorsed by the Council following a recruitment process. The role of the independent member would be defined and the criteria developed. They would be expected to attend meetings and have suitable experience to be able to provide guidance to Members.

Mr Surridge referred to the proposed increase in fees and acknowledged that the work now required on the financial statements had changed significantly from when the external audit contract had begun. Also, due to the introduction of the new value for money code, this too would result in additional work. However, it was expected to result in them delivering a quality audit opinion.

**RESOLVED** that the Committee notes the overview of the Redmond Review and the recommendations arising from it, as set out in the associated report.

**49/20**      **ANTI-MONEY LAUNDERING POLICY** The Council's Anti-Money Laundering Policy was most recently presented to the Audit Committee at its meeting on 10 December 2019, following a review of the Policy in November

2019. Following a further review of the Policy in October 2020, the following changes had been made:

- reference to UK legislation and regulations on money laundering had been updated to refer to The Money Laundering and Terrorist Financing (Amendment) Regulations 2019, which came into force on 10 January 2020 and The Money Laundering and Terrorist Financing (Amendment) (EU Exit) Regulations 2020, which comes into force in part on 6 April 2021, 10 March 2022 or Implementation Period completion day (31 December 2020), the ending of the 11 month period from 31 January 2020 during which the UK continues to be subject to EU rules, and otherwise on 6 October 2020 (as 21 days after the day on which they were laid). No changes were required to the Council's Anti-Money Laundering Policy, other than to update the legislation reference.
- reduction in the high value receipts cash limit, from £2,500 as a matter of course and £10,000 by exception, to £2,500 for each transaction in all cases (decision previously made and included on invoices).

The Policy, which took account of the Council's exposure to money laundering, along with guidance notes and supporting documentation, was attached in the Appendix to the report.

**RESOLVED** that Audit Committee notes that a review and update of the Anti-Money Laundering Policy had taken place.

**50/20**      **EXTERNAL AUDIT – UPDATE REPORT** Mark SurrIDGE from Mazars updated the Committee on the situation regarding the accounts. Information was still required relating to the pension fund audit and it was anticipated that they would issue an opinion imminently.

This page is intentionally left blank

**DERBYSHIRE COUNTY COUNCIL**

**AUDIT COMMITTEE**

**2 FEBRUARY 2021**

**Joint Report of the Managing Executive Director,  
Commissioning, Communities and Policy and the  
Director of Finance & ICT**

**PERFORMANCE AND BUDGET MONITORING/FORECAST OUTTURN  
2020-21 AS AT QUARTER 2 (30 September 2020)**

**1 Purpose of the Report**

To provide Members with an update of Council Plan performance and the Revenue Budget position/forecast outturn for 2020-21 as at 30 September 2020 (Quarter 2).

**2 Information and Analysis**

**2.1 Integrated Reporting**

This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.

The Performance Summary sets out the progress the Council is making on delivering the Council Plan with a focus on the achievement of the Council Plan priorities.

The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 September 2020.

The remainder of the report summarises progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio as at 30 September 2020. Further reports will be considered at Audit Committee and Council in accordance with the Budget Monitoring Policy and Financial Regulations.

**2.2 Performance Summary**

The Council Plan 2020-21 sets out the future direction of the Council and the outcomes that the Council 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 Council Plan was refreshed in July 2020 to reflect the impact, opportunities and challenges resulting from the pandemic.

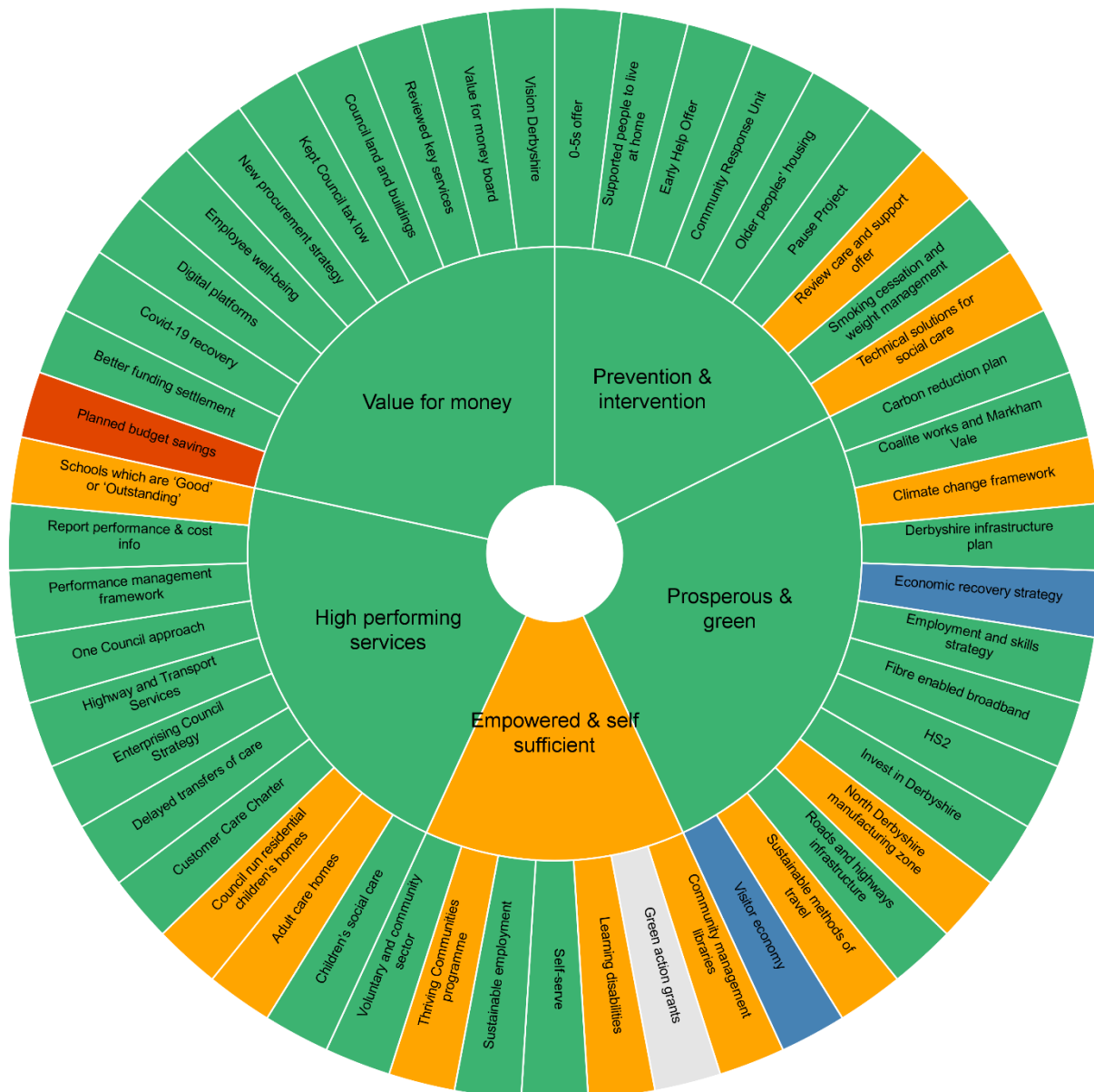
The Performance Report for Quarter 2, attached at Appendix One, sets out the position in full up to the end of September 2020 for each deliverable and associated key measures, and an overview of performance is set out below.

### Performance over Time

The latest progress of the deliverables shows an improvement from the previous quarter. Of the 51 deliverables in the Council Plan, 38 (75%) have been categorised as strong or good, 11 as requiring review and 1 as requiring action as at 30 September 2020. One deliverable is categorised as “not yet started” and is excluded from the table below.

	Dec 2019	Mar 2020	Jun 2020	Sep 2020
	Deliverables	Deliverables	Deliverables	Deliverables
Strong	0	0	1	2
Good	34	32	35	36
Review	9	11	11	11
Action	1	1	2	1

## Deliverable Progress by Priority



## Performance by Priority

The graphic above gives an overview of the latest performance for each deliverable by Council Plan priority.

- The priority for “A Prosperous and Green Derbyshire” is performing well and reflects activity to maximise the opportunities presented by Covid-19 as well as address the challenges. Two deliverables are rated as strong, highlighting excellent progress on developing and implementing a Covid-19 economic recovery strategy and supporting the visitor economy. A further 8 deliverables are rated good and 3 are requiring review.
- The “Empowered and Self-sufficient Communities” priority has the lowest overall rating with 3 deliverables rated as good and 3 as

requiring review. The deliverables in this priority in particular have been impacted by challenges relating to Covid-19. A further deliverable, to implement the green grants action programme, is due to commence in Quarter 3.

- Good progress continues to be made to support the Council’s priority for “A Focus on Prevention and Intervention”; this priority has 8 deliverables rated as good and just 2 as requiring review.
- The priority for “High Performing Council services” is also progressing well with 8 deliverables rated as good and 3 as requiring review. Graded inspections of children’s residential homes, adult care homes and schools continue to be suspended due to Covid-19. This impacts on the Council’s ability to further improve the key measures relating to these deliverables.
- The “Value for Money” priority continues to perform well with 10 out of 11 deliverables rated as good, however the deliverable to achieve all planned budget savings in the medium term is the only deliverable within the Plan rated as requiring action, and reflects the impact of Covid-19 on the Council’s achievement of savings. The position has, however, improved from Quarter 1 and the following report gives a detailed analysis of progress against savings targets.

With 75% of deliverables rated as strong or good, there is much to celebrate in the progress the Council is making in delivering the Council Plan. Key highlights are set out by Cabinet Member portfolio in the following report, together with areas for consideration which detail the actions the Council is taking to improve performance where this is required. Further detail is set out in Appendix One.

## **2.3 Revenue Budget Position and Financial Summary**

### **Forecast Outturn**

The forecast outturn for 2020-21 as at Quarter 2 (30 September 2020), compared to controllable budget, is summarised below.

The Covid-19 pandemic is having a significant impact on the Council’s 2020-21 forecast outturn.

An overall Council underspend of £9.617m is forecast, after accounting for £45.037m of Ministry of Housing Communities & Local Government (MHCLG) Covid-19 emergency grant funding awarded and additional income of £4.853m compensation for lost sales, fees and charges income estimated to be claimable under the Government scheme announced on 2 July 2020.



	Budget	Use of MHCLG Covid-19 & SFC Grant Funding	Adjusted Budget	Forecast Outturn	Forecast Variance to Budget	Budget Performance
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	
Adult Care	263.244	13.866	277.110	279.466	2.356	🚩
Clean Growth and Regeneration	0.695	0.542	1.237	1.268	0.031	🚩
Corporate Services	43.445	1.812	45.257	48.968	3.711	🚩
Health and Communities (exc. Public Health)	4.213	2.474	6.687	5.248	-1.439	✅
Highways, Transport and Infrastructure	74.837	6.015	80.852	82.338	1.486	🚩
Strategic Leadership, Culture and Tourism	12.209	1.038	13.247	12.476	-0.771	✅
Young People	119.205	8.276	127.481	133.942	6.461	🚩
<b>Total Portfolio Outturn</b>	<b>517.848</b>	<b>34.023</b>	<b>551.871</b>	<b>563.706</b>	<b>11.835</b>	<b>🚩</b>
Risk Management	66.487	-34.974	31.513	12.397	-19.116	✅
Debt Charges	34.378	0.000	34.378	32.054	-2.324	✅
Interest and Dividend Income	-6.198	0.552	-5.646	-5.646	0.000	✅
Levies and Precepts	0.343	0.000	0.343	0.343	0.000	✅
Corporate Adjustments	2.630	0.399	3.029	3.017	-0.012	✅
<b>Total</b>	<b>615.488</b>	<b>0.000</b>	<b>615.488</b>	<b>605.871</b>	<b>-9.617</b>	<b>✅</b>

## Portfolio Costs

A Council portfolio overspend of £11.835m is forecast, after the use of MHCLG Covid-19 grant funding for Covid-19 related costs forecast to be incurred in 2020-21. The table above shows the Covid-19 related costs across the portfolios as £34.023m. This is the forecast additional cost and lost income of the Council's response up to the end of March 2021, including the impact of slippage to the planned programme of savings which cannot yet be implemented as a result. This amount allows for any specific funding to offset the gross Covid-19 related costs which has already been forecasted to be allocated to individual portfolios; these amounts are detailed in Appendix Six. Budget of £34.023m will be allocated to portfolios from the Risk Management Budget, where the emergency Covid-19 grant funding and reimbursement for lost income from sales, fees and charges received from Government has been temporarily allocated, to match these costs.

Portfolio costs are explained in more detail later in this report.

## Risk Management Budget

There is a forecast underspend on the Risk Management Budget of £19.116m, which represents the funding the Council has received, or is expected to receive, additional to its planned requirements and forecast Covid-19 related costs for 2020-21. However, there is considerable uncertainty about the impact on the Council's finances of future waves of the pandemic and any local or national restrictions imposed in the Autumn and Winter months, therefore caution is advised when considering this figure. Should costs rise in excess of current and future funding allocations, there will be a drawdown on the General Reserve to fund the overspend.

The Risk Management Budget of £66.487m includes:

- £7.250m of contingency funding, including £2.200m for increases in costs of Continuing Health Care clients and £5.000m for social care cost increases.
- £5.348m of contingency funding set aside in the 2020-21 Revenue Budget that has been confirmed not to be required. This comprises:
  - £3.213 for independent sector care home fee increases;
  - £0.811m for increased employer pensions contributions;
  - £0.543m for Learning Disability Short Term Breaks;
  - £0.503m general contingency; and
  - £0.278m for Street Lighting energy inflation.
- £45.037m of MHCLG emergency grant funding received to help the Council respond to Covid-19 pressures across the services it delivers. The Council has received the following amounts:
  - £22.996m announced on 19 March 2020;
  - £14.111m announced 18 April 2020;
  - £4.888m announced 2 July 2020; and
  - £3.042m announced 22 October 2020.
- £4.667m of additional non-ringfenced grants received in the year, announced after the 2020-21 Revenue Budget was approved by Council on 5 February 2020. These additional grants are
  - £2.714m additional Business Rates Relief Grant;
  - £1.169m Extended Rights to Free Travel Grant;
  - £0.520m Local Reform Community Voices Grant
  - £0.106m Social Care in Prisons Grant and;
  - £0.158m War Pension Disregard.
- £3.677m of one-off funding transferred from the Adult Care portfolio, approved in the Council's 2020-21 Revenue Budget but no longer required after it was funded from the portfolio's 2019-20 underspend.
- £0.508m of additional Business Rates income, after amounts were finalised after the 2020-21 Revenue Budget was approved by Council on 5 February 2020.

The following £47.371m of forecast expenditure of the Risk Management Budget is:

- £2.250m drawdown of contingency funding for the purposes for which it was set aside.
- £34.023m to reimburse portfolios for Covid-19 costs incurred and lost income suffered in 2020-21, reflected in the portfolio outturn above.
- £0.552m to reimburse the Council's interest and dividend income budget for forecast lost dividend and interest income due to Covid-19.
- £0.399m to reimburse the Council's corporate adjustments budget for unachieved savings in respect of the Council paying its Local Government Pension Scheme contributions early due to Covid-19.
- £15.000m estimated to be required to support the wider county and the Council's recovery from the impacts of the Covid-19 pandemic, later in 2020-21. It should be noted that this figure may differ, as its affordability will ultimately depend on a range of factors, including the impacts of successive waves of the pandemic later in the year.
- Less: £4.853m of additional income estimated to be claimable under the Government's scheme to compensate local authorities for lost sales, fees and charges income, as a result of the Covid-19 pandemic, at a rate of 75p in every pound, over and above the first 5% of budgeted income for the year.

Following its announcement of national Covid-19 restrictions at the end of October 2020, the Government has awarded funding of £0.418m to the Council to aid the planning and delivery requirements for the reintroduction of shielding for Clinically Extremely Vulnerable (CEV) Individuals in Derbyshire. The Council is also expected to receive around £6m from the Contain Outbreak Management Fund, ring-fenced to support test and trace and other Public Health activities and £2.181m under the Winter Grant Scheme, ring-fenced to support families with children, other vulnerable households and individuals. The Comprehensive Spending Review 2020 announced on 25 November 2020 confirmed further financial support for those local authorities facing the highest ongoing Covid-19 restrictions, to support local public health initiatives through the Contain Outbreak Management Fund. None of these amounts of income, nor the associated costs, have been included in the forecasts in this report.

## **Debt Charges**

The Debt Charges budget is projected to underspend by £2.324m. This is based on forecast interest payments, anticipated Capital Financing Requirement (CFR), a Minimum Revenue Provision (MRP) of 2.5% in keeping with the policy reported to Cabinet on 22 November 2016 and a £3.500m one-off reduction in the Council's Capital Adjustment Account Reserve. This reduction is made on the basis that the amounts set aside to repay debt over

the last ten years are well in excess of what is required to ensure the Council can repay its debts.

### **Interest and Dividend Income**

The Council utilises a range of investments, including pooled funds, to maximise its interest and dividend income. Interest and Dividends received on balances is estimated to breakeven after the allocation of £0.552m of MHCLG Covid-19 grant funding, to address a forecast decrease in income from investments in pooled funds of £0.938m and other lost income due to Covid-19. The interest base rate has remained at an historically low rate of 0.10% since 10 March 2020. Interest also accrues to the loan advances to Buxton Crescent Ltd.

### **Corporate Adjustments**

Corporate Adjustments are forecast to underspend by £0.012m after the allocation of £0.399m of MHCLG Covid-19 grant funding, reflecting that only £0.601m of the £1.000m savings target allocated is expected to be achieved by the Council paying its Local Government Pension Scheme employer contributions early. This is because of the decision not to pay in advance all the contributions due for the entire period 2020-21 to 2022-23, but rather to make separate early lump sum payments for each year over that period. This decision was made in light of Covid-19, to preserve the Council's liquidity of cash flow amongst other considerations.

### **Earmarked Reserves**

Details of the Council's Earmarked Reserves balances as at 30 September 2020 are set out in Appendix Three.

## Budget Savings

A summary of the expected achievement of budget savings targets is provided at Appendix Four. The budget savings target for 2020-21 is £18.795m, with a further £6.332m target brought forward from previous years. The savings initiatives identified to meet this target currently fall short by £8.074m, therefore further proposals will need to be brought forward to ensure the Council continues to balance its budget. Of this total target of £25.127m, £11.771m is expected to be achieved by the end of the financial year. Therefore, there is a £13.356m forecast shortfall in achievement of budget savings. The resulting base budget overspend is offset to some extent by one-off underspends or is being met from one-off funding from earmarked reserves and additional grant funding received.

## Debt Age Profile

The age profile of debts owed to the Council and the value of debts written off is disclosed in Appendix Five. This information is collected on a departmental rather than a portfolio basis.

## General Reserve

The General Reserve stands at £49.845m as at 30 September 2020. The level of General Reserve is currently 9.14% of the Council's Net Budget Requirement. Commitments are held against this General Reserve balance, which were referred to in the Council's 2020-21 Revenue Budget Report. At that time the General Reserve, in a pessimistic forecast, was predicted to decrease to 2.2% (£12.793m) of the Council's Net Budget Requirement by 2024-25. The majority of chief financial officers consider 3% to 5% of a council's net spending to be a prudent level of risk-based reserves.








### 2.4 Portfolio Summaries

A summary of each of the individual portfolio positions/forecast outturn for 2020-21 is detailed below.

Whilst budgets are monitored by portfolio, the individual portfolios are not separate entities. All the portfolios operate in conjunction with the others and it is important to consider the Council's budgetary position as a whole in the context of its Five-Year Financial Plan and its overall level of reserves.

## Adult Care

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
Empowered and self-sufficient communities	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	
A focus on prevention and early intervention	Better supported people to live at home longer and feel part of their local communities using the thriving communities approach	
	Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint	
	Continued the implementation of the Older People's Housing, Accommodation and Support Strategy	
	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	
High performing council services	Ensured all Council run adult care homes have Quality of Care graded as 'Good' or 'Outstanding' by the Care Quality Commission	
	Maintained the Council's high performance in reducing delayed transfers of care from hospital	

The progress of the relevant Council Plan deliverables has been reviewed with three rated as good up to the end of quarter 2 and four as requiring review.

Key areas of success are:

- The Better Lives programme is being developed and an enhanced reablement offer has been created, with 75% of people still at home 91 days after discharge at the end of July 2020.
- New guidelines on discharge from hospital have been implemented.

Key areas for consideration are:

- There has been slower than expected progress in moving people with a learning disability from short-term residential placement to a supported living long term home. This is being addressed by work to co-produce a new offer.
- Progress in developing Assistive Technology has been delayed, however the future model is now being developed and following the initial Brain in Hand pilot work is being taken forward with the provider to commence the 12 month pilot.

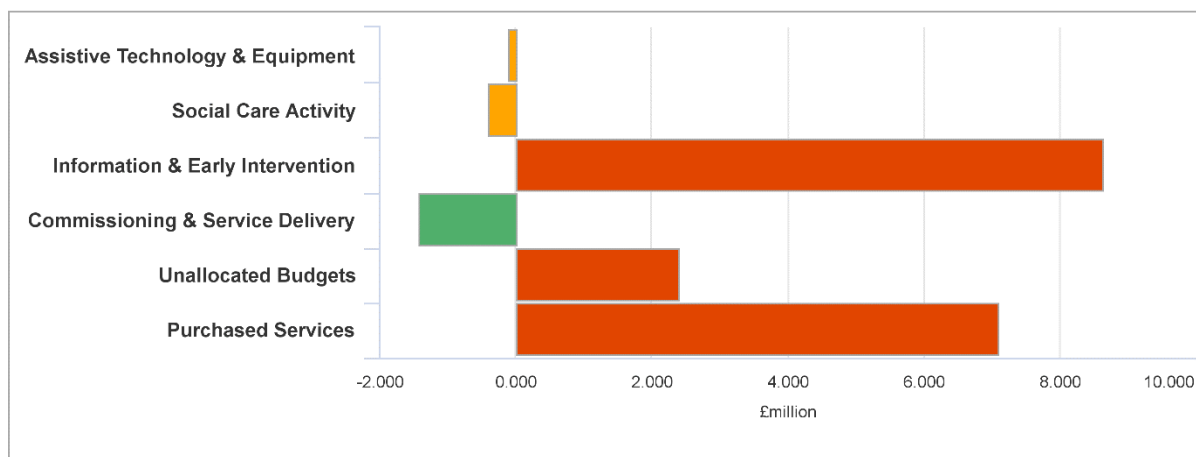
There is a projected year-end overspend of £2.356m, after the allocation of £13.866m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- Information and Early Intervention, £8.634m overspend – mainly due to the additional costs of personal protective equipment (PPE) and additional independent sector fees in response to the Covid-19 pandemic.
- Purchased Services, £7.095m overspend – due to additional care package costs and hospital discharge services as a result of the Covid-19 pandemic.
- Unallocated Budgets, £2.408m overspend – relates to the shortfall in budget savings expected in the current financial year.
- Commissioning and Service Delivery, £1.421m underspend – due to vacancy control and reduced spend on staffing.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



A sum of £3.677m of the £4.210m one-off funding identified in the 2020-21 Revenue Budget Report to fund the Better Lives Project has been transferred from the Adult Care portfolio to the Risk Management budget. The full amount was no longer required after Adult Care transferred its 2019-20 underspend to an earmarked reserve to fund these services.

The budget savings target for 2020-21 is £3.784m. An over-achievement of budget savings of £0.427m has been brought forward, resulting in total reductions to be achieved of £3.357m at the start of the financial year.

Of this target, £0.337m is expected to be achieved by the end of the financial year. Therefore, there is currently a £3.020m forecast shortfall in achievement of budget savings. The implementation of planned savings has been significantly delayed by the impacts of Covid-19.











Additional funding has been provided in the 2020-21 budget for the main growth items:

- Care Home and Home Care Fees - £8.787m, to meet the increase in independent sector fees. This has been fully allocated and the additional spend started in April 2020 and is expected to be incurred evenly throughout the whole year.
- Demographic Growth - £4.500m, to fund the additional costs due to the year-on-year increase in the number of clients supported.
- Winter Pressures - £3.627m, to fund the additional services put in place to help reduce hospital admissions and delays in hospital discharges.
- Homes for Older People - £3.000m (one-off), to meet some of the costs associated with the remedial work and additional staff required to meet safety standards in a number of the Council's homes.
- Transformational Care Programme - £0.800m, to fund the additional care packages for clients that have been discharged from long-term health provision. No additional clients have been discharged in the current financial year to date, so there is yet to be any spend against this allocation.
- Implementation of Better Lives - £0.533m (one-off), to fund the balance of the cost of consultancy services for the Better Lives project. This has not yet been spent but will be by the end of the year.



## Clean Growth and Regeneration

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
A prosperous and green Derbyshire	Assisted in the successful implementation of a new manufacturing zone in North Derbyshire	
	Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale	
	Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions	
	Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity	
	Delivered the new "Invest in Derbyshire" programme	
	Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal	
	Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations	
	Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour	
Empowered and self-sufficient communities	Helped people furthest from the labour market into sustainable employment	
	Supported communities to take action to tackle climate change within their local areas through our new green action grants programme	

Progress is good or strong for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Significant progress has been made in implementing 'rescue and revive' actions in support of local businesses during quarters 1 and 2 as part of the Covid-19 economic recovery strategy; these are now moving into the 'revive' phase of delivery which will set interventions over the next 12 to 18 months.
- Eight bids to Government for Reopening High Streets Safely funds were supported, which included footfall monitoring and environmental improvements to town centres.
- The online platform 'Shopappy' is to go live in October/November 2020, across 27 market towns that promotes local products, retailers and local businesses, not just to local residents but to visitors also.

Key areas for consideration are:

- During the first and second quarter of 2020-21 £6.222m of funding has been secured for the Ashbourne Airfield development, made up of £3.808m for A61 improvements, £1.930m in respect of a Recovery Town Deal. The amount of external funding secured will continued to be monitored and every opportunity to attract additional funding will be explored.

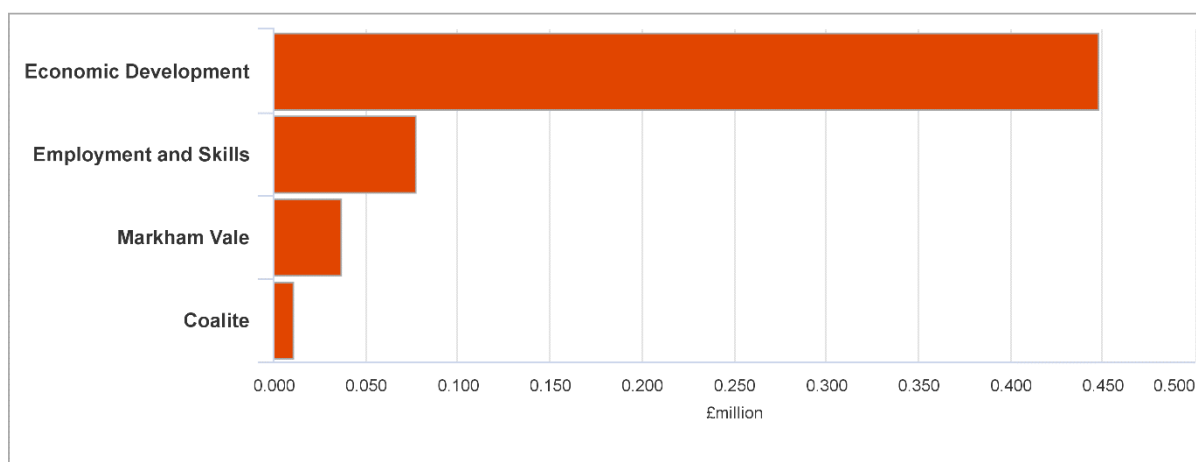
There is a projected year-end overspend of £0.031m after the allocation of £0.542m of funding from MHCLG Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- Economic Development, £0.448m overspend – due to the cost of supporting businesses and administering grants as a result of the Covid-19 pandemic.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



No budget savings target has been allocated to this portfolio for 2020-21.

No additional funding has been provided to this portfolio in the 2020-21 budget.

## Corporate Services

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
Value for money	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	✓
	Ensured Council contract decisions deliver value for money through the Council Value for Money Board	✓
	Improved employee well-being by redefining and reprioritising the Wellbeing Action Plan	✓
	Maximised the opportunities presented by Covid-19 to reduce our operating footprint, enabling increased operational efficiency through rationalisation of our land and building assets	✓

All Council Plan deliverables have been rated as good up to the end of quarter.

Key areas of success are:

- The first business cases for asset rationalisation have been approved by the Limited Liability Partnership. Sales of land and buildings have raised over £2.600m in 2020-21 to date.
- Two joint ventures, Vertas (Derbyshire) Limited and Concertas (Derbyshire) Limited, went live in September 2020, taking responsibility for the delivery of non-core property services.
- The Council remains on track to achieve its target of ten days lost to sickness per appointment across the Council. There was only a marginal increase to 10.3 days in quarter 2 from 10.0 at quarter 1.

Key areas for consideration are:

- The Covid-19 pandemic caused initial delays to the Procurement Strategy and Value for Money Board however progress is now being made.

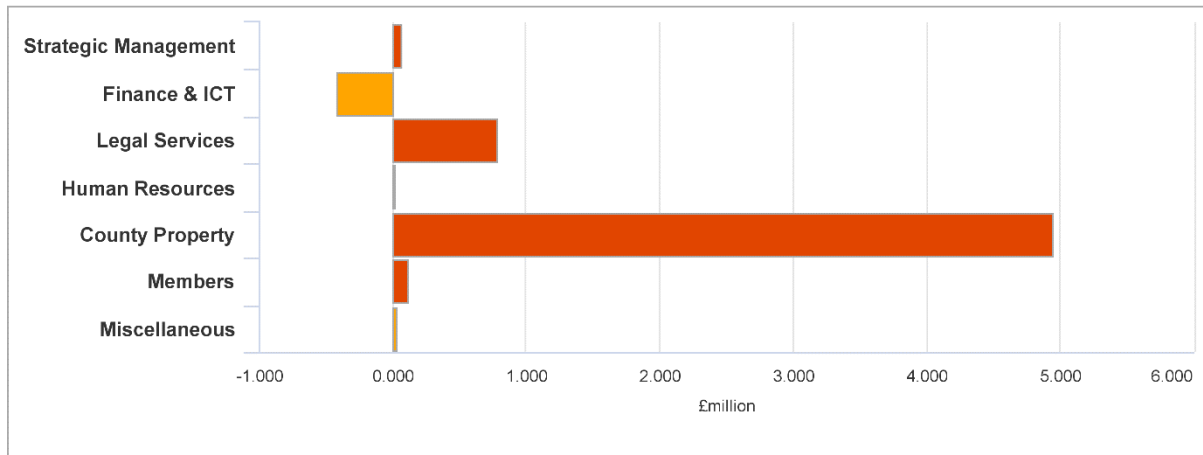
There is a projected year-end overspend of £3.711m after the allocation of £1.812m of funding from MHCLG Covid-19 emergency grants compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- ❑ County Property, £4.943m overspend – costs associated with the Covid-19 pandemic such as savings from property rationalisation not expected to be realised, reduced design fee income from capital projects and the Disabled Facilities Grant scheme, reduced recovery of rents on some industrial and small business units. Also due to outstanding service charges payable in respect of the South Normanton Hub.
- ❑ Legal Services, £0.787m overspend - due to a delay in the implementation of the “Core/Core-Plus” offer. Under the offer, core legal functions are funded corporately, with all other legal activities funded by alternative means. Other contributing factors include salary overspends as vacant posts have been filled, ongoing costs for the audio-visual system in the Council Chamber, the impact of Covid-19 on the Business Centre and a savings target in Democratic Services which has yet to be identified.
- ✅ Finance and ICT, £0.422m underspend - due to vacancy control. This will assist in managing a planned restructure of the ICT function, aiming to deliver significant savings over the three years from 2020-21.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



A budget savings target for 2020-21 of £5.090m has been allocated, with a further £0.676m target brought forward from previous years. Of this total target of £5.766m, £2.513m is expected to be achieved by the end of 2020-21. Therefore, there is currently a £3.253m forecast shortfall in the achievement of budget savings.

Additional funding has been provided in the 2020-21 budget for the main growth items:

- Legal Services - £0.300m (one-off), to support the high levels of demand for the service in respect of childcare cases. It is forecast that this allocation will be fully spent by the end of the financial year.
- ICT Strategy - £0.200m, to ensure that ICT is aligned with the needs of the business and to assist with the delivery of priorities. It is forecast that additional expenditure of this amount will be incurred by the end of the financial year.

Other significant additional items of funding that the portfolio has received since the budget was set are:

- GDPR (General Data Protection Regulation) - £0.180m (one-off) to complete the work to comply with these regulations.

As part of the Enterprising Council agenda, the externalisation of the Council's cleaning service has recently been completed. In order to manage this new arrangement effectively it is proposed to consolidate the existing cleaning budgets held by departments into one central budget. Therefore, Cabinet approval is sought to make a budget virement totalling £4.272m for this purpose.

Also, to provide additional flexibility to help the Council to balance its budgets in the short to medium term, Cabinet approval is sought to fund capital expenditure on the Property Planned Maintenance Programme 2020-21, estimated to be £1.236m, from borrowing, as an alternative to the planned contributions from revenue budgets.

## Health and Communities

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
Empowered and self-sufficient communities	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	✓
A focus on prevention and early intervention	Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children's Centres in partnership with the NHS	✓
	Embedded the "Pause Project", an innovative programme to address the needs of women who have had multiple children removed from their care and to prevent this cycle recurring	✓
	Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes	✓
	Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing	✓

Progress is good for all of the Council Plan deliverables led by the portfolio.

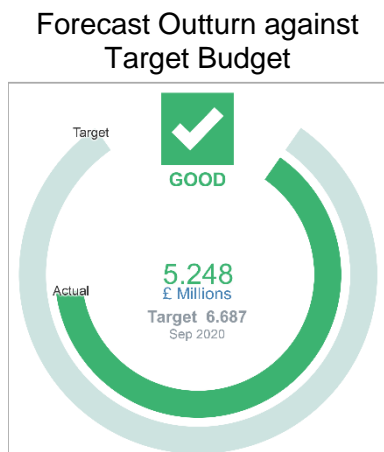
Key areas of success are:

- Both support for children and families and the "Pause Project" have been maintained by a range of virtual options supported by Covid-safe meetings where required.
- Based on the confirmed quarter 1 figure the number of people stopping smoking after 4 weeks is on track to exceed the 2020-21 target of 1,050.
- A new Winter Pressures referral mechanism has been established to support those affected by Covid-19.

Key areas for consideration are:

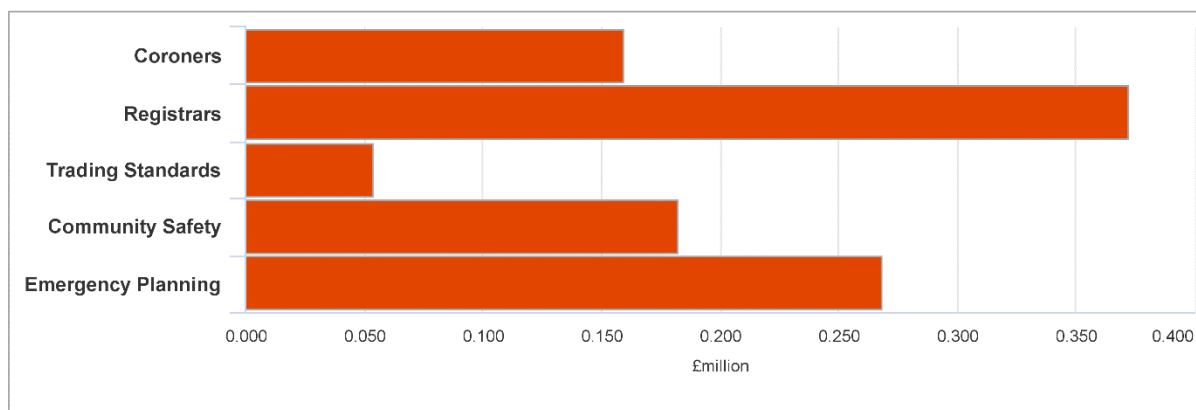
- The Weight Management Programme continues to be suspended because of Covid-19, however a virtual service went live at the end of August 2020.

The Health and Communities portfolio includes the Public Health budget of £42.175m, which is fully funded by the ring-fenced Public Health Grant for 2020-21. The forecast year-end position for the portfolio is an underspend of £0.603m. Excluding Public Health, the portfolio is forecast to underspend by £1.439m after the allocation of £2.474m of funding from MHCLG Covid-19 emergency grants and the compensation for lost sales, fees and charges income scheme. Before the allocation of this funding, the main variances are:



- ✔ Public Health, £1.638m underspend – the activity of the Live Life Better Derbyshire service and the Sexual Health genitourinary medicine (GUM) clinical activity has been affected by the Covid-19 pandemic and the need to socially distance and self-isolate. Also, several Outcome Based Accountability (OBA) projects have been paused or delayed due to Covid-19 restrictions.
- ☐ Registrars, £0.372m overspend – loss of income from registrations of births and marriages due to current Covid-19 restrictions.
- ☐ Emergency Planning, £0.268m overspend – additional cost of hand sanitiser and overtime for staff associated with the Covid-19 pandemic.
- ☐ Community Safety, £0.182m overspend – additional costs in Domestic Violence and Hate Crime services as a consequence of the Covid-19 pandemic.
- ☐ Coroners, £0.159 overspend – residual running costs on old premises and backlog of invoices relating to Pathology fees.

Forecast Under (-)/Over Spend by Service Line



A budget savings target of £0.216m has been allocated for 2020-21. An over-achievement of budget savings of £0.066m has been brought forward from



previous years, resulting in total reductions to be achieved of £0.150m at the start of the financial year.

A total of £0.216m of savings initiatives have been identified, all of which are anticipated to be achieved by the end of the financial year.

Additional funding has been provided in the 2020-21 budget for the following growth items:

- Coroners - £0.101m, to meet the increasing cost of fees due to a national shortage of pathologists.

Other significant additional items of funding that the portfolio has received since the budget was set are:

- Community Safety - £0.500m (one-off) to meet the increasing costs of the Domestic Violence service.

## Highways, Transport and Infrastructure

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
A prosperous and green Derbyshire	Completed the development and started the implementation of The Derbyshire Infrastructure Investment Plan to support good growth	✓
	Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses	✓
	Invested in well maintained roads and highways infrastructure	✓
	Worked to maximise growth opportunities arising from HS2 and to mitigate impact	✓
High performing council services	Continued to maintain high levels of customer satisfaction in the Council's Highway and Transport Services	✓

Progress is good for all of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- The £40.000m programme of highway improvements which has been developed, representing a significant increase in funding when compared to previous years. The schemes cover a wide range of maintenance and improvement work to roads and pavements, bridges and structures, street lighting and rights of way.
- The work on the Derbyshire Infrastructure Investment Plan has continued at pace but through discussion with the Derbyshire Chief Executives, Borough and District council planning officers, it is now proposed to shape the work into a more refined framework, known as the Strategic Growth and Infrastructure Framework (SGIF). This will help identify and prioritise the Council's pipeline of capital projects that enable the wider regeneration programmes for the County. A report is to be presented to the Derby and Derbyshire Chief Executives meeting

and the Derby and Derbyshire Joint Committee in quarter 3 to confirm the approach and the content of the new SGIF.

Key areas for consideration are:

- There has been an increase in the percentage of highway defects completed within target, however this will need to continue to be monitored in order to minimise the impact that any severe weather may have on the network during quarters 3 and 4.

The Highways, Transport and Infrastructure portfolio is forecast to overspend by £1.486m after the allocation of £6.015m of funding from MHCLG Covid-19 emergency grants and the compensation for lost sales, fees and charges income scheme. Before the allocation of this funding, the main variances are:

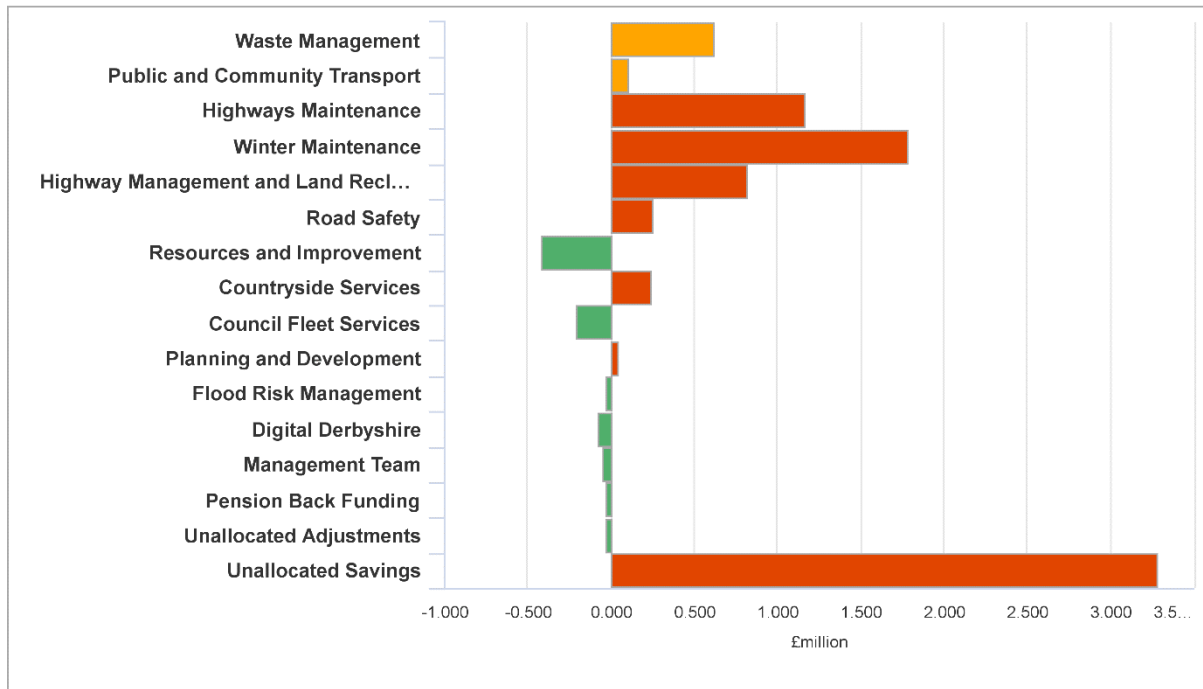
- ❑ Unallocated Budget Savings, £3.284m overspend – savings targets not yet allocated to specific services.
- ❑ Winter Maintenance, £1.777m overspend – the Council has to build up a large stockpile of grit salt to comply with Department for Transport recommendations, based on an average year, prior to the onset of winter. The vehicles associated with gritting are a high fixed cost overhead, irrespective of the severity of the conditions. The Winter Service budget of £1.473m does not provide for more than a mild winter, so the Council is reliant on using contingency reserves for additional costs incurred as a result of a moderate or severe winter.
- ❑ Highways Maintenance, £1.170m overspend – mostly due to Covid-19 costs such as cycle and pedestrian temporary works, traffic management for testing centres and the supply of PPE.
- ❑ Highways Management and Land Reclamation, £0.817m overspend – mainly due to a reduction in the recharges to capital schemes as staff productivity has been affected by the need to self-isolate or shield because of the Covid-19 pandemic.
- ❑ Waste Management, £0.624m overspend – there has been an increase of around 13% in household residual waste tonnages for April to September 2020. This is due to more people working from home and home-schooling as part of the Covid-19 response. The forecast assumes these tonnages will continue to be somewhat elevated for the remainder of the year.
- ✅ Resources and Improvement, £0.414m underspend – due to vacancy control.

Forecast Outturn against Target Budget





Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2020-21 is £1.426m, with a further £5.234m target brought forward from previous years. Of this total target of £6.660m, £2.658m is expected to be achieved by the end of the financial year. Therefore, there is currently a £4.002m forecast shortfall in achievement of budget savings, however the multi-year savings programme to 2024-25 does allow for some slippage to be covered by prior years' underspends, still delivering the savings target in total.

Additional funding has been provided in the 2020-21 budget for the main growth items:

- Ash Dieback - £0.270m (one-off), to develop an action plan initiated by a programme of inspection to quantify the scale of the Ash Dieback problem across the Council's estate. It is anticipated that a multi-year funding commitment to survey, fell and replant trees on Council land will be required once this evaluation work has taken place. There has been no significant expenditure to date because of delays caused by the impact of Covid-19. This funding is currently being used for the felling works and related management costs. It will also support the salary costs of a project officer who is expected to be in post by Spring 2021.
- Elvaston Castle Masterplan - £0.200m (one-off), being spent on preparatory costs and design work, mainly associated with the construction of the access drive and car park. This is part of a programme of capital investment and income generation at Elvaston Castle approved by Cabinet on 20 December 2018. A delivery programme and business case to identify the capital investment required and income generation opportunities involved in delivering the Masterplan was presented to Cabinet in September 2020. Work is

progressing and it is anticipated that all of this funding will be spent in 2020-21.

## Strategic Leadership, Culture and Tourism

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
A prosperous and green Derbyshire	Supported the survival and renewal of the visitor economy	★
Empowered and self-sufficient communities	Enabled residents to self-serve using an optimal combination of communication channels	✓
	Implemented the transfer of a minimum of five libraries to community management	◻
	Rolled out the Thriving Communities programme across 13 localities	◻
High performing council services	Began to develop a new Customer Experience Strategy setting out how we will meet people's needs	✓
	Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners	✓
	Developed an integrated approach to reporting performance and cost information aligned to corporate priorities	✓
	Developed and embedded a more robust performance management framework	✓
	Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services	✓
Value for money	Achieved all planned budget savings in the medium term	◻
	Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce	✓
	Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures	✓
	Lobbied Government to secure a better funding settlement	✓
	Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19	✓
	Reviewed and transformed key services to ensure a mix of in-house and commissioned provision	✓
	Strengthened joint working through Vision Derbyshire, building on effective collaboration with local, regional and national partners	✓

Progress is good or strong for the majority of the Council Plan deliverables led by the portfolio with two rated as requiring review and one as requiring action.

Key areas of success are:

- A comprehensive Vision Derbyshire case for change and proposition for Government has been developed and is now being considered by all district and borough councils in the county.
- A range of work has been delivered in partnership to support community safety, access to arts and library services and to protect vulnerable people.
- Collaboration through Microsoft Teams has been enhanced through an upgrade to Microsoft Office, and over 1,500 ICT users have received training in Microsoft Teams during the quarter.

- Phase 2 of the Enterprising Council approach has been approved by Cabinet and the Modern Ways of Working project learning set has been launched across the Council.

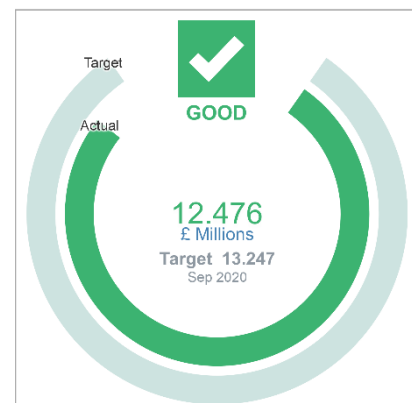
Key areas for consideration are:

- The projected achievement of budget savings across the Council at the end of the year is £10.841m. Whilst this is an improved position compared to £4.599m at quarter 1, it is substantially short of the target of £25.127m. A detailed analysis of progress against savings targets has been undertaken and is presented as part of this report.
- The Library Strategy has been temporarily paused since March 2020 and the Library Service is exploring the best way forward in view of the continuing Covid-19 restrictions.
- The roll out of the Thriving Communities programme has been affected by the pandemic and delays to the conclusion of the leadership development programme. Work has, however, continued in preparation, and the programme is now ready to move into the next phase of rolling out the programme across a number of localities. Difficulties in networking and maintaining relationships in communities due to the restrictions caused by the Covid-19 pandemic will continue to be a challenge.

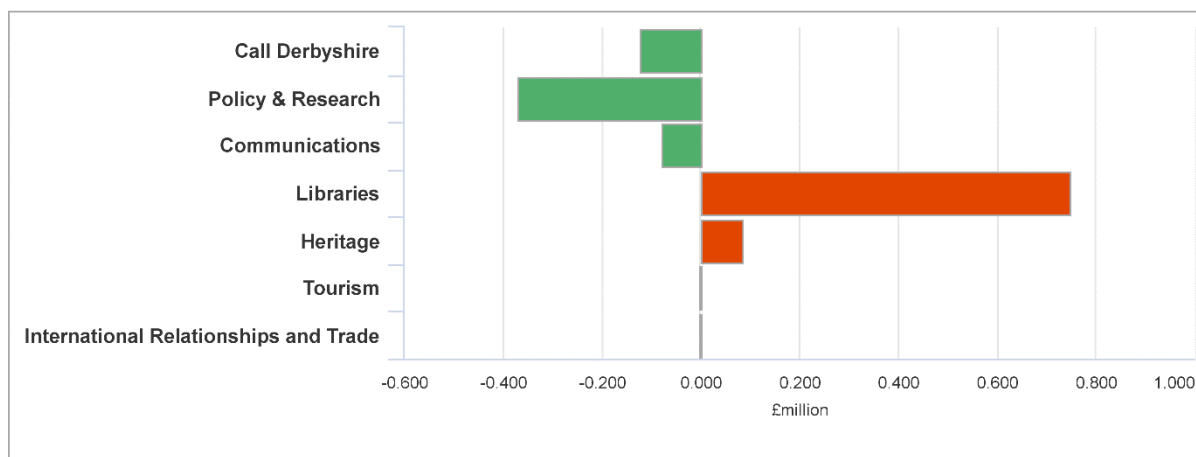
A year-end underspend of £0.771m is projected after the allocation of £1.038m of funding from MHCLG Covid-19 emergency grants and the compensation for lost sales, fees and charges income scheme. Before the allocation of this funding, the main variances are:

- ❌ Libraries, £0.750m overspend – savings are not expected to be realised as the Library Strategy and proposals to transfer the service to community management have been suspended due to the Covid-19 pandemic. School Library Service income has been affected due to the closure of the service.
- ✅ Policy and Research, £0.370m underspend – additional funding provided to support the Climate Change Manifesto is not forecast to be spent this year. The underspend is also due to vacancy control.
- ❌ Call Derbyshire, £0.122m underspend – mainly due to staff turnover.

Forecast Outturn against Target Budget



## Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2020-21 is £0.929m, with a further £0.086m target brought forward from previous years. Of this total target of £1.015m, it is expected that £0.320m will be achieved by the end of the financial year. Therefore, there is currently a £0.695m forecast shortfall in achievement of budget savings.

Additional funding has been provided in the 2020-21 budget for the following items:

- Climate Change - £0.200m (one-off), the Council published its Climate Change Manifesto in May 2019. This funding is to advance the priorities identified in the Manifesto. Due to the impact of Covid-19 it is uncertain when this funding will be utilised this financial year.

## Young People

### Deliverable Progress

Priority	Deliverable	Progress Sep 2020
A focus on prevention and early intervention	Embedded our newly redesigned Early Help Offer for Children, Young People and Families	✓
	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	□
High performing council services	Continued to drive improvements in the delivery of children's social care	✓
	Strived to ensure that all Council run children's homes are 'Good' or 'Outstanding'	□
	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	□

Progress is good for two out of the five Council Plan deliverables led by the portfolio.

Key areas of success are:

- Children’s social care services continue to respond and adapt effectively to Covid-19 challenges. The workforce remains strong, dedicated and resilient. Performance against statutory duties is strong and regular risk assessments ensure children are kept safe.
- The newly designed Early Help offer continues to progress well with teams developing and using creative approaches for engaging with individual children and families, for group work and for advice and support.

Key areas for consideration are:

- The impact of Covid-19 on the Achieving Great Futures workstream; however delays are being mitigated in the overall delivery plan

Key areas to note are:

- The “requiring review” rating for Council-run children’s homes being ‘Good’ or ‘Outstanding’ and for increasing the percentage of children in schools which are ‘Good’ or ‘Outstanding’ are both reflecting the position back in March 2020. The suspension of Ofsted inspections means that these will not change until graded inspections re-start.

The Young People portfolio is forecast to overspend by £6.461m after the allocation of £8.276m of funding from MHCLG Covid-19 emergency grants and the compensation for lost sales, fees and charges income scheme.

The forecast outturn position includes £1.390m of Dedicated Schools Grant income, as a contribution to the cost of supporting Early Help services and children with additional needs. Income from this source is not guaranteed to continue at the same level in future years.








Forecast Outturn against Target Budget



Before the allocation of the Covid-19 grant funding detailed above, the main variances are:

- Placements for Children in Care (or unable to remain at home), £9.513m overspend – placement numbers have continued to rise throughout the year in line with increases in the number of children in care, with the rate of increase in these numbers accelerating since May 2020. There are currently more placements required than can be funded from the allocated

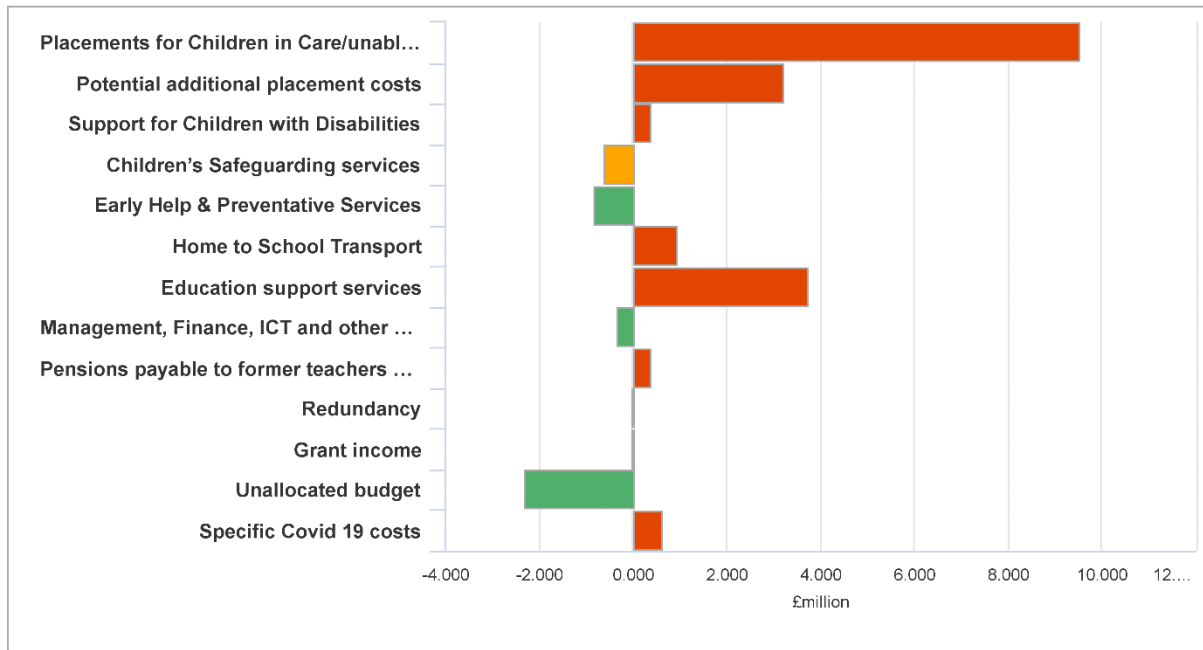
budget. The needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision. The rate of increase is higher for both external placement and external fostering numbers than the trend in the years before the pandemic. The planned introduction of a specialist fostering service for children with disabilities has been deferred for a year after the tender closing date for this service coincided with the Covid-19 pandemic resulted in no tenders to provide this service.

-  Education Support Services, £3.720m overspend – Although schools have re-opened, the first week of September sales suggests that the number of children taking meals provided by the Catering Service has reduced by around 19% compared to plan. This forecast assumes that this reduction in sales persists for the rest of the financial year. The Sport and Outdoor Education service has been unable to provide outdoor experiences and adventure activities since March, which has resulted in a loss of income. Although the Education Improvement Service had experienced loss of income between March and July 2020, it has since adapted to operate on a virtual basis.
-  Unallocated Budget, £2.294m underspend – this includes the following amounts which have not yet been allocated to services: £1.390m allocation from the Dedicated Schools Grant, £0.892m of other grant funding and £0.282m of service pressure yet to be allocated because the forecast spend is lower than the existing budget. These are offset by budget savings of £0.205m which have yet to be applied to a specific service.
-  Home to School Transport, £0.954m overspend – this overspend includes the supplier relief support grants paid to providers covering the period between March and July 2020 when schools were closed.
-  Early Help and Preventative Services, £0.810 underspend – due to vacancies in Multi-Agency Teams, Children’s Centres, Youth Support and Youth Offending Support.
-  Other Covid-19 specific costs, £0.632m overspend – there have been increases in the costs associated with transporting SEN pupils to school as a result of Covid-19 requirements, partially offset by grant funding provided by the Department for Education. Funding allocated for the first six weeks of the school year will cover costs to mid-October 2020, therefore it has been assumed that additional costs throughout the rest of the year will be met by additional income.
-  Support for Children with Disabilities, £0.386m overspend – increased demand for support and complexity of some individuals’ needs.
-  Pensions Payable to Former Teachers and Other Staff, £0.372m overspend – enhanced pension obligations payable to staff who left under efficiency programmes during the early 1990s. Whilst the number of



pensions being paid reduces each year, this is outweighed by the annual increase to those pensions still in payment.

Forecast Under (-)/Over Spend by Service Line



A savings target of £2.350m has been allocated for 2020-21, with a further £0.829m target brought forward from previous years. Savings initiatives totalling £2.350m have been identified, of which £1.126m are expected to be achieved by the end of the financial year. Therefore, there is currently a £2.053m forecast shortfall in achievement of budget savings.

Additional funding has been provided in the 2020-21 budget for the main growth items:

- Placement Demand Pressures - £11.000m, to support the increase in the demand for placements and the increasing complexity of children and young peoples' needs. These costs have continued to increase in 2020-21 and there is concern for the wellbeing of children who have been less visible to school professionals during the first part of 2020-21. It is forecast that this allocation will be fully spent by the end of the financial year.
- Social Worker Recruitment - £1.300m plus one-off funding of £1.300m, as part of a recruitment plan to increase the number of social workers to ensure caseloads are at a healthy working level consistent with an individual worker's experience. It is forecast that this allocation will be fully spent by the end of the financial year.
- Home to School Transport (SEN) - £1.000m plus one-off funding of £0.971m, to support the increased cost of transporting children and young people to school, pupil referral units or alternative provision when they have been excluded from mainstream schools. It is forecast that this allocation will be fully spent by the end of the financial year.

- Children in Care Legal Proceedings - £1.100m (one-off), reflecting the greater number of court proceedings and the increased use of external legal firms to present cases. It is expected that around £0.600m of this funding will be spent by the end of the year. The remainder of this funding is offsetting other overspending budgets in the portfolio.
- Preventative Support to Families - £1.000m (one-off), to support work with children and families. The number of referrals and children identified as 'in need' is increasing. It is forecast that this allocation will be fully spent by the end of the financial year.
- SEND Assessment and Planning - £0.600m, to provide additional staffing. It is expected that this funding will not be fully spent in 2020-21 due to delays in recruitment.
- Child Protection - £0.500m, to fund the cost of staff needed to respond to an increased number of children on protection plans. It is forecast that this allocation will be fully spent by the end of the financial year.
- Care Leavers - £0.498m (one-off), to meet the cost of additional statutory duties towards care leavers. It is forecast that this allocation will be fully spent by the end of the financial year.
- Service Transformation - £0.438m (one-off), to identify and implement improvements to service quality and efficiency. It is expected that this funding will not be fully spent in 2020-21 due to delays in recruitment.
- Increase in Special Guardianship Placements - £0.336m, to ensure the budget is sufficient to meet the current level of costs payable to those who have parental responsibility under a special guardianship order. It is forecast that this allocation will be fully spent by the end of the financial year.
- Quality Assurance SEND & Fostering - £0.214m (one-off), to introduce new processes to enable managers to analyse the performance of the Fostering and SEND services. It is expected that this funding will not be fully spent in 2020-21 due to delays in recruitment, however approval will be sought to contribute any remaining funding to an earmarked reserve at the end of the year.
- Elective Home Education - £0.207m (one-off), to fund staff visits to assess the education provision to children educated at home by choice. The number of these children is increasing. It is forecast that this allocation will be fully spent by the end of the financial year.
- Support to Achieving Great Futures - £0.108m (one-off), to fund staff seconded to this project to review the pathways for people with disabilities and the services provided to them by the Council. It is expected that this funding will not be spent in 2020-21 as the associated staffing costs are being met by the Adult Care portfolio. This funding is offsetting other overspending budgets in the portfolio.
- Foster Carers - £0.100m, to cover the inflationary increase to foster carer allowances from April 2020. It is forecast that this allocation will be fully spent by the end of the financial year.



## Dedicated Schools Grant

The Dedicated Schools Grant (DSG) is a ring-fenced grant comprising four individual blocks: Schools Block, High Needs Block (HNB), Early Years Block and Central Block. Allocations of the blocks are governed by the Schools and Early Years Finance Regulations. Any underspend or overspend on the grant is carried forward to future years within the accumulated balance of the DSG Earmarked Reserve.

The Department for Education (DfE) have clarified the ring-fenced status of the DSG by putting provisions into the School and Early Years Finance (England) Regulations 2020 that require that a cumulative DSG deficit must be carried forward to be dealt with from future years' DSG income, unless otherwise authorised by the Secretary of State not to do so. The updated regulations require the Council to engage formally with the DfE on recovery plans if it has a deficit balance on its DSG or if it reports a substantial reduction in its DSG surplus.

There was a surplus of £0.188m in the closing net total DSG reserves at the end of 2019-20. However, after taking account of commitments the underlying balance was a deficit of £3.140m.

The expected DSG and sixth form grant income due to the Council in 2020-21 is £370.954m and the projected year-end expenditure is £370.338m. The expected underspend compared to income is £0.616m, of which £0.318m is ring-fenced to the Schools Block.

In January 2020, the Schools Forum agreed to leave £1.325m of the Pupil Growth Fund unallocated as a contribution to resolving the deficit. Therefore, there is an underlying overspend compared to grant income in 2020-21 of £1.027m.

The Council will also seek further opportunities to make reductions to DSG expenditure in 2020-21. The position will be further supported should Derbyshire receive another above inflation increase in its DSG settlement in 2021-22.

The forecast £0.318m underspend ring-fenced to the Schools Block is expected to arise due to maternity costs and contingency payments to Primary schools being below the allocated re-pooled schools funding.

The variances on the other three blocks are:

- Central Schools Services Block, £1.552m underspend – mainly due to unallocated growth. Also, support for schools to meet KS1 pupil/teacher ratios is projected to be below the allocated budget.

- High Needs Block, £1.212m overspend – additional places purchased at Derbyshire special schools and top-ups for individual pupils. Additional support paid to primary schools for pupils with high needs is above the allocated budget. Also, the overspend has arisen because of the cost of the team to support an increased number of children and young people who have been temporarily or permanently excluded, or to provide preventative measures.
- Early Years Block, £0.042m overspend.

### **3 Financial Considerations**

As set out above.

### **4 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, transport and social value considerations.

### **5 Background Papers**

Performance papers held in Policy & Research, Room 124, County Hall.  
Finance papers held electronically by Technical Section, Finance & ICT, Room 137, County Hall.

### **6 Officer's Recommendation**

That Audit Committee:

- 6.1 Notes the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2020-21 as at 30 September 2020 (Quarter 2).
- 6.2 Notes that consideration has been given as to whether there are any further actions that should be undertaken to improve performance where it has not met the desired level.
- 6.3 Notes a budget virement totalling £4.272m to centralise the Council's existing cleaning budgets.

- 8.4 Notes the funding of capital expenditure on the Property Planned Maintenance Programme 2020-21, estimated to be £1.236m, from borrowing, as an alternative to the planned contributions from revenue budgets.

EMMA ALEXANDER

Managing Executive Director  
Commissioning, Communities and  
Policy

PETER HANDFORD

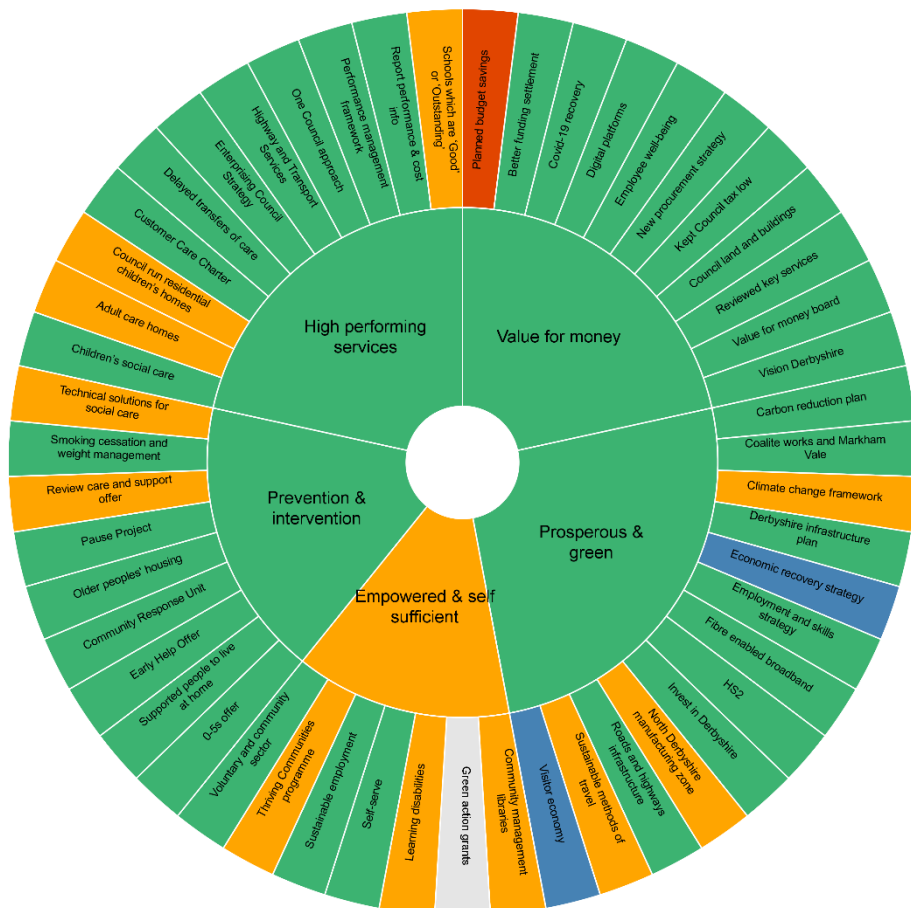
Director of Finance  
& ICT

# Quarter 2 Performance Report 2020-21

## Overview

### Deliverable Progress

### Ongoing Deliverables



	Dec 2019	Mar 2020	Jun 2020	Sep 2020
	Deliverables	Deliverables	Deliverables	Deliverables
Strong	0	0	1	2
Good	34	32	35	36
Review	9	11	11	11
Action	1	1	2	1

#### 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
- Not yet due to start

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



	Dec 2019	Mar 2020	Jun 2020	Sep 2020
	Measures	Measures	Measures	Measures
Strong	4	3	4	3
Good	3	2	4	3
Review	0	1	0	1
Action	5	6	6	7

Page 43

**Key** ★ Strong ✓ Good ○ Review 📄 Action ■ Data not available/Target not set

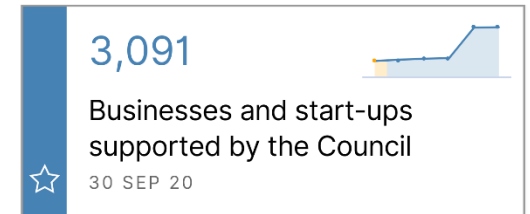
# A prosperous and green Derbyshire

## Progress on our deliverables and key measures

### ★ Developed and implemented a Covid-19 economic recovery strategy to support business and sector renewal

It is anticipated that the Strategy will be signed off by the Derbyshire Economic Partnership Board in October 2020. Significant progress made on implementing 'rescue and revive' actions over quarters 1 and 2; now moving into 'revive' phase of delivery which will set interventions over the next 12 to 18 months. Key themes emerging as priorities include market town renewal, sustainable visitor economy and tourism, development of natural capital including Derwent Valley Corridor and Trent Valley Vision.

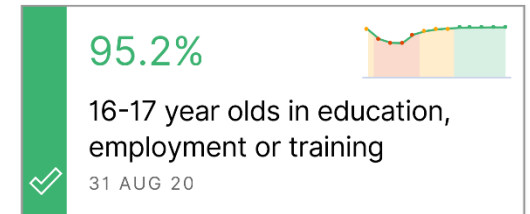
To date this year 3,084 businesses have been supported. In quarter one this included 1,793 businesses benefitting from the Business Hardship Fund and 60 participating in webinars. During quarter 2 Derbyshire based businesses of the Trusted Trader scheme have increased by 21 to 1,033 and Trading Standards continue to support 22 businesses through formal advice arrangements.



### ✔ Delivered the Employment and Skills Strategy action plan in line with programmed timescales including improved co-ordination of Council activity

As reported to the Employment and Skills Board in September, activities have been prioritised and adapted. For many of the actions that have been reviewed, the delivery has been adapted to the new ways of working, including more blended distance learning. Where individual actions cannot continue in their current form they are subject to further review and will either be ceased or re-purposed, moving them from red to green. Whilst delivery of some outputs has reduced the Employment and Skills Board accepted that delivery in the majority of cases was either green or amber, which is set to continue. The consultants report on recovery strategy for Employment and Skills is due to report in October which will further guide the prioritisation process. The Employment and Skills Recovery cell is meeting every two weeks and is moving forward a number of actions including developing proposals for the new Kickstart programme to support the young unemployed.

The percentage of young people aged 16 and 17 in education, employment and training (EET) for the 3 months of June, July and August 2020 is 95.2%. This is higher than the same time last year (90.9%) and above the most recent national figure of 92.1% for July 2020.



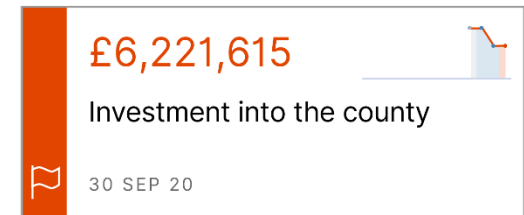
### ★ Supported the survival and renewal of the visitor economy

8 bids to Central Government for Reopening High Streets Safely funds were supported, these included footfall monitoring and environmental improvements to town centres. There are ongoing discussions with districts and boroughs regarding priorities for spend. Shopappy to go live in October/November across all 27 market towns – this is an on line platform that promotes local products, retailers and local businesses, not just to local residents but visitors also. Quarters 1 and 2 have seen some of the strongest Visitor Economy (VE) sector performance in recent years due to the high levels of staycations being taken – this level of performance is unlikely to continue without targeted efforts nationally. As we move into the 'revive' phase of the Recovery Strategy, preparations for a Tourism Action Zone submission to Government are being made, alongside continued lobbying to Department for Digital, Culture, Media and Sport (DCMS) to ensure further financial support for the VE sector. Given the continued rise in Covid-19 cases, the impact on hospitality and attractions is likely to suffer significantly and lower performance is anticipated next quarter.

**✓ Delivered the new “Invest in Derbyshire” programme**

Delivery against the existing European Regional Development Fund (ERDF) contract continues and targets are being met in line with the original agreement. However, an annual performance review is due in quarter 3 which will reset the planned actions and outputs to ensure they are in line with Council priorities and Covid-19 Recovery proposals. There are likely underspends over the whole ERDF programme towards the end of the financial year as planned events will not be able to go ahead in the same format (e.g. MIPIM and international marketing events). A proposed spend profile has been submitted to the Accountable Body Manager in advance of discussions with the Ministry of Housing, Communities and Local Government. International and domestic enquiries are still coming through despite Covid-19 albeit not at the same level. Activity to promote innovation, logistics and quality of life have been commissioned.

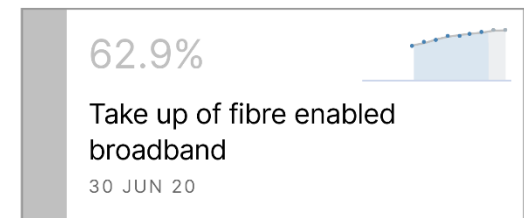
To date over £6m of funding has been secured made up of £3,808,000 for A61, £1,000,000 for Ashbourne Airfield, £930,000 for Public Transport, £477,000 for opening town centres and £6,615 for Recovery Town Deal



**✓ Increased the fibre enabled broadband coverage across Derbyshire for homes and businesses**

Progress is being made towards planned targets within the BT contract. Delays to BT installations have been experienced due to Covid-19 restrictions including road closures, civils teams and power companies. Openreach are working to complete the remaining installation commitments under the Phase 2 Contract but an extension of the current contract timescales will be required. We are also waiting for 3 change requests to be agreed (Data set realignment, descope and rescope). Once these are resolved we will have a clearer indication of timescales to complete the contract. The Digital Derbyshire Team are experiencing an increase in enquiries from communities across Derbyshire due to Covid-19 related dependence on broadband for Homeworking. The Derbyshire "Top Up" scheme was approved in quarter 2 and is now in place for supporting applications to the Rural Gigabit Voucher Scheme and the team are working with communities to identify opportunities and maximise take-up of this valuable initiative.

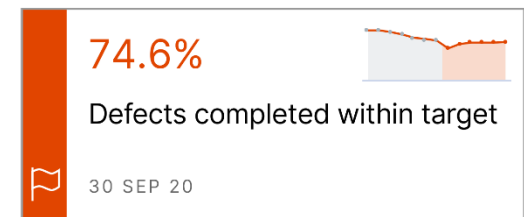
Take up was 63% up to June 2020 with 67,855 homes or businesses across phase 1 and 2 with fibre enabled broadband.



**✓ Invested in well maintained roads and highways infrastructure**

A £40 million programme of highway improvements has been put together, a significant increase in funding when compared to previous years. The schemes cover a wide range of maintenance and improvement work to roads and pavements, bridges and structures, street lighting and rights of way. Schemes are also included that will address local road safety issues and that will help to support an increase in cycling across the county. A significant slice of the funding will be targeted at repairs resulting from the floods that hit the county in late 2019 and early 2020 that left behind damaged carriageways and structures, and two major landslips that washed away roads are being addressed. A programme to tackle drainage and surface deterioration and prevent potholes is also in progress.

The year to date figure of 74.6% of defects completed within target reflects a recent improvement in performance with 84.2% of those defects completed in September being within target. Of the 26 urgent defects completed in quarter 2, 25 (96%) were completed on time



**✓ Worked to maximise growth opportunities arising from HS2 and to mitigate impact**

Limited progress has been made on mitigation works during quarter 2 as the Government's Integrated Rail Plan (IRP) and National Infrastructure Commission (NIC) reports are not due to be issued until November/ December. These reports will set out the scope and timescales of HS2 Eastern Leg going forward. Work has continued however, to develop the programme for future areas of evidence to be commissioned and the recruitment of an HS2 Project Manager. The HS2 Skills and Supply Chain workstream and the two delivery boards (Chesterfield and Toton) have continued to meet during quarter 2 and masterplanning for both sites is making good progress – but inevitably will be impacted by the findings of the two reports.

**✔ Completed the development and started the implementation of The Derbyshire Infrastructure Investment Plan to support good growth**

Work on the Derbyshire Infrastructure Investment Plan has continued at pace but through discussion with the Derbyshire Chief Executives, borough and district council planning officers, it is now proposed to shape the work into a more refined document, the Strategic Growth and Infrastructure Framework (SGIF). This will help identify and prioritise Derbyshire County Council's pipeline of capital projects that enable the wider regeneration programmes for the County. A report is to be presented to the Derby and Derbyshire Chief Executives meeting and the Derby and Derbyshire Joint Committee in quarter 3 to confirm the approach and the content of the new SGIF.

**🔸 Assisted in the successful implementation of a new manufacturing zone in North Derbyshire**

This work is being led by North East Derbyshire District Council. Limited progress has been made over quarter 2 due to the prioritisation of Covid-19 related work. In late quarter 2, discussions have begun on how best to promote the sites to potential investors and will link to the forward Invest in Derbyshire work.

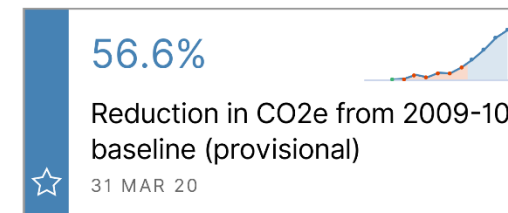
**✔ Completed the clean-up of polluted land at the former Coalite works in Bolsover and further developed Markham Vale**

The developer at Coalite has made good progress over the summer months in undertaking a second phase of cleaning-up contaminated land on the eastern side of Buttermilk Lane. The Council and the developer have agreed a programme for the drawdown of grant funding towards the costs of highway infrastructure which is now planned to be undertaken between November and March 2021. Markham Vale - Very good progress in developing this site is being made. Construction work is slightly ahead of programme on a £25m private sector development of two speculative factory units. In addition, construction was recently completed on Plot 5 for a new location for Transcare Ltd. Legal contract documents have been exchanged with the purchaser for a new drive-through restaurant on Plot 7. An earthworks contract started in July to release additional development - these works are being undertaken in two phases; Phase 1 is complete and Phase 2 will recommence in early 2021.

**✔ Implemented the Carbon Reduction Plan to reduce emissions from Council owned buildings and operations**

Though complete data is not yet available, data available to date suggests that the Council is currently on track to reach or exceed the annual target for emissions for 2019-20. Council emissions from streetlighting fell by 74% between 2009-10 and 2019-20. This is due to the continued LED replacement programme, part-night lighting and night dimming plus 'greening of the grid'. Emissions from grey fleet fell to 2,484 tonnes CO2 in 2019-20 from the baseline of 4,590 tonnes CO2 in 2009-10, a fall of 45%. This is well under the target emissions of 2,761 tonnes CO2. This is due to a small reduction in grey fleet mileage and more efficient vehicles. Emissions from the core fleet fell to 1,633 tonnes CO2 in 2019-20 from the baseline of 4,590 tonnes CO2 in 2009-10, a fall of 64%. This is well under the target of 2,662 tonnes CO2, part of this reduction is due to more effective data collection methods. Emissions data from corporate property for 2019-20 is not yet available, so the overall reduction of 56.6% is still provisional at this stage.

Workshops have also been held with senior leaders and elected members to develop action plans to provide detail on how the Council will reduce emissions from its own estate and operations to net zero by 2032.



**🔸 Worked in partnership to deliver the Derbyshire Environment and Climate Change Framework, harnessing recent changes in employee, resident and business behaviour**

The Framework was agreed in November 2019 and implementation was to be taken forward as part of the Vision Derbyshire partnership approach, however this was paused as county local authority leaders focussed on the Covid-19 response. Vision Derbyshire is now moving to the implementation phase and climate change will be taken forward as a key theme under this approach. The Council also has a new Climate Change lead, Helen Jones, Executive Director of Adult Social Care and Health, who will be leading collaborative work across the county to tackle climate change.

The Derbyshire Climate Change Officer Working Group, consisting of officers from all local authorities in Derbyshire including Derby City and the Peak District National Park, has met twice during the last quarter to develop joint action planning, led by Midlands Energy Hub. Learning from this joint working approach to tackling the energy agenda will feed into the planning and implementation of the work to address climate change in Derbyshire under Vision Derbyshire.







Senior leaders and Members from the Council have also had the opportunity to attend four workshops examining different aspects of the Council's role in reducing emissions from across the county. The workshops considered Natural Capital and Carbon Capture; Modelling Derbyshire's Emissions to 2050; Developing county-wide strategies to reduce emissions and Community engagement and involvement in reducing emissions.

 **Delivered measures to encourage more people to choose sustainable methods of travel, create healthier lifestyles and reduce carbon emissions**

Government Emergency Active Travel Fund application totalling £447k was successful. 27 of the county's market towns benefitted from measures aimed at assisting the public to choose more active forms of travel and comply with social distancing regulations due to Covid-19. Measures included widening footways, providing temporary cycle lanes, road closures to facilitate greater walking and cycling, adjustments to pedestrian crossings and providing bus borders to allow access to repositioned bus stops. An application for up to £1.7m for Tranche 2 of this Emergency Active Travel Fund to further enhance cycling provision through the re-allocation of road space was submitted on 7th August and the Council currently awaits the outcome of this. A further 4 x dual electric vehicle chargepoints were each installed at Shawcroft Car Park in Ashbourne, Edward Street in Glossop and Victoria Park Parade in Buxton, all aimed at benefitting local residents with electric vehicles. In addition another rapid electric vehicle chargepoint was installed at Canal Wharf Road in Whaley Bridge.

**Key measures summary**

	2018/2019	2019/2020	2020/2021	Target	Performance
Number of businesses and start-ups supported by the Council		1,152	3,091	1,000	
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	94.0%	93.1%	95.2%	96.0%	
Investment into the county		£9,601,992	£6,221,615	£10,000,000	
Percentage of homes and businesses with fibre enabled broadband	54.8%	62.6%	62.9%		
Percentage of defects completed within target	71.5%	77.2%	74.6%	90.0%	
Percentage reduction in CO2e from 2009-10 baseline (provisional)	47.9%	56.6%		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

### **Rolled out the Thriving Communities programme across 13 localities**

Following the acceleration programme undertaken in Shirebrook during 2019 and the subsequent leadership training and development programme with Executive Directors, CMT and Directors, the Thriving Communities programme is now ready to move into Phase B. Whilst the roll out of the programme has been affected by the recent pandemic and delays to the conclusion of leadership development and training, work has continued in preparation.

Using the Thriving Communities bespoke Diagnostic and Evaluation Frameworks and Toolkits, a shortlist of communities has been identified for future activity. Through a light touch initial assessment, work is underway to ascertain:

Current need,

Capacity to implement Thriving Communities ways of working, and

Potential public value which could be created by working within the community.

As the Council expands and scales the programme, there are opportunities to tackle the complex and adaptive challenges facing communities of interest as well as communities of place. In this respect, work is begun with a range of public, private and voluntary sector partners, to apply the Thriving Communities approach to transform future support for homeless people and rough sleepers across Derbyshire.

A key focus of the Thriving Communities is the ability to identify and address barriers and problems within the system that emerge during the implementation of activities at a local level. A Community of Practice has been established to address commonly experienced property issues, involving officers from a range of Council departments to prototype a Spaces and Places Property Guardians concept. This is assessing the Council's relationship with local people, staff and groups to transform the role we play in jointly managing local spaces for greater public value.

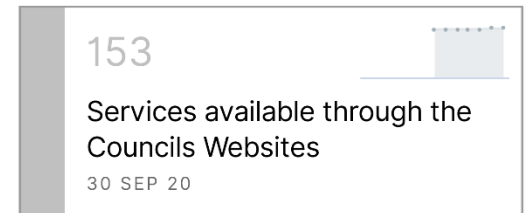
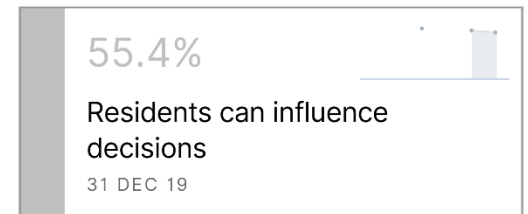
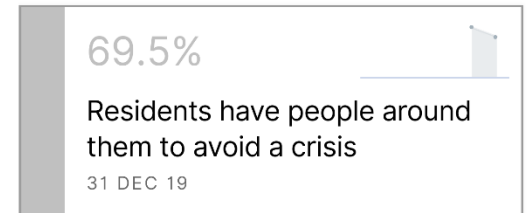
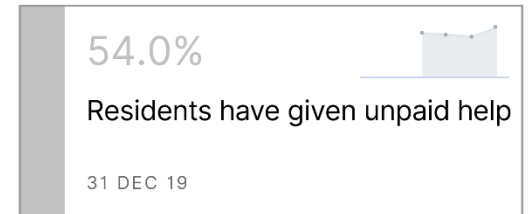
The biggest challenge over the last quarter has been the physical disappearance of local services on the ground, and the inability of staff and local people to be able to access local buildings through lock-down, as this is where connections and creativity to deliver locally-led solutions generally takes place. Thriving Communities teams have responded to this with courage and flexibility, making the best use of technology to communicate but the difficulty networking and maintaining relationships (central to Thriving model) has been a challenge. There is certainly a risk to the pace and success of the roll out of this work (as imagined pre-Covid-19) if restrictions continue.

The "Your Council Your Voice" survey will commence in early October 2020, this will gather up to date resident information.

### **Enabled residents to self-serve using an optimal combination of communication channels**

Procurement of Content Management, complaints and booking systems which will enable residents to self-serve and enhance the customer experience is now underway. Initial assessment of tenders took place over August and (with clarifications, award and standstill period) a supplier is expected to be in place in November. A minimum of 15 new services, fully integrated with background systems, will be online by March 2021.

A baseline of 150 services available via e-forms was established for March 2020 with 3 additional services being added up to September



### **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 2 there has been a continued focus on the Better Lives programme of work. All people with learning disability and / or autism who have used building-based services and their carers / families have been written to and communication is ongoing to co-produce a new offer. This includes both those who attend directly provided day centres and those who attend day services in the private, voluntary and independent sector, a total number of 742 people. 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 central team of practitioners has now been established to work directly with people and their families / carers to co-produce the new offer. The team are currently actively working with 80 people. Recognising the need to have a range of services available plans are in place to re-open 3 building based offers within DCC and create the community offer. Progress is being made 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. 4 people have moved in this quarter.

### **Helped people furthest from the labour market into sustainable employment**

Objective 1 of the Employment and Skills Action Plan, which target individuals, have all been reviewed to ensure they can be delivered within the new restrictions caused by the pandemic. A few examples are - The apprenticeship levy transfer is progressing well - as of September the Council has a further 18 apprentices in scope for transfer taking the total to 45 levy transfer apprentices. Our National Careers Service has continued to operate in a restricted way via virtual support. As a result our Service supported 591 residents, with 133 going into work. Individual Placement and Support project for people with mental health challenges was successful and will help residents over a two year period. The substance misuse programme supported 265 residents of which 40 secured employment. The support to individuals will continue to grow in the coming months responding to the pandemic so it is expected that progress will remain good.

### **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**

A report to Cabinet on 30 July 2020 outlined proposals on the future funding of Voluntary and Community Sector (VCS) and approved additional funding for infrastructure providers for a period of twelve months from 1 October 2020 to 30 September 2021, as well as extending current grant funding for organisations across the same period.

Since July 2020, work has taken place with all 13 infrastructure providers through a series of individual and joint meetings to discuss proposals and develop new Service Level Agreements with providers on an organisation/district basis. This has included a series of meeting with the Clinical Commissioning Groups to support complementary approaches moving forward. Service level agreements are now at the latter stages of being agreed, alongside development of monitoring and evaluation mechanisms for the next twelve months.

Work on the development of a new, single Council approach to grant funding has continued to develop at pace. Informal engagement has taken place across senior management teams to outline its essential elements. Following this positive engagement, proposals have been further developed through feedback and exploration of the approach. To support the further development of proposals, an end-to-end grants administration review has also been undertaken and this has included the drafting of a Council grant funding policy and grants board terms of reference.

### **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 five 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 temporarily paused since 24 March 2020 and the library service is exploring the best way forward in view of the continuing Covid-19 restrictions.

### **Supported communities to take action to tackle climate change within their local areas through our new green action grants programme**

Work on the green action grants programme will commence shortly and an update will be provided for quarter 3.

### 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		150	153		

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

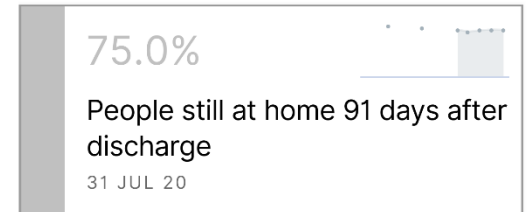
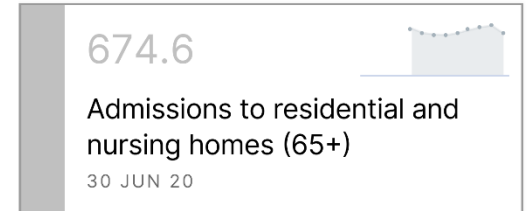
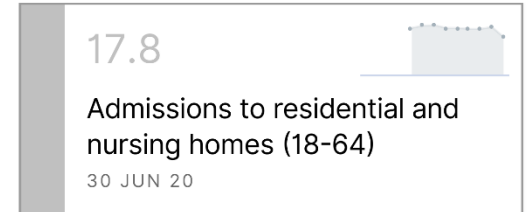
## Progress on our deliverables and key measures

### Better supported people to live at home longer and feel part of their local communities using the thriving communities approach

The Better Lives programme work has continued in quarter 2 with a particular focus on supporting timely discharges from hospital which ensure older people are supported to return home and the creation of an enhanced reablement offer. The prototype of this new offer has been trialled with successful results and will be rolled out across the County during quarter 3.

The performance for those remaining within their own homes for 91 days following discharge from hospital has remained stable. Data since April has been available on a monthly basis with the latest year to date figure for July being 75% .

The admissions figures shown for the first quarter of 2020/21 are lower than previous years. It is anticipated that these figures will increase slightly, but will remain less than previous years. It is not currently possible to state with absolute certainty why this figure is lower, but highly likely that this is due to the impact of Covid-19. The first quarter of the current financial year saw the peak of Covid-19 and the ensuing significant restrictions placed on care homes. The impact that Covid-19 had on hospital throughput likely effected the number of long term placements into care homes, as hospital discharges are a key source of care home admissions.

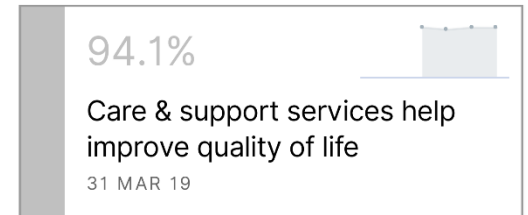


**Reviewed the Council’s care and support offer for children with special educational needs and disabilities and adults to improve efficiency, value for money and customer outcomes**

The achieving great futures (AGF) workstream has been impacted by Covid-19. Delays to the workstream have been mitigated in the overall delivery plan. Learning from AGF has been used in the Children’s Diagnostic and there are opportunities for greater impact working across the whole life pathway. In addition there is a Special Educational Needs and Disabilities (SEND) action plan which is currently being led by the Local Area SEND Board.

Rating set at 'Review' as there is still a risk to the timetable which is dependent on timing of the restart of this programme.

In the previous two years over 94% of clients responding to our Adult Care survey have agreed that care and support services help improve their quality of life. Results of the survey in 2019/20 will be published later in 2020.



**Continued the implementation of the Older People’s Housing, Accommodation and Support Strategy**

Collaboratively working alongside partners regarding opportunities for housing for older people, and 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 reviewed the programme of activity in light of the impact of Covid-19 .

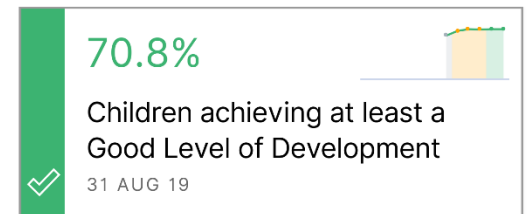
**Commissioned a new approach to provide innovative technological solutions to support people with social care needs to maintain their independence and reduce our carbon footprint**

Proposals on the next steps for Assistive technology have been reviewed in line with the Council's wider transformation and the future model for AT is being developed using models from other Councils and learning from diagnostic report. The Brain in Hand pilot has been reviewed and we are currently working with the provider to commence the 12 months pilot in October 2020 Brain in hand is a digital support system designed to help people to navigate day-to-day difficulties and to problem solve; support can also be accessed at any time from the individual's mobile. The Remote Assessments for Equipment and Adaptations pilot project continues to be rolled out; will implement digital solutions to reduce the number of visits for Occupational Therapist's and other professionals and to prescribe more adaptations and equipment through Call Derbyshire to improve the speed with which referrals are dealt with and to release capacity for more complex situations.

**Embedded our newly redesigned universal and targeted 0-5s offer through Health Visiting services and Children’s Centres in partnership with the NHS**

Over recent months Health Visiting have focused on reinstating the 3 contacts and undertaking mop ups for those families that were unable to receive this contact as part of the plans for the recovery and restoration of services. The pandemic led to the monitoring of the service specification in place with Children's Centres to be suspended. Staff have worked creatively and flexibly to continue supporting children and families by delivering targeted virtual support. Work is underway to get staff trained in the delivery of the Solihull Parenting Programme – Covid-19 presented a number of barriers to this training being delivered (as it required face to face delivery) but discussions are on-going with Solihull to remedy this. The Children's Centre staff maintain regular contact with all families by email, video calling, telephone, text messaging – and will visit families should the needs require this. Whilst the Children's Centres do not offer universal services, the Facebook pages include information on virtual groups such as BEARS, First Steps, the Happy App, Mush and Baby Buddy. There are also very strong links with the Early Help Transition Team who have developed a Community Directory which is widely distributed across the partnership. This directory will be promoted to parents using the Children's Centres' Facebook pages in order that they can be signposted to support at the earliest opportunity.

Last year children reached a good level of development at the early years foundation stage. 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. Meetings for the Strategic Governance Group (SGG) that oversees Section 75 Partnership agreement were suspended in April 2020 due to Covid-19, however these meetings were reinstated in July 2020.



**✔ Embedded our newly redesigned Early Help Offer for Children, Young People and Families**

The work of the Early Help service has predominately been on-line during the Covid-19 period although in recent weeks the face to face visiting has increased. The workforce has been eager to be able to see families in person to get a true picture of the well being of the children and the resilience in the families. Children's Centres have been working closely with health colleagues around the engagement with children under 5 years of age and developing methods of support to help children in their speech and language development preschool. The teams continue to work on creative methods to enable group work on-line and the ability to share advice and support. An outline of the scope of the evaluation of the early help service has commenced.

**✔ 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**

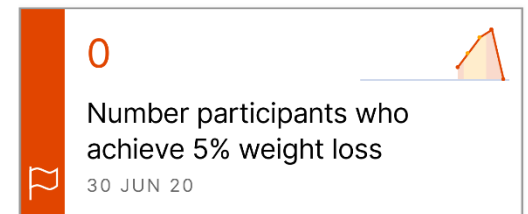
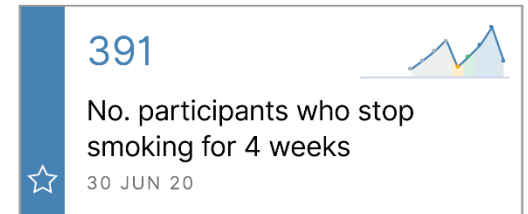
The Pause Derbyshire team have continued to face challenges due to the Covid-19 restrictions. The team have creatively utilised digital tools and safe relating practice to engage with extremely vulnerable women prioritised by the Council and they continue to show enthusiasm and innovation in the work 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.

The practice is now working with the target cohort of 32 women on the Pause programme who are working positively with their practitioner and the teams. Pause Derbyshire are starting to consider group activities with the women which will observe the changing social distancing rules. Some women have expressed a desire to engage in keep fit and others would like to be in more creative group, and the team will be exploring this in more depth in the coming weeks with the women. Health needs specifically sexual health are being met through the agreed pathway across Derbyshire integrated sexual health services and this continues throughout the pandemic. Despite the challenges, the project is on track.

**✔ Increased the number of people taking part in smoking cessation and weight management programmes to improve outcomes**

Delivery of services remained significantly affected by Covid-19 with the weight management programme continuing to be suspended whilst an alternative virtual service offer was developed. This has now been completed and the new WM digital/telephone service went live at the end of August 2020.



Stop Smoking services continue to be delivered by telephone and in quarter 2 595 people have set a 4 Week Quit Date. The final number of 4 Week Quits for quarter 2 will not be available until mid November 2020. Live Lives Better Derbyshire continues to work with partners to promote the service.



**✔ Integrated the Community Response Unit, established during the pandemic, in the Council's strategic approach to improving health and wellbeing**

The current Community Response Unit model is evolving to meet the needs of communities over winter. A new Winter Pressures referral mechanism has been established (linked to integrated housing support hub plans) which will signpost people to a range of support in addition to supporting those directly affected by Covid-19. A phased plan has been drafted to integrate the CRU into the strategic approach to health and wellbeing and the Winter pressures work is part of phase 1.

### 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	22.1	22.5	17.8		
Rate of permanent admissions to residential and nursing homes (aged 65+) per 100,000 population	647.5	803.5	674.6		
Proportion of people (aged 65+) who are still at home 91 days after discharge from hospital into Short Term Services		75.2%	75.0%		
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	391	262	
Number participants in Council weight management programmes who achieve 5% weight loss		232	0	46	

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.



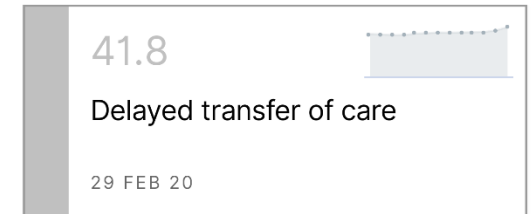
# High performing council services


## Progress on our deliverables and key measures

 **Maintained the Council’s high performance in reducing delayed transfers of care from hospital**

During the Covid-19 pandemic a new national approach to discharge from hospital was introduced across the country. The Council in partnership with Health has successfully implemented the new national guidelines. This has been further enhanced by the Better Lives workstream. 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. Work has continued in quarter 2. We remain focused on supporting timely discharges from hospital through the Better Lives programme and the creation of an enhanced reablement offer has delivered successful results which will be rolled out across the County during quarter 3.

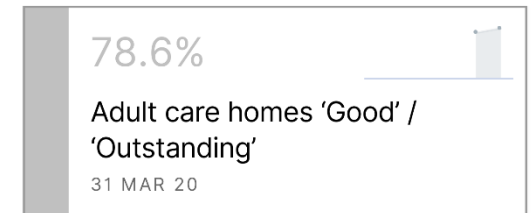
National publication of data has been suspended since February due to the impact of Covid-19.



 **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.

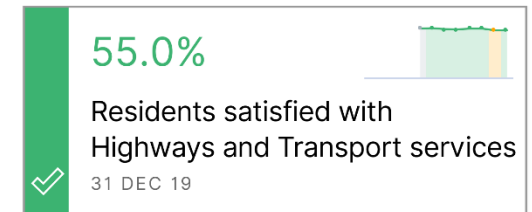
Currently on site Care Quality Commission inspections have ceased due to Covid-19 but the services are still being monitored at arm's length by the regulator through their Emergency Support Framework and the in house Quality and Compliance Team auditing processes. Feedback via the Quality Improvement Board which is responsible for the oversight of all the quality assurance and improvement work within directly provided regulated services is positive and provides assurance that quality improvement continues to be addressed as a priority.



 **Continued to maintain high levels of customer satisfaction in the Council’s Highway and Transport Services**

The diversion of all the highways construction services in the early stages of lockdown helped to make significant reductions to the backlog of repairs to the network following the winter and flood damage. Much of the current £40 million highways programme is aimed at addressing the condition of roads and footways, a key measure of customer satisfaction.

The results from the 2020 National Highways and Transportation (NHT) survey will be available in quarter 3.



**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. An interim inspection phase started 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 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.

Derbyshire has had its first assurance visit to Glenholme children’s home. This commenced virtually on 15 September and inspectors visited the home in person on 16th. As the visit was largely virtual the inspector benefitted from other professionals views in the 'team around the home' and was also able to meet one of the young people who live at the home. The inspector confirmed that the home had tackled the issues identified in the last inspection and identified other ways in which the home could improve further. The staff team felt that the inspector was really approachable and understanding of the challenges that the home have been facing. This was a positive first assurance visit for Derbyshire.

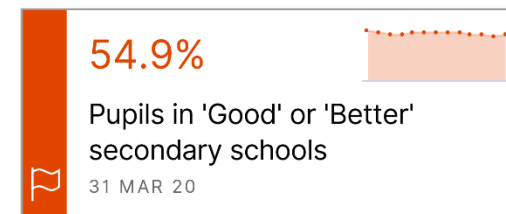
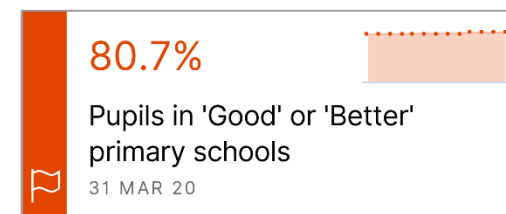
All of the children’s homes have continued to provide high quality care to our children in care throughout the Covid-19 period. Staffing has remained very strong despite difficulties with recruitment in some homes and challenges with cover for the waking night shifts where there are staffing gaps.



**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 started a phased return to inspection 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.



**Continued to drive improvements in the delivery of children’s social care**

Social care demand, which experienced a drop at the start of the Covid-19 national lockdown, has now recovered closer to pre-Covid-19 levels. To date, services have been able to respond effectively, triaging new cases which are moving through to the locality teams for an assessment to be undertaken. During the quarter social care has continued to have a full compliment of staff which is to be commended as with all our workforce. Workers have continued to demonstrate a high level of performance against the statutory duties. Risk assessments continue to be regularly updated for all the children open to the service. These are signed off by a manager and determine the level of oversight needed regarding the welfare of the children. More face to face visiting has been undertaken

(bespoke to the child and family's needs) by the social workers. In person visiting has been particularly necessary for newly referred cases where there has been no direct sight of the home circumstances.

During the summer period workers took some leave which has been helpful to refresh colleagues. However, the morale of the workforce ebbs and flows and managers are working hard to maintain individual and group contact with their teams virtually. There are many creative methods being used to support staff, such as virtual break out rooms, virtual coffee mornings and lunch breaks, team meetings and training and development events. Gradually the numbers of workers spending time in the offices has increased, in line with risk assessments and PPE guidance. It is understood by workers that it is unsafe for everyone to return to office bases but many have expressed that they miss seeing and supporting their colleagues and being able to share reflections on social work practice which is so integral to the role.

### **Delivered priority actions from the Enterprising Council Strategy and embedded the approach with staff and partners**

The Enterprising Council programmes continues to progress. In September 2020, a report to Cabinet outlined plans to take forward Phase two of the Enterprising Council approach, widening out the programme focusing on a number of priorities including: taking forward the outcomes of the Enterprising Council Strategy through three key projects: Modern Ways of Working, Demand Management, and Workforce and Leadership Behaviour under a project learning set style approach; the Council's wider approach to change and strategic transformation following the review of the Council's programme management methodology; the development of a strategy and roadmap setting out the Council's plans for organisational, community and economic recovery and renewal in response to the Covid-19 pandemic.

Further work has taken place on the Modern Ways of Working project learning set and this was recently launched across the Council in September, with the initial workshop scheduled for week commencing 19 October 2020.

### **Maximised the effectiveness of the Council's operating model and strengthened the One Council approach to enable high performing services**

Progress continues to be made to strengthen corporate capacity. The Finance Review has continued to progress with a number of engagement sessions held with key stakeholders. Questionnaires have been distributed to the finance job family to ascertain the views on a range of themes including training, communication and collaboration within the finance function, which has seen an 80% response rate. A further questionnaire has been dispersed to budget holders to establish training and information requirements in support of budget management and ownership – this questionnaire received a 60% response rate. Analysis of the questionnaires has been completed and a detailed action plan is being developed. The analysis and evidence from the engagement sessions will help to shape the future operating model.

Human Resources (HR) functional reviews have commenced focused on Learning and Development, Health, Safety and Wellbeing and the Business Services provision within HR. The research phase continues with feedback and involvement from colleagues from within HR, departmental management teams and Trade Union representatives. Benchmarking is also underway to inform the research phase.

### **Developed and embedded a more robust performance management framework**

Following the end of year performance report, it was agreed to increase the timeliness of reporting performance to Corporate Management Team for quarter 1 2020/21. This was achieved with the quarter 1 report reviewed by CMT three weeks after the period end. Work this quarter has focused on further developing the approach for integrated budget and performance reporting. Once this has been achieved, the focus will be to further expand performance reporting for corporate management and for the public.

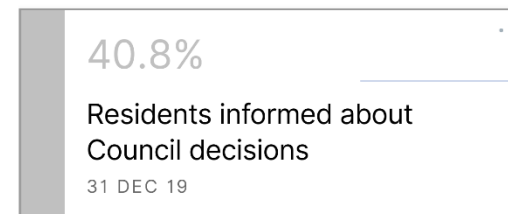
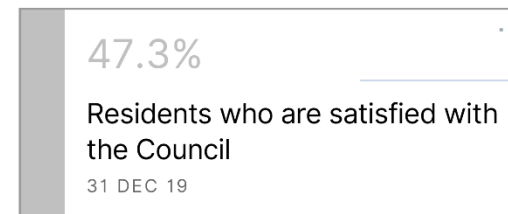
### **Developed an integrated approach to reporting performance and cost information aligned to corporate priorities**

The Grant Thornton Value for Money benchmarking and analysis tool has now been rolled out to departments and training has been undertaken. The next step will be to further explore how it can best be used to understand value for money on a department and corporate basis. Integrated budget and performance report templates for each portfolio have been developed in readiness for reporting to Cabinet Member meetings.

 **Began to develop a new Customer Experience Strategy setting out how we will meet people’s needs**




One of the key elements of the Customer Experience Strategy - a revised Customer Charter - was delivered in April 2020. Proposals for a council-wide system of customer feedback management were reviewed in a range of forums, including the Improvement and Scrutiny Committee - Resources in September 2020 and work on the implementation of this part of the strategy will begin shortly.

The "Your Council Your Voice" survey will commence in early October 2020, this will gather up to date information on residents' satisfaction with the Council and to what extent residents feel informed about Council decisions.



Page 58

**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+)	35.7	41.8			
Percentage of Council run adult care homes rated as 'Good' or 'Outstanding' for Quality of Care by Care Quality Commission		78.6%	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%	81.2%	91.0%	
Percentage of pupils in good or better secondary schools	59.9%	54.9%	55.0%	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.

# 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

A significant amount of work has been progressed over the last quarter regarding Vision Derbyshire, with PwC and district and borough council partners.

A comprehensive case-for-change and proposition for government has been developed with PwC as a statement of intent from Councils for Ministers and senior officers at the Ministry of Housing Communities and Local Government. These documents were developed through ongoing engagement with Derbyshire Local Authority Chief Executives and a small steering group of Councils and have been sent out for comment and approval to all district and borough councils.

Since June the Government has also announced its intention to publish a White Paper on Devolution and Local Recovery, during the final stages of the Vision Derbyshire case-for-change, with intelligence suggesting that local government restructuring is likely to be viewed as a prerequisite to future devolution deals. A report was agreed at Full Council on 16 September outlining the Councils approach to securing a devolution deal for the East Midlands, approved Vision Derbyshire as the preferred option for a devolution deal and also approved plans to pursue structural reform as a viable alternative option.

### Provided strategic leadership and worked alongside communities and partners to support the county's recovery and renewal from Covid-19

The Strategic Recovery Group for Derbyshire and Derby City is now well established. The group has reduced meetings to fortnightly in light of the fact that work is now progressing into medium to long term planning, Jane Parfremment continues to chair, and the group continues to have good engagement from all agencies and government departments to oversee and plan Derbyshire's recovery and renewal. The six sub-groups/technical groups have delivery plans in place and regular communication briefings are embedded.

Key activities this quarter have included:

Continuing with the process of re-opening services

Supporting retail, hospitality and tourism sectors with guidance and planning through reopening and ongoing delivery

Analysis and developing work programmes in relation to the most vulnerable economic sectors

Ensuring the full opening of schools for the Autumn Term

Organising home to school transport for school and education returnees

Working with local Universities to plan for the return of students

Commencing a community survey on the impact of Covid-19

Preparing for, and putting in place mitigation measures for, a surge in vulnerable people

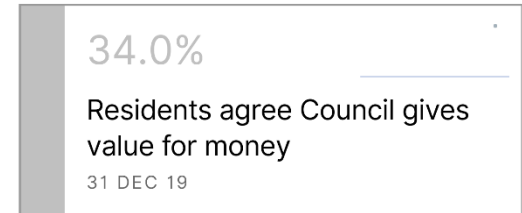
**✔ Kept Council Tax as low as possible, recognising that Covid-19 has created unplanned cost pressures**

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.

Significant additional costs are estimated for the remainder of the year, including recovery costs, which could see unfunded costs of approximately £40m for 2020-21.

The impact of income losses from Council Tax and Business Rates will not be recognised until later in the financial year. There could be a 3%-4% loss of Council Tax income on a county wide basis, which equates to approximately £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.

The "Your Council Your Voice" survey will commence in early October 2020. This will 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.



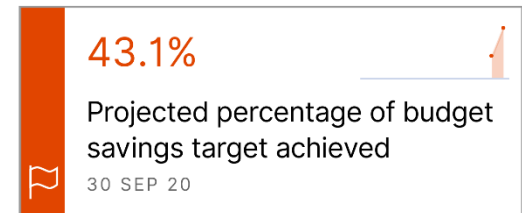
**✔ Lobbied Government to secure a better funding settlement**

The Council has submitted a written representation to the Government in respect of the Comprehensive Spending Review 2020, highlighting the financial pressures faced by the Council in the short and medium-term.

To date the Government has provided £42m to help meet the Covid-19 costs. 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**

There is an improved position on the achievement of savings of £8.999m, compared to £4.599m at quarter 1. However, this is substantially short of the target of £25.127m. Covid-19 has had a significant impact on savings programmes resulting in major slippage. The quarter 2 budget monitoring report will be presented to Cabinet in December 2020 providing a detailed analysis of progress against savings targets.



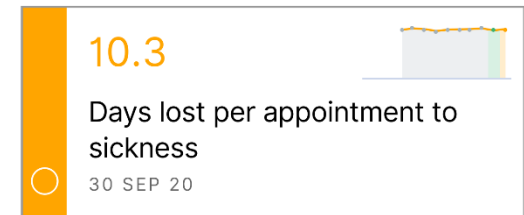
**✔ Ensured Council contract decisions deliver value for money through the Council Value for Money Board**

Unfortunately, the Value for Money Board scheduled for September 2020 was cancelled and is to be rescheduled for late October/November. The onboarding of the Social Value Portal has taken longer than expected, however engagement Terms and Conditions are now almost finalised. The intention and proposals submitted to the Value For Money Board members remain the same, which is to widen the scope of this group to ensure Value For Money considers whole life costing models to assess and evaluate costs and benefits (including Social Value) over the lifetime of our goods, works and services contracts.

**Improved employee well-being by redefining and reprioritising the Wellbeing Action Plan**

The average number of days lost to sickness was 10.3 for the 12 months up to the end of September 2020 slightly higher than the target for 2020/21 of 10.0. This is a marginal increase from 10.0 at June 2020. There is a wide range in the departmental figures with Adult Social Care and Health at 14.1, Commissioning, Communities and Policy at 11.7, Economy, Transport and Environment at 6.6 and Children's Services at 6.5.

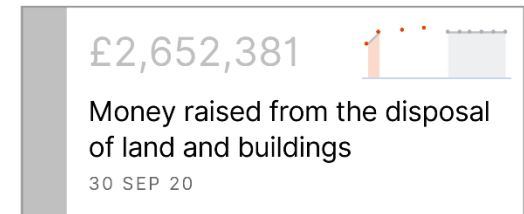
A new Health, Safety and Wellbeing plan focussing on Systems Resources and Data, with short medium and long term targets has been produced and agreed by Cabinet/CMT along with a sickness absence delivery plan to sit alongside it. Sickness absence delivery and wellbeing delivery working groups have been set up.



**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 rationalisation of the Council's property portfolio is progressing. In September, Cabinet approved the priorities to be reviewing the Council's administrative buildings, countryside assets, industrial estates and business centres. In addition opportunities to support the delivery of the Council's Older People's Accommodation, Housing and Support Strategy are also to be explored. Two joint ventures Vertas (Derbyshire) Limited and Concertas (Derbyshire) Limited went live in September 2020, taking responsibility for the delivery of non-core property services. Also in September the Partnership Board overseeing the Limited Liability Partnership (LLP) approved the first asset rationalisation business cases from the LLP. Further asset rationalisation business cases will be brought to the next meeting of the Partnership Board.

£2.65m was received from a property sale initiated during 2019/20 and completed in April 2020. A further £2,381 was received in July 2020.



**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 cleaning and caretaking service and the Council's design service transition to the Joint Ventures with Suffolk Group Holdings (Suffolk County Council) took place on 1st September 2020 as part of the Corporate Property 2020 review. The review is now progressing options surrounding the Council's grounds maintenance service.

Further work on the Council's programme management methodology is progressing with phase 2 of the work expected to commence mid-October 2020 for around a 12 week period. The further development of the Service Review Framework remains paused whilst this wider review takes place.

**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**

Projects which support the implementation of the Procurement Strategy are now operational following delays due to Covid-19. Our key tool, Pro-Contract has a dedicated stream of development activity and significant improvements have now been implemented. However, several key deliverables, are dependent on further IT developments, a pilot of possible solutions has been undertaken but further work is currently on hold whilst Office 365/Teams is implemented across the Council. These will be picked up when IT staff can be made available to support further developments.



 **Introduced digital platforms for service delivery and embedded remote working, supporting a more agile and flexible workforce**

To ensure that users can use the full collaborative experience within Microsoft Teams an upgrade to Microsoft Office called Office ProPlus has been made available to users too; this includes SharePoint and OneDrive. Over 1,500 ICT users have also received training on Microsoft Teams and collaboration tools during the period.

A Digital Champions Network was set up during the quarter to assist with digital transformation and collaboration. A network of 600 Digital Champions from ICT users across the Council has been recruited to create a thriving community. A number of self-help resources have been created to assist the Council in adopting Microsoft Teams and collaborative ways of working and these are being promoted by the Digital Champions.

The Data Management review that was being led by external consultants has been completed. It provides clear direction on what the Council's approach to data management should be and how to enable secure data storage and collaboration using Microsoft 365. A subsequent Data Management strategy has been produced reflecting this. A proof of concept to see whether Microsoft telephony is a suitable replacement for the Council's ageing Voice over Internet Protocol (VoIP) solution has commenced and is due to be completed during the next quarter. A business case has been developed highlighting the additional licensing costs to support a move to mobile and agile working using Microsoft telephony and to implement the recommendations in the Data Management strategy.






### 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 percentage of budget savings target achieved			43.1%	100.0%	
Average number of days lost per appointment to sickness (Not including schools)	9.9	10.4	10.3	10.0	
Amount of money raised from the disposal of land and buildings		£2,898,546	£2,652,381		

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.



	Strong 	Good 	Review 	Action 	Unknown 
Council Plan Deliverables	On track or complete with outcomes exceeding expectations /requirements.	On track or complete with outcomes in line with expectations/ requirements.	Some risk to achieving timetable and/or outcomes.	Unlikely to achieve timetable and/or not delivering required outcome.	Not yet due to start.
Council Plan Measures	More than 5% better than target.	Less than 5% better than target but not less than 2% worse than target.	Between 2% and 10% worse than target.	More than 10% worse than target.	No data received or no target set.
Service Lines Forecast Outturn		Forecast outturn below budget.		Forecast outturn over budget.	
Portfolio Forecast Outturn		Forecast outturn below budget.		Forecast outturn over budget.	
Budget Savings		Forecast savings better than target.		Forecast savings worse than target.	

## Earmarked Reserves as at 30 September 2020

<b>Adult Care</b>		<b>£ Millions</b>
Older People's Housing Strategy	=	30.000
Other reserves	=	0.046
<b>Total Adult Care</b>	=	<b>30.046</b>
<hr/>		
<b>Clean Growth &amp; Regeneration</b>		<b>£ Millions</b>
D2 Growth Fund	=	0.200
Markham Environment Centre	=	0.114
Other reserves	=	0.381
<b>Total Clean Growth &amp; Regeneration</b>	=	<b>0.695</b>
<hr/>		
<b>Corporate Services</b>		<b>£ Millions</b>
Revenue Contributions to Capital	=	25.682
Loan Modification Gains	=	25.254
Insurance and Risk Management	↑	20.085
Planned Building Maintenance	↑	6.525
Prior Year Underspends	↑	5.532
Business Rates Relief Grant	=	5.000
Business Rates Pool	▼	4.672
Uninsured Financial Loss	=	3.500
Computer Purchasing	↑	2.828
Property Insurance Maintenance Pool	▼	2.655
Budget Management	▼	2.615
PFI Reserves	↑	2.340
Property DLO	↑	2.299
Change Management	▼	1.787
Business Rates Strategic Investment Fund	=	1.013
Other reserves	▼	5.155
<b>Total Corporate Services</b>	↑	<b>116.942</b>
<hr/>		
<b>Health &amp; Communities</b>		<b>£ Millions</b>
Domestic Abuse	=	1.622
S256/External Funding	=	0.244
Proceeds of Crime	=	0.135
Trusted Trader	=	0.101
Other reserves	=	0.218
<b>Total Health &amp; Communities</b>	=	<b>2.320</b>

**APPENDIX 3****Public****Highways, Transport & Infrastructure****£ Millions**

Prior Year Underspends	↑	11.510
Winter Maintenance	=	2.000
Commuted Highways Maintenance	=	1.137
Road Safety Public Service Agreement (PSA)	=	1.079
Derby and Derbyshire Road Safety Partnership Reserve	=	0.632
Waste Recycling Initiatives	=	0.598
Other reserves	↑	1.759

---

<b>Total Highways, Transport &amp; Infrastructure</b>	<b>↑</b>	<b>18.715</b>
---	----------	---------------

**Strategic Leadership, Culture & Tourism****£ Millions**

Community Managed Libraries	=	0.742
Policy and Research	=	0.715
Library Restructure	=	0.429
Derbyshire Challenge Fund	▼	0.417
Derwent Valley Mills World Heritage Site	=	0.176
Other reserves	=	0.568

---

<b>Total Strategic Leadership, Culture &amp; Tourism</b>	<b>▼</b>	<b>3.047</b>
--	----------	--------------

**Young People****£ Millions**

Tackling Troubled Families	▼	3.436
Standards Fund (Schools)	=	0.726
School Rates Refunds	=	0.721
Childrens Services IT Systems	=	0.706
Prior Year Underspends/Commitments	↑	0.302
Foster Carer Adaptations	=	0.295
Youth Activity Grants	▼	0.271
Other reserves	▼	0.522

---

<b>Total Young People</b>	<b>▼</b>	<b>6.979</b>
---------------------------	----------	--------------

---

<b>Total Portfolio Earmarked Reserves</b>	<b>↑</b>	<b>178.744</b>
---	----------	----------------

**Schools**



















Schools Balances	=	23.897
Dedicated Schools Grant (DSG)	▼	-0.020

---

<b>Total balances held for and on behalf of schools</b>	<b>▼</b>	<b>23.877</b>
---	----------	---------------

---

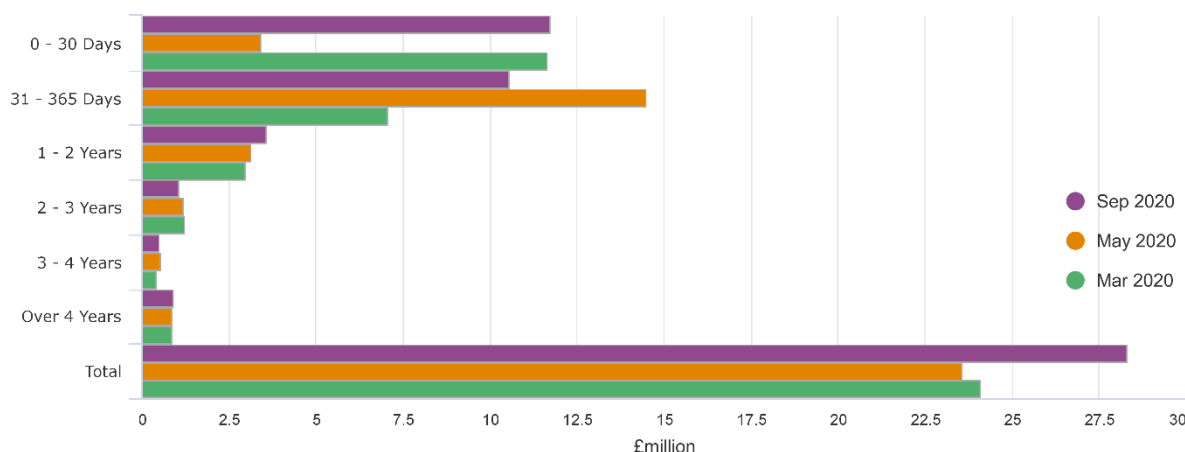
<b>Public Health Grant</b>	<b>=</b>	<b>7.424</b>
----------------------------	----------	--------------

Portfolio	Budget Savings Target			Ongoing Savings Initiatives			Actual Savings Forecast		
	Prior Year not yet achieved Brought Forward	Current Year	Total Target	Total Identified	Shortfall (-)/ Additional Identified Savings		Forecast to be achieved by Financial Year End	Shortfall (-)/ Additional Achievement of Savings Target	
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions		£ Millions	£ Millions	
Adult Care	-0.427	3.784	<b>3.357</b>	0.337	-3.020 		0.337	-3.020 	
Clean Growth & Regeneration	0.000	0.000	<b>0.000</b>	0.000	0.000 		0.000	0.000 	
Corporate Services	0.676	5.090	<b>5.766</b>	4.931	-0.835 		2.513	-3.253 	
Health and Communities	-0.066	0.216	<b>0.150</b>	0.216	0.066 		0.216	0.066 	
Highways, Transport & Infrastructure	5.234	1.426	<b>6.660</b>	3.226	-3.434 		2.658	-4.002 	
Strategic Leadership, Culture & Tourism	0.086	0.929	<b>1.015</b>	0.993	-0.022 		0.320	-0.695 	
Young People	0.829	2.350	<b>3.179</b>	2.350	-0.829 		1.126	-2.053 	
Cross Portfolio	0.000	5.000	<b>5.000</b>	5.000	0.000 		4.601	-0.399 	
Cabinet	6.332	18.795	<b>25.127</b>	17.053	-8.074 		11.771	-13.356 	

**Age profile of debt, relating to income receivable, at 30 September 2020**

	0 - 30 Days £m	31 - 365 Days £m	1 - 2 Years £m	2 - 3 Years £m	3 - 4 Years £m	Over 4 Years £m	Total £m
Adult Social Care and Health	9.175	6.994	1.403	0.534	0.385	0.685	19.176
	47.8%	36.5%	7.3%	2.8%	2.0%	3.6%	100.0%
Children's Services	0.423	0.611	0.078	0.004	0.015	0.013	1.144
	37.0%	53.4%	6.8%	0.3%	1.3%	1.1%	100.0%
Economy, Transport and Environment	0.993	1.564	1.367	0.341	0.016	0.016	4.297
	23.1%	36.4%	31.8%	7.9%	0.4%	0.4%	100.0%
Commissioning, Communities and Policy	1.129	1.381	0.735	0.180	0.082	0.181	3.688
	30.6%	37.4%	19.9%	4.9%	2.2%	4.9%	100.0%
All Departments	11.720	10.550	3.583	1.059	0.498	0.895	28.305
	41.4%	37.3%	12.7%	3.7%	1.8%	3.2%	100.0%

**Aged Debt over Time**



**The value of debt written off in the 12 months up to 30 September 2020**

Department	£m	
Adult Social Care and Health	0.215	↑
Children's Services	0.034	↓
Economy, Transport and Environment	0.011	↓
Commissioning, Communities and Policy	0.015	↑
<b>All Departments</b>	<b>0.275</b>	<b>↑</b>

### Covid-19 Impacts: Forecast Costs and Additional Income by Portfolio

	<b>Covid-19 Related Costs</b>	<b>LESS: Specific Funding for Portfolio Covid-19 Costs</b>	<b>Use of MHCLG Covid-19 and SFC Grant Funding</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Care	45.107	(31.241)	13.866
Clean Growth and Regeneration	0.542	0.000	0.542
Corporate Services	1.812	0.000	1.812
Health and Communities	7.141	(4.667)	2.474
Highways, Transport and Infrastructure	6.615	(0.600)	6.015
Strategic Leadership, Culture and Tourism	1.038	0.000	1.038
Young People	9.791	(1.515)	8.276
<b>Total Portfolio Outturn</b>	<b>72.046</b>	<b>(38.023)</b>	<b>34.023</b>

**DERBYSHIRE COUNTY COUNCIL****AUDIT COMMITTEE MEETING****2 February 2021****Report of the Assistant Director of Finance (Audit)****AUDIT SERVICES UNIT – PROGRESS AGAINST AUDIT PLAN 2020-21****1. Purpose of Report**

To inform Members of progress against the approved Audit Services Plan for 2020-21 as at 31 December 2020.

**2. Information & Analysis**

At the meeting of this Committee held on 27 May 2020 Members approved the Audit Services Plan for 2020-21 which had been formulated from our risk assessment drawn from a wide range of sources including the Council Plan, the Council's strategic risk register, Departmental risk registers, service plans and meetings with Executive Directors and Directors. These meetings included the Executive Director of Commissioning, Communities and Policy (Head of Paid Service), Director of Finance & ICT (Section 151 Officer) and Director of Legal and Democratic Services (Monitoring Officer).

In accordance with the Audit Committee's Terms of Reference this report updates Members on progress against the Plan for the nine months to 31 December 2020 and represents work undertaken during that period which is detailed in Appendix 1. An analysis of the priority criteria for Audit recommendations and assurance levels is provided in Appendix 2. In common with previous years some work forming part of last year's approved Audit Services Plan was completed and reported in the current year which is identified at Appendix 1. Audit staff routinely follow up progress against agreed recommendations as part of subsequent work in that area.

At the meeting of the Audit Committee held on 24 November 2020 Members received a report detailing progress against the approved Audit Services Plan for the seven months to 31 October 2020. Members will recall that at the last meeting of this Committee held on 8 December 2020 I presented a report following a detailed review of the Audit Services Plan, including the status of individual projects identified, and forecast potential, available resources to 31 March 2021.

The situation regarding delivery of the approved Audit Services Plan continues to be closely monitored and an updated forecast is attached at Appendix 3. This is not significantly changed from the previous forecast reported to the Committee on 8 December 2020.

## Operational Matters

The Audit Services Unit continues to progress its approved programme of work, including those areas of additional, unplanned work which were necessary to support Senior Management facing the challenges of the pandemic, and undertaking “deep dives” into specific areas of risk in greater detail.

## Coronavirus

The potential impact of the coronavirus has previously been reported to the Audit Committee and these factors still remain which are detailed below:-

- Timing of Audit work;
- Additional, unplanned work;
- Potential impact of frauds, scams and errors;
- Home working and social distancing;
- Access to records;
- Access to premises;
- Return to business as usual.

The country is currently in lockdown and it is now approaching a year since the start of the first lockdown and it is still not possible to determine if, how and when the Council’s services will return to normal. It is clear that the coronavirus will have an impact on the Unit’s activities for some time and will be a factor in the preparation of the Audit Services Plan for 2021-22.

## Staffing

I have submitted formal notification of my intention to retire on 31 March 2021 after over thirty years’ service with the Council. A Principal Auditor has recently resigned and approval is being sought to fill this post. The vacant Senior Auditor post has been filled by internal promotion with effect from 18 January 2021 and action is being taken to fill the resulting vacancy at Auditor level. The Unit’s sickness absence continues to remain at a higher level than estimated and at 31 December 2020 220 days had been lost through sickness absence. Consequently available staffing resources remain under considerable pressure.

## Monitoring and Delivery of the Audit Services Plan

Despite the impact of the coronavirus and reduced resources, Audit staff will continue to focus on the delivery of the Audit Services Plan and supporting Senior Management during these challenging times for the Council. Current restrictions prevent certain planned activities from taking place including school and establishment Audits.

The delivery of Audit work is routinely monitored on a weekly basis by Senior Audit Management and progress against the Audit Services Plan will continue to be regularly reported to the Audit Committee. It is essential that the Audit Services Plan can continue to respond to changing and emerging threats to the Council’s governance, control and risk management framework.



Where planned Audit activity does not take place Senior Management may wish to seek or build upon other forms of assurance and accept a higher level of risk. The achievement of the Audit Services Plan and output from Audit work will inform the annual Audit Opinion provided by the Assistant Director of Finance (Audit), as Head of Internal Audit.

At 31 December 2020 1,894 productive days have been delivered against the pro-rata target of 2,163 days (total planned days for 2020-21 is 2,884). This includes 477 days deployed on projects not specifically included in the original Audit Services Plan.

### **3. Considerations**

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

### **4. Background Papers**

A file held by the Assistant Director of Finance (Audit).

### **5. Officer's Recommendation**

That the Committee note the information on progress to date against the approved Audit Services Plan.

**Carl Hardman**  
**Assistant Director of Finance (Audit)**

**DERBYSHIRE AUDIT SERVICES**  
**INTERNAL AUDIT PLAN 2020/21**

The information summarized below by Service Department identifies the work approved and actual time spent for the period ending 31 December 2020.

**Corporate Activities**

It is intended to spend 1,060 days on the Audit of Corporate Activities which will be allocated over the following areas:-

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Acceptd	Recs Not Implmtd	Comments	
			19-20	20-21			C	H	M	L				
Corporate Projects														
• Workforce Development/ Succession Planning	H	30	1	3	-	-	-	-	-	-	-	-	-	Agreed project based approach with the Director of Organisation Development and Policy.
• Cyber Security	H	30	-	-	1	Other	-	-	-	-	-	-	-	Report issued to the Council's Information Governance Group. Cyber Security Group established.
• Audit of Corporate Culture	H	30	-	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Climate Change	H	30	-	-	-	-	-	-	-	-	-	-	-	Work to be scheduled later in 2020-21.
• Major Incident Response	M/H	30	-	-	-	-	-	-	-	-	-	-	-	Work to be scheduled later in 2020-21.
• Maintenance of Council Properties	M/H	30	-	44	1	Limited	-	3	6	2	-	-	-	-
• New Delivery & Commissioning Models/Partnership Working	M/H	30	-	-	-	-	-	-	-	-	-	-	-	Some Audit work has been completed.
• Data Protection Compliance	M/H	20	-	32	1	Other	-	-	-	-	-	-	-	Report issued to the Council's Information Governance Group.
• Supply Chain Failure	M/H	20	-	29	1	Qualified	-	4	2	1	-	1 (1H)	-	-
• Health and Safety & Wellbeing	M/H	20	-	5	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Serious and Organised Crime	M/H	10	-	3	1	Other	-	-	-	-	-	-	-	Initial data washing exercises undertaken with Police.
• D2N2 LEP	M	50	-	52	1	Other	-	-	-	-	-	-	-	-
• emPSN (SCo & ICo)	M	5	-	2	-	-	-	-	-	-	-	-	-	Attendance at emPSN Audit Committee.
• Financial Resilience & Achievement of Budget Reductions	H	-	2	-	1	Qualified	-	3	12	6	2 (1H, 1M)	9 (1H, 5M, 3L)	-	Memo relates to 2019/20.

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments	
			19-20	20-21			C	H	M	L				
Corporate Governance including:-														
• Embedding Corporate Governance	H	40	12	42	1	Qualified	-	-	-	-	-	-	-	Referred to individual schools.
• Business Continuity Planning	H	20	-	3	1	Limited	1	2	1	-	-	7 (5H, 1M, 1L)	-	Memo relates to 2019/20. Not able to progress 2020-21 due to the Covid-19 pandemic.
• Corporate Health Check	H	20	-	-	-	-	-	-	-	-	-	-	-	Unlikely to progress due to resource constraints.
• Information Governance Group and Support	H	20	-	43	-	-	-	-	-	-	-	-	-	Monthly reports provided to the Information Governance Group summarising Audit activity.
• Services to Members	H	-	17	-	1	Qualified	-	12	11	5	-	9 (2H, 5M, 2L)	-	Memo relates to 2019/20.
Corporate Fraud Prevention	H	425	27	108	2	1 Letter 1 Other	-	11	-	-	-	-	-	This includes work on:- <ul style="list-style-type: none"> <li>• NFI;</li> <li>• publication of NAFN alerts;</li> <li>• surveillance and data communications compliance;</li> <li>• liaison with External Audit;</li> <li>• Special Investigations;</li> <li>• Raising Fraud Awareness.</li> </ul>
Audit Contingency	-	200	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>		<b>1,060</b>	<b>59</b>	<b>366</b>	<b>12</b>		<b>1</b>	<b>35</b>	<b>32</b>	<b>14</b>	<b>2</b>	<b>26</b>		

**Commissioning, Communities and Policy**

It is intended to spend **705** days on the Audit of the Commissioning, Communities and Policy Department which will be allocated over the following areas:-

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Acceptd	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
Departmental Review - Management & Administration	M	60	8	35	1	Qualified	-	6	12	8	3 (1H, 1M, 1L)	15 (2H, 5M, 8L)	Memo relates to 2019/20. Current year Audit in progress. Also includes additional time used to support the Department with individual queries, a number of which relate to revised operational procedures as a result of the pandemic.
External Grants & Certifications	M/H	10	-	-	-	-	-	-	-	-	-	-	-
Information Security Reviews	M/H	45	-	73	4	3 Qualified 1 Other	-	3	4	7	-	9 (6H, 3M)	New and enhanced IT systems which require approval by the Director of Finance & ICT. IT solution testing and head office visits to ensure systems incorporate core data protection principles, and do not compromise the Council's ISO27001 accreditation in accordance with the requirements of the protocol developed with the Director of Finance & ICT.
Themed and Operational													
Implementation of ICT Strategy	M/H	25	-	-	-	-	-	-	-	-	-	-	-
• Communications and Call Derbyshire	M/H	25	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Democratic Services	M	25	-	-	-	-	-	-	-	-	-	-	Work to be scheduled later in 2020/21.
• Public Library Service	M/L	5	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Community Safety	M/H	-	13	-	1	Qualified	-	1	9	1	1 (1M)	5 (4M, 1L)	Memo relates to 2019/20.
<b>Divisional Activity</b>													
Corporate Finance													
Major Systems	H	285	28	131	7	4 Substantial 2 Qualified 1 Limited	-	17	44	31	9 (1H, 5M, 3L)	21 (8H, 10M, 3L)	Due to the nature of these key reviews they are routinely work in progress at the year end. Work on Human Resources, Accounts Payable, Procurement, Funds Management and Treasury Management reported in year. Memos relates to 2019/20.  Reviews of Accounts Receivable and Asset Management relate to 2020/21.

Key to Level of Risk: H – High, M – Medium, L – Low

Key to Recommendations: C – Critical, H – High, M – Medium, L - Low 4

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Audit Assurance	Analysis of Recommendations				Recs Not Acceptd	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
Probity and Compliance	M/H	95	62	-	2	2 Qualified	-	3	12	6	6 (3M, 3L)	3 (1H, 2M)	HM Revenue & Customs Compliance and Pensions Administration reviews. Memos relate to 2019/20.
Corporate/Departmental ICT Services	M/H	90	25	62	1	Limited	-	13	5	4	1 (1M)	8 (5H, 3M)	Work includes assessments of new and existing IT systems together with specific reviews of the Systems Development Controls, BACS and Systems Interfaces.
County Property	M/H	20	-	-	-	-	-	-	-	-	-	-	Reported in December 2020 that this will not be completed.
Regulatory Registration Service	M/L	20	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
<b>TOTAL</b>		<b>705</b>	<b>136</b>	<b>301</b>	<b>16</b>		<b>-</b>	<b>43</b>	<b>86</b>	<b>57</b>	<b>20</b>	<b>61</b>	

**Children's Services**

It is intended to spend **650** days on the Audit of the Children's Services Department which will be allocated over the following areas:-

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
Departmental Review - Management & Administration	M	45	7	34	1	Qualified	-	7	11	9	1 (1L)	15 (6H, 6M, 3L)	Memo relates to 2019/20.
Information Security Reviews	M/H	35	1	3	1	Qualified	-	-	3	-	-	-	New and enhanced IT systems which require approval by the Director of Finance & ICT. IT solution testing and head office visits to ensure systems incorporate core data protection principles, and do not compromise the Council's ISO27001 accreditation in accordance with the requirements of the protocol developed with the Director of Finance & ICT. Memo relates to 2019/20.
Schools													
Nursery, Primary & Special	M/H	348	-	125	11	10 Qualified 1 Limited	-	60	86	59	-	48 (20H, 17M, 11L)	It should be noted that Audit opinions and recommendations made relating to schools and establishments are categorized in relation to the school or establishment and not the Council.
Secondary	M/H	56	-	-	-	-	-	-	-	-	-	-	No Audits scheduled from a planned total of 8 reviews.
Information Security Reviews	M/H	35	5	6	2	Qualified	-	-	-	-	-	-	New and enhanced IT systems which require approval by the Director of Finance & ICT. IT solution testing and head office visits to ensure systems incorporate core data protection principles, and do not compromise the Council's ISO27001 accreditation in accordance with the requirements of the protocol developed with the Director of Finance & ICT. 1 Memos relates to 2019/20.
Children's Homes	M/H	16	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
Derbyshire Outdoors	M/L	10	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
Themed & Operational													
• Use of Personal Budgets and Children with SEND	H	25	-	49	-	-	-	-	-	-	-	-	-
• Adult Community Education	M/H	25	-	33	1	Substantial	-	-	2	6	-	2 (1H, 1M)	-

Key to Level of Risk: H – High, M – Medium, L – Low

Key to Recommendations: C – Critical, H – High, M – Medium, L - Low 6

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
• Derbyshire Music Partnership	M/L	25	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Troubled Families Programme	M/L	30	-	37	5	Other	-	-	-	-	-	-	Grant claims.
• Starting Point	H	-	2	-	1	Qualified	-	8	6	2	1 (1L)	6 (3H, 1M, 2L)	Memo relates to 2019/20.
• Impact of Children in Care	M	-	-	6	1	N/A	-	1	-	1	-	2 (1M, 1L)	Follow-up review not in original Audit Plan.
• Commissioning & Partnership Working	M	-	-	7	-	-	-	-	-	-	-	-	Follow-up review not in original Audit Plan.
<b>TOTAL</b>		<b>650</b>	<b>15</b>	<b>300</b>	<b>23</b>		<b>-</b>	<b>76</b>	<b>108</b>	<b>77</b>	<b>2</b>	<b>73</b>	



**Adult Social Care and Health**

It is intended to spend **299** days on the Audit of the Adult Social Care and Health Department which will be allocated over the following areas:-

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
Departmental Review - Management & Administration	M	45	-	44	1	Qualified	-	7	7	9	-	12 (5H, 4M, 3L)	Memo relates to 2019/20.
Public Health	M/H	25	-	-	-	-	-	-	-	-	-	-	Unlikely to be completed due to the Covid-19 pandemic.
Information Security Reviews	M/H	70	1	11	2	Limited	-	5	1	-	-	-	New and enhanced IT systems which require approval by the Director of Finance & ICT. IT solution testing and head office visits to ensure systems incorporate core data protection principles, and do not compromise the Council's ISO27001 accreditation in accordance with the requirements of the protocol developed with the Director of Finance & ICT. Memos relates to 2019/20.
Social Care													
Elderly Residential	M/H	24	-	-	-	-	-	-	-	-	-	-	It should be noted that Audit opinions and recommendations made relating to establishments are categorized in relation to the establishment and not the Council.
Physical/Mental Disability	M/H	24	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
Day Care & Hostels	M/H	20	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
Community Care Centres	M/H	16	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
Themed & Operational													
• Review of Quality Assurance Framework	H	25	-	3	-	-	-	-	-	-	-	-	-
• Direct Payments	H	25	-	34	-	-	-	-	-	-	-	-	-
• Delayed Transfers of Care and Data Accuracy	M/H	25	-	30	1	Qualified	-	5	5	1	3 (3M)	-	-

Key to Level of Risk: H – High, M – Medium, L – Low

Key to Recommendations: C – Critical, H – High, M – Medium, L - Low 8

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Acceptd	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
• Deputyship	M/H	-	17	-	1	Qualified	-	4	7	4	-	5 (4H, 1M)	Memo relates to 2019/20.
• Private Residential Care	M/H	-	7	-	1	N/A	-	-	1	-	-	-	Relates to 2019/20 Audit Plan, work suspended due to Covid-19, no opinion formed.
• Emergency Response and Service Continuity	M	-	-	8	-	-	-	-	-	-	-	-	Follow-up review not in original Audit Plan
• Domiciliary Care	M	-	-	7	1	Qualified	-	2	4	1	-	8 (2H, 5M, 1L)	Follow-up review not in original Audit Plan
<b>TOTAL</b>		<b>299</b>	<b>25</b>	<b>137</b>	<b>7</b>		<b>-</b>	<b>23</b>	<b>25</b>	<b>15</b>	<b>3</b>	<b>25</b>	

**Economy, Transport and Environment**

It is intended to spend **170** days on the Audit of the Economy, Transport & Communities Department which will be allocated over the following areas:-

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
Departmental Review - Management & Administration	M	45	29	7	1	Qualified	-	5	13	9	2 (1M, 1L)	11 (4H, 6M, 1L)	Memo relates to 2019/20.
Information Security Reviews	M/H	15	2	11	2	Qualified	-	-	6	-	-	-	New and enhanced IT systems which require approval by the Director of Finance & ICT. IT solution testing and head office visits to ensure systems incorporate core data protection principles, and do not compromise the Council's ISO27001 accreditation in accordance with the requirements of the protocol developed with the Director of Finance & ICT. 1 Memo relates to 2019/20.
• Public Transport and Procurement of Taxis (including Vetting of Contractors)	M/H	25	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Waste Management	M/H	25	-	-	-	-	-	-	-	-	-	-	Work to be scheduled later in 2020/21.
• Inspection and Control of Highways Assets	M/H	25	-	4	-	-	-	-	-	-	-	-	-
• Concessionary Fares	M/H	20	-	-	-	-	-	-	-	-	-	-	Not able to progress due to the Covid-19 pandemic.
• Grants	M/H	15	-	23	2	2 Other	-	-	-	-	-	-	Local Transport Capital Funding Grant & Bus Services Operators Grant.
• Regeneration	M	-	-	2	-	-	-	-	-	-	-	-	Follow-up review not in original Audit Plan.
<b>TOTAL</b>		<b>170</b>	<b>31</b>	<b>47</b>	<b>5</b>		<b>-</b>	<b>5</b>	<b>19</b>	<b>9</b>	<b>2</b>	<b>11</b>	

**Additional Unplanned Work (As reported to Audit Committee on 27 May 2020) – (See analysis on page 14)**

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Acceptd	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
Audit Management Support	M/H	-	-	62									
Departmental Audit Support	M/H	-	-	20									
Individual Unplanned Projects relating to the Council's Activities:-													
<ul style="list-style-type: none"> <li>• Duplicate Payments (VfM)</li> </ul>	M	-	-	20	1	Substantial	-	-	-	-	-	-	539,000 Council invoices analysed. No duplicates identified based on criteria including supplier, amount and date of invoice. 174,000 school invoices analysed. Potential duplicate payments identified <b>£16,943.59.</b>
<ul style="list-style-type: none"> <li>• Photocopier Charges (VfM)</li> </ul>	M	-	-	12	1	Qualified	-	2	-	1	-	-	Review of photocopier charges in accordance with the Council's current contract provisions.
<ul style="list-style-type: none"> <li>• Software Licencing (VfM)</li> </ul>	M	-	-	-									Assess current licensing arrangements across Departments to evaluate costs and use of licenses.
<ul style="list-style-type: none"> <li>• Gas and Electricity Charges (VfM)</li> </ul>	M	-	-	2									Verify the Council's energy usage is registered with the correct supplier and billed in accordance with contract rates.
<ul style="list-style-type: none"> <li>• Agency Staff Charges (VfM)</li> </ul>	M/H	-	-	8	-	-	-	-	-	-	-	-	Review the level and usage of agency staff. Assess governance arrangements in place with individual suppliers. Audit Services will work with HR to review the use of Agency Staff across the Council
<ul style="list-style-type: none"> <li>• Directorship Review (Gov)</li> </ul>	H	-	-	66									Utilising the publically available Companies House data to match information against staff declarations of personal and business interests.
<ul style="list-style-type: none"> <li>• Network Access Procedure (IS)</li> </ul>	M/H	-	-	8									Review of staff network access against periods of leave to identify potential instances of user account compromise.

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
• CCTV Expenditure (VfM)	M/L	-	-	3									Following the review of the Council's Surveillance Camera Procedures (2019/20), assess CCTV charges across the Authority.
• Recruitment & Selection Costs (VfM)	M	-	-	-									Assess the level of costs in accordance with the Council's approved Recruitment and Selection procedures.
• Hospitality Costs (VfM)	M	-	-	18	1	Qualified	-	1	3	1	1 (1M)	-	Assess the level of costs in accordance with the Council's procedures.
• Memberships & Subscriptions (VfM)	M/L	-	-	20									Review the nature and extent of costs relating to external memberships and subscriptions to professional bodies and other organisations etc.
• Core Finance System Access (IS)	M/H	-	-	-									Review of staff access to core finance systems (SAP) against periods of leave to identify potential instances of user account compromise.
• Mosaic System Access (IS)	M/H	-	-	6									Review of staff access (Mosaic) against periods of leave to identify potential instances of user account compromise.
• Provisions for Suppliers and Contractors (Gov)	M/H	-	-	15									Review of payments to suppliers and contractors to ensure continuity of income and maintain further services.
• DfE Digital Devices for Disadvantaged Groups (Gov)	H	-	-	4									Assist Children's Services colleagues to implement robust controls for the management of the Department for Education (DfE) IT devices project.
• Covid 19 Returns & Executive Director Decisions (Gov)	H	-	-	48	2	Other	-	-	-	-	-	-	Review of returns to MCHLG in respect of additional expenditure incurred by the Council due to Covid-19 and lost sales/income.  The work relating to lost sales/income enabled the Director of Finance & ICT to sign the claim. Audit Services will continue to work with Finance Managers on future claims.

Audit Area	Level of Risk	Plan Days	Actual Days		No of Reports	Level of Assurance	Analysis of Recommendations				Recs Not Accepted	Recs Not Implmtd	Comments
			19-20	20-21			C	H	M	L			
<ul style="list-style-type: none"> <li>Suppliers Registered with the ICO (IS)</li> </ul>	M	-	-	13									Compare the publically available register of organisations from the Information Commissioner's Office (ICO) against the Council's Accounts Payable records to assess whether organisations that have been paid by the Authority are registered with the ICO where appropriate.
<ul style="list-style-type: none"> <li>Home to School Transport Grant</li> </ul>	M	-	-	5									
<ul style="list-style-type: none"> <li>Covid Winter Grant Scheme</li> </ul>	M	-	-	1									
Individual Unplanned Projects relating to the Schools. Activities analysed over the following reviews:- <ul style="list-style-type: none"> <li>Agency Staff Charges (VfM)</li> <li>CCTV Expenditure (VfM)</li> <li>Directorship Review (Gov)</li> <li>Gas and Electricity Charges (VfM)</li> <li>Hospitality Costs (VfM)</li> <li>Photocopier Charges (VfM)</li> <li>Recruitment &amp; Selection Costs (VfM)</li> <li>Software Licencing (VfM)</li> <li>Memberships &amp; Subscriptions (VfM)</li> </ul>	M/H	-	-	146									The scope of the school reviews was similar to the work undertaken above in relation to activities and transactions processed by the Council.
<b>TOTAL</b>	-	-	-	<b>477</b>	<b>5</b>		<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>			
<b>Key : (VfM) – Value for Money focused Audit review (Gov) – Governance focused Audit review (IS) – Information Security/ Data Protection focused Audit review.</b>													

### Audit Recommendations

Audit recommendations are prioritized depending upon the level of associated risk and impact upon the management control framework as follows:-

Level	Category	Definition
1	Critical	Significant strategic, financial or reputational risks where immediate remedial action is considered essential.
2	High	The absence of, significant weaknesses in, or inadequate internal controls over the operation of key systems or processes which compromise the integrity/probity of the client's operations. These would result in a potential, significant increase in the level of risk exposure which may be financial, reputational or take the form of an increased risk of litigation.
3	Medium	Findings which identify poor working practices or non-compliance with established systems or procedures which result in increased risk of loss/inefficient operation and which expose the client to an increased level of risk.
4	Low	General housekeeping issues which require consideration and a planned implementation date within the medium term.

### Audit Opinions

Audit opinions are categorized based upon the assurance that Management may draw on the adequacy and effectiveness of the overall control framework in operation as follows:-

Level of Assurance	Explanation and significance
Substantial Assurance	Whilst there is a sound system of governance, risk management and control minor weaknesses have been identified which include non-compliance with some control processes. No significant risks to the achievement of system/audit area objectives have been detected.
Qualified Assurance	Whilst there is basically a sound system of governance, risk management and control some high priority recommendations have been made to address potentially significant or serious weaknesses and/or evidence of a level of non-compliance with some controls or scope for improvement identified, which may put achievement of system/audit area objectives at risk. Should these weaknesses remain unaddressed they may expose the Council to reputational risk or significant control failure.
Limited Assurance	Significant weaknesses and/or non-compliance have been identified in key areas of the governance, risk management and control system which expose the system/audit area objectives to a high risk of failure, the Council to significant reputational risk and require improvement.
No Assurance	Control has been judged to be inadequate as systems weaknesses, gaps and non-compliance have been identified

Level of Assurance	Explanation and significance
	in numerous key areas. This renders the overall system of governance, risk management and control inadequate to effectively achieve the system/audit area objectives which are open to a significant risk of error, loss, misappropriation or abuse. Immediate remedial action is required.



## Audit Services - Progress Against the Audit Plan 2020-21 – January 2021

Name	Planned Days	Current Status	Audit Prepped	Audit Started	In Review	Audit Complete	Memo Issued	Comments
Corporate Activities	1,060							
Corporate Projects	335							
VP018 East Midlands Broadband (emPSN)	5							
VP037 Workforce Development/ Succession Planning	30							Agreed project based approach with the Director of Organisation Development & Policy.
VP044 D2N2 LEP (Growth Hub Funding Grant)								
VP044 D2N2 LEP (Main Audit)	50							
VP047 Supply Chain Failure	20							Work will also be included in Departmental Audit reviews in addition to the central review.
VP053 Cyber Security Review	30							Cyber Security Group established.
VP055 Corporate Culture	30							Not able to progress due to the Covid-19 pandemic.
VP056 Health & Safety	20							Not able to progress due to the Covid-19 pandemic.
VP058 Serious & Organised Crime	10							Preliminary data washing has been undertaken. This initiative is to be further developed.
VP062 Data Protection Compliance	20							
VP064 New Delivery & Commissioning Models/Partnership Working	30							Some Audit work has been completed.
VP066 Maintenance of Council Properties	30							
VP067 Climate Change	30							Work to be scheduled later in 2020-21.
VP068 Major Incident Response	30							Work to be scheduled later in 2020-21.
VP069 Fraud Awareness	50							Audit not included in original Audit Plan.
Corporate Governance	100							
CO002 Business Continuity Planning	20							Not able to progress due to the Covid-19 pandemic.
CR001 Embedding Corporate Governance	40							Supporting the Audit Committee and the work of the Governance Group.
CR001 Embedding Corporate Governance	5							Audit not included in original Audit Plan. Work undertaken in respect of declarations of interest.
CR006 Corporate Health Check	20							Unlikely to progress due to resource constraints.
CR007 Information Governance Group & Support	20							Supporting the work of the IGG.

Name	Planned Days	Current Status	Audit Prepped	Audit Started	In Review	Audit Complete	Memo Issued	Comments
CR007 Security Incidents Review	5							Audit not included in original Audit Plan.
Corporate Fraud Prevention	425							
CZ100 External Audit Liaison	5							
CZ200 National Fraud Initiative	20							Data submitted by required deadline. Further work required.
CZ300 National Anti-Fraud Network	10							Information disseminated to Members and Senior Management.
CZ400 RIPA Management & Admin	5							External Inspection of Council's procedures. Policy to be reviewed and training to be provided to appropriate staff.
ZZ000 Internal Audit-Special Investigations General	385							Time allocation to undertake special investigations.
Audit Planning Contingency	200							
XX000 Audit Planning Contingency	200							
Commissioning, Communities and Policy Department	705							
Departmental Review - Management & Administration (CCP)	115							
CA100 Commissioning, Communities and Policy Departmental Review	40							
CA101 Commissioning, Communities and Policy - General Support	20							
CA102 External Grants and Certifications	10							
CA104 Information Security and Follow Up Reviews	45							
DK840 Property Services - Accounting System (CCP)	5							Part of CA104 allocation.
DK917 County Pension System (CCP)	5							Part of CA104 allocation
Operational Reviews	80							
CO006 Public Library Service	5							Not able to progress due to the Covid-19 pandemic.
CO007 Democratic Services	25							Work to be scheduled later in 2020-21.
CO008 Communications and Call Derbyshire	25							Not able to progress due to the Covid-19 pandemic.
CO009 Implementation of ICT Strategy	25							Work to be scheduled later in 2020-21.

Name	Planned Days	Current Status	Audit Prepped	Audit Started	In Review	Audit Complete	Memo Issued	Comments
Regulatory	20							
QE100 Registration Service Audit Review	20							Not able to progress due to the Covid-19 pandemic.
Divisional Activity - Corporate/Departmental IT Systems	90							
DK100 Systems Development Controls (CCP)	20							
DK500 Network Infrastructure Review (CCP)	15							
DK823 Server Infrastructure Review (CCP)	20							
DK888 Bacs Payment System Review (CCP)	15							Work to be scheduled later in 2020-21.
DK923 Corporate Database Review (CCP)	20							
DK125 - Core System Interfaces (Corporate)	5							Audit not included in original Audit Plan.
Divisional Activity - Core Financial Systems (CCP)	285							
MA100 Core Financial Systems - General Queries	5							
MB100 Human Resources Management	40							Work to be scheduled later in 2020-21.
MC100 Accounts Payable	40							Draft Memorandum issued.
MD100 Corporate Purchasing	40							Work to be scheduled later in 2020-21.
ME100 Accounts Receivable	35							
MG100 Accountancy, Budgetary Control and Financial Resilience	45							
MK100 Asset Management System	30							
ML100 Funds Management	50							Work to be scheduled later in 2020-21.
Divisional Activity - Probity and Compliance (CCP)	95							
DC200 HM Revenue & Customs Compliance	20							
DE101 Cash Audit & ISO 27001 Visits	20							Not able to progress due to the Covid-19 pandemic.
DE400 Pensions Administration	25							
DE500 Insurance & Risk Management	30							Work to be scheduled later in 2020-21.

Name	Planned Days	Current Status	Audit Prepped	Audit Started	In Review	Audit Complete	Memo Issued	Comments
Divisional Activity - County Property Division (CCP)	20							
DV100 Property Services Review	20							
Children's Services Department	650							
Departmental Review - Management & Administration (CS)	115							
AA001 Children's Services - Departmental Review	40							
AA002 Children's Services Department - General Support	5							
AA004 Information Security and Follow Up Reviews	70							
DK188 School Library System - Libresoft (SCH)	5							Part of AA004 allocation.
DK190 Mathematics School IT System (SCH)	5							Part of AA004 allocation.
Operational Reviews (CS)	105							
AO013 Troubled Families Programme	30							
AO015 Adult Community Education	25							
AO020 Derbyshire Music Partnership	25							Not able to progress due to the Covid-19 pandemic.
AO026 Use of Personal Budgets for Children with SEND	25							
AO021 Review of Commissioning & Partnership Working	5							Audit not included in original Audit Plan.
AO022 Impact of Children in Care	5							Audit not included in original Audit Plan.
Primary, Nursery & Special Schools	348							Currently 11 virtual Audits completed and 1 arranged from a planned total of 75 reviews.
Secondary Schools	56							No Audits scheduled from a planned total of 8 reviews.
AM001 Derbyshire Outdoors Lea Green	10							Not able to progress due to the Covid-19 pandemic.
Children's Homes (CS)	16							Not able to progress due to the Covid-19 pandemic.

Name	Planned Days	Current Status	Audit Prepped	Audit Started	In Review	Audit Complete	Memo Issued	Comments
Adult Social Care and Health Department	299							
Departmental Review - Management & Administration (AC)	140							
BA001 Adult Social Care and Health Departmental Review	40							
BA002 Adult Social Care and Health Department - General Support	5							
BA004 Information Security and Follow Up Reviews	70							
BD001 Public Health Review	25							Unlikely to be completed due to Covid-19 Pandemic.
Operational Reviews (AC)	75							
BO022 Direct Payments	25							Draft Memorandum issued.
BO026 Review of Quality Assurance Framework	25							
BO027 Delayed Transfers of Care and Data Accuracy	25							
BO002 Domiciliary Care	5							Audit not included in original Audit Plan.
BO018 Emergency Response and Service Continuity	5							Audit not included in original Audit Plan.
Social Care - Residential	24							Not able to progress due to the Covid-19 Pandemic.
Social Care - Day Care - Physical/Mental Disability	24							Not able to progress due to the Covid-19 Pandemic.
Social Care - Day Care & Hostels	20							Not able to progress due to the Covid-19 Pandemic.
Social Care - Comm Care Centres (Learning Dis)	16							Not able to progress due to the Covid-19 Pandemic.
Economy, Transport and Environment Department	170							
Departmental Review - Management & Administration (ETE)	60							
HA100 Economy, Transport and Environment – Departmental Review	40							
HA101 Economy, Transport and Environment - General Support	5							

Name	Planned Days	Current Status	Audit Prepped	Audit Started	In Review	Audit Complete	Memo Issued	Comments
HA103 Information Security and Follow Up Reviews	15							
DK185 Waste Management Accounting System (ETE)	5							Part of HA103 allocation.
Operational Reviews (ETE)	110							
HO001 Review of Waste Management	25							Work to be scheduled later in 2020-21.
HO006 Concessionary Fares	20							Not able to progress due to the Covid-19 Pandemic.
HO021 Public Transport & Taxi Contracts	25							Not able to progress due to the Covid-19 Pandemic.
HO029 ETE Grants	15							
HO030 Inspection and Control of Highway Assets	25							Work to be scheduled later in 2020-21.
HO024 Regeneration	5							Audit not included in original Audit Plan.
HO026 Local Transport Capital Funding Grant	5							Audit not included in original Audit Plan.

**Key – Current Status**

Status	Description
	Audit unlikely to be completed in 2020-21
	Audit scheduled and work due to be completed
	Audit completed
	Indicates current progress

Figures in blue identify planned days not included in original Audit Services Plan

**DERBYSHIRE COUNTY COUNCIL**

**AUDIT COMMITTEE MEETING**

**2 February 2021**

**Report of the Director of Finance & ICT and Assistant Director of Finance  
(Audit)**

**LOCAL CODE OF CORPORATE GOVERNANCE AND ANNUAL  
GOVERNANCE STATEMENT**

**1. Purpose of Report**

To inform Members of arrangements relating to the Local Code of Corporate Governance and Annual Governance Statement including progress of the associated Action Plan.

**2. Information & Analysis**

At the meeting of the Audit Committee held on 24 November 2020 Members approved the Council's Statement of Accounts 2019-20 which included the Annual Governance Statement and Action Plan.

Regulation 6 of the Accounts and Audit Regulations 2015 requires a relevant body to "conduct a review of the effectiveness of the system of internal control" and "prepare an annual governance statement .... in accordance with proper practices". The Chartered Institute of Public Finance and Accountancy (Cipfa) and the Society of Local Authority Chief Executives (Solace) have produced a framework Delivering Good Governance in Local Government to promote good governance. This framework has been used to inform the production of the Council's Local Code of Corporate Governance and the Annual Governance Statement.

Members will recall that the Governance Group is established to conduct an ongoing review of key systems and processes operated within the Council to ensure that effective Corporate Governance is promoted and delivered. The Governance Group has a key role in the ongoing review and development of the Local Code of Corporate Governance and the Annual Governance Statement and Action Plan.

The Local Code of Corporate Governance is currently being finalised by the Governance Group and will be presented to the Audit Committee and published on the Council's website when complete. Progress against the Annual Governance Statement Action Plan based on comments received is shown at Appendix 1.

### **3. Legal Considerations**

Regulation 6 of the Accounts & Audit Regulations 2015 requires the Council to produce an Annual Governance Statement.

### **4. Other Considerations**

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

### **5. Officers' Recommendation**

That the Committee:

- consider the information provided in this Report regarding the production of the Local Code of Corporate Governance and Annual Governance Statement;
- note the progress against the Annual Governance Statement Action Plan.

**Peter Handford**  
**Director of Finance & ICT**

**Carl Hardman**  
**Assistant Director of Finance (Audit)**



## ANNUAL GOVERNANCE STATEMENT

### Action Plan – Summary of Areas for Improvement

Principle	Area for Improvement	Responsible Officer	Completion Date	Current Position/ Comments
<b>Principle A</b> <b>Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law</b>	➤ The Council should continually review how it best protects its vulnerable residents and takes on board learning from all relevant reviews whether they are Derbyshire focussed or not, e.g. safeguarding reviews, governance reviews, national research into child sexual exploitation etc.	Service Director - Commissioning, Safeguarding & Performance	Ongoing	Annual review to be undertaken
	➤ Council Plan and Delivery Plan published but progress against delivery plan requires improvement.	Director of Organisation Development and Policy	March 2021	
	➤ The Council's Corporate Governance Group, chaired by the Head of Paid Service, would operate more effectively if its profile was raised, membership expanded and its activities better resourced. Such actions are underway.	Director of Finance & ICT	Ongoing	Communication strategy by March 2021 to ensure governance is understood and acted upon
	➤ The Employee Code of Conduct was last updated in 2015. The requirements of the Code should be reflected in other policies and not be seen in isolation.	Director of Organisation Development and Policy	December 2021	
	➤ Officers' declarations of interests and gifts and hospitality are not consistently made and recorded.	Director of Legal and Democratic Services	June 2021	Officer group established
	➤ The Whistleblowing The Confidential Reporting Code will be reviewed and communicated more widely.	Director of Legal and Democratic Services	December 2020	Review in progress
	➤ Embed ethical standards following receipt of recent report from the Committee on Standards in Public Life.	Director of Legal and Democratic Services	January 2021	In progress

## ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Responsible Officer	Completion Date	Current Position/ Comments
	➤ The Anti-Fraud arrangements could be more widely communicated and supported by training.	Director of Finance & ICT	Communication Plan by March 2021 Training by December 2021	Ongoing
	➤ Review of the Derbyshire Partnership Toolkit should be completed.	Director of Organisation Development and Policy	June 2021	
Principle B Ensuring openness and comprehensive stakeholder engagement	➤ More active use of parish/town councils and community groups could be considered.	Assistant Director - Resources and Improvement	February 2021	On target
	➤ Partnership working arrangements are redesigned using the Thriving Communities approach to create strategic partnership engagement to deliver shared outcomes.	Director of Organisation Development and Policy	September 2021	
Principle C Defining outcomes in terms of sustainable economic, social and environmental benefits	➤ Ensure that decisions are taken with regard to, or based on the longer term view.	Director of Legal and Democratic Services	June 2021	
	➤ More emphasis could be placed on measuring and monitoring longer term outcomes as opposed to outputs.	Director of Legal and Democratic Services	June 2021	
	➤ Ensure key equipment and processes to support business continuity planning are effectively maintained.	Director of Organisation Development and Policy	Ongoing	
	➤ A social value approach is in place. The Council should continue to develop and embed social value to ensure that the economic, environmental and social benefits are realised for Derbyshire when procuring	Director of Finance & ICT	June 2021	Approach is under development. Subject to its agreement

## ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Responsible Officer	Completion Date	Current Position/ Comments
Principle D Determining the interventions necessary to optimise the achievement of the intended outcomes	services.			benefits will be captured consistently
	➤ Need to develop a comprehensive Asset Management Strategy.	Assistant Director – Resources and Improvement working with Directors of Highways, Property and Finance & ICT	December 2020	Information gathered and officer meeting arranged
Principle D Determining the interventions necessary to optimise the achievement of the intended outcomes	➤ Development of consistent and effective business cases.	Director of Finance & ICT	May 2021	Part of Project Management Office development
	➤ The Council could develop a more proactive approach to the use of collective intelligence to guide decision making, rather than data.	Director of Finance & ICT	March 2022	Development of Cloud, SAP HANA, other software, roles and use of intelligence
	➤ Revised Strategy in relation to HR is in place which will be useful to ensure consistent council wide approach and guide future investment in skills. This needs to be fully embedded.	Director of Organisation Development and Policy	April 2021	
	➤ Development of a robust post implementation review process for major projects.	Assistant Director – Resources and Improvement	February 2021	On target
	➤ Review of officer scheme of delegation to optimise achievement of outcomes.	Director of Legal and Democratic Services	June 2021	

## ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Responsible Officer	Completion Date	Current Position/ Comments
Principle E Developing the entity's capacity, including the capability of its leadership and the individuals within it	➤ Whilst there are areas of good practice relating to staff inductions and MyPlans there are opportunities to develop these processes.	Director of Organisation Development and Policy	April 2021	
	➤ Workforce planning, succession planning, mentoring leadership training and management development is not formalised and monitored within the Council. It is inconsistent with no Council wide approach in place.	Director of Organisation Development and Policy	Proposals by March 2021	
	➤ Consistent training of new staff in the IT systems they are expected to use, alongside refresher training for existing staff to ensure effective use of systems.	Director of Finance & ICT	December 2021	Develop as part of ICT restructure and new systems
Principle F Managing risks and performance through robust internal control and strong public financial management	➤ Data Protection arrangements will require continual monitoring and review to ensure compliance with the General Data Protection Regulation.	Data Protection Officer	Ongoing	
	➤ Cyber security threats will require ongoing monitoring and development of appropriate responses which is a key work stream for the cyber security working group.	Director of Finance & ICT	Ongoing	Cyber Security Group to be established by April 2021
	➤ The APEX performance system requires further development to utilise it to its full capacity to integrate performance and financial reporting.	Director of Organisation Development and Policy	March 2021	
Principle G Implementing good practices in transparency, reporting and audit to deliver effective accountability	➤ Continue to improve robust systems for property valuations building on the enhancements completed during recent years.	Director of Property	Ongoing	
	➤ Continue to action the recommendations of LGA Peer Review to aid future improvement.	Director of Organisation Development and Policy	May 2021	
	➤ Continue to review the Constitution to ensure it remains fit for purpose to deliver effective	Director of Legal and Democratic	Ongoing	Governance Ethics and

## ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Responsible Officer	Completion Date	Current Position/ Comments
	accountability.	Services		Standards Committee has agreed a number of amendments to be considered by full Council in February 2021
	➤ Develop systems and protocols to support and monitor partnership working.	Director of Organisation Development and Policy	June 2021	

This page is intentionally left blank

**DERBYSHIRE COUNTY COUNCIL****AUDIT COMMITTEE MEETING****2 February 2021****Report of the Director of Finance & ICT and the Assistant Director of Finance  
(Audit)****MEETING DATES AND AGENDA ITEMS FOR 2021-22****1. Purpose of the Report**

To agree likely agenda items for meetings of the Audit Committee to be held during 2021-22.

**2. Information and Analysis**

Proposed dates for Audit Committee meetings and likely agenda items for Members' consideration and/or approval are set out in a schedule at Appendix 1 to this report. These items are based on the existing business of the Committee.

To this schedule may be added Audit Committee Member training proposals and any additional reports arising.

**3. Considerations**

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

**4. Background Papers**

File held by the Assistant Director of Finance (Audit).

**5. Officers' Recommendation**

That the Audit Committee considers and agrees the proposed programme for 2021-22.

**Peter Handford**  
**Director of Finance & ICT**

**Carl Hardman**  
**Assistant Director of Finance (Audit)**

**DERBYSHIRE COUNTY COUNCIL****AUDIT COMMITTEE - MEETING DATES AND AGENDA ITEMS 2021-22**

	JUNE 2021	JULY 2021	SEPT 2021	DEC 2021	FEB 2022	MARCH 2022
Finance Timetable	✓					
Strategic Risk Review	✓		✓	✓		✓
Statement of Accounts 2020-21	✓					
External Auditor's Reports (if any)	✓	✓	✓	✓	✓	✓
Annual Governance Statement and System of Internal Control		✓				
Review of the Effectiveness of the System of Internal Control		✓				
Report of the Monitoring Officer		✓				
Audit Services Unit Annual Report 2020-21		✓				
Statement of Accounts 2020-21		✓				
Annual Audit Letter 2020-21			✓			
Treasury Management Annual Report				✓		
Budget Monitoring			✓	✓	✓	✓
Audit Services Unit progress against Audit Plan 2021-22			✓	✓	✓	
NFI update	✓					✓
Annual Review of the Council's Regulatory Framework			✓			
Anti-Money Laundering Policy				✓		
Oversight of activity and compliance - RIPA					✓	
Proposed meeting dates and Agenda items 2022-23					✓	
Review of Annual Governance Statement recommendations and Action Plan progress					✓	



	JUNE 2021	JULY 2021	SEPT 2021	DEC 2021	FEB 2022	MARCH 2022
Approval of Audit Services Unit Plan 2021-22						✓
Tax Strategy						✓
Accounting Policies						✓
Review of Financial Regulations						

**NOTES**

The above timetable sets out the optimum dates regarding consideration and approval of the Statement of Accounts. In order to meet the requirements of the audit of the Council's Statement of Accounts it is anticipated that the formal approval of the 2020-21 accounts will be undertaken at the meeting in July 2021. However, if this is not possible then there will be the need to agree an additional meeting.

Audit Committee Member training proposals and any additional reports may be added to the above schedule.

This page is intentionally left blank