

Public Document Pack



Helen Barrington

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

Extension

danny.sunderland@derbyshire.gov.uk

Direct Dial 01629 538357

Ask for Danny Sunderland

PUBLIC

To: Members of Audit Committee

Monday, 24 January 2022

Dear Councillor,

Please attend a meeting of the **Audit Committee** to be held at **2.00 pm** on **Tuesday, 1 February 2022** in the Council Chamber, County Hall, Matlock, 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

A G E N D A

1. Apologies for Absence
2. To receive declarations of interest (if any)
3. Strategic Risk Review - Place Department
4. To confirm the minutes of the meeting held on 7 December 2021 (Pages 1 - 12)

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

- 5 (a) Audit Services Unit- Progress against Audit Plan 2021-22 (Pages 13 - 46)

- 5 (b) Regulation of Investigatory Powers Act (RIPA) (Pages 47 - 52)
- 5 (c) Annual Governance Statement Action Plan 2021-22. (Pages 53 - 98)
- 5 (d) Meeting Dates and Agenda Items for 2022-23 (Pages 99 - 104)

To consider the reports of the Executive Director Corporate Services & Transformation on:

- 6. Performance Monitoring and Budget Monitoring/Forecast Outturn 2021-22 as at Quarter 2 (30 September 2021) (Pages 105 - 222)

To consider External Auditor reports (if any)

- 7. Exclusion of the Public

To move that under Section 100(a)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that in view of the nature of the business, that if members of the public were present exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 would be disclosed to them and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part II - EXEMPT ITEMS

- 8. To receive declarations of interest (if any)
- 9. Overview of Place Department Risks (Pages 223 - 254)

PUBLIC

MINUTES of a meeting of the **AUDIT COMMITTEE** held on 7 December 2021 at County Hall, Matlock.

PRESENT

Councillor G Musson (in the Chair)

Councillors N Atkin, J Nelson, R Mihaly and R Parkinson

Officers in attendance – D Ashcroft, D Downs, P Handford, J Lakin, J Morgan and E Scriven (representing Derbyshire County Council); and M Surridge (representing Mazars).

Declarations of Interest

There were no declarations of interest

42/21 **ADULT SOCIAL CARE AND HEALTH RISK REGISTER** Helen Jones, the Executive Director for Adult Social Care and Health had been invited to the meeting to provide Members with details of the particular areas of risk within the department. Key departmental risks were highlighted as follows:

- Covid-19 including mandatory vaccinations for residential care home staff
- increase in demand for adult social care.
- financial risks.
welfare of colleagues.
- recruitment and retention of staff, and
- Social Care Reform white paper and its implications.

The Committee was informed of the risk mitigation procedures and controls that the department had in place.

On behalf of the Committee, the Chairman thanked Ms Jones for her attendance and informative presentation.

43/21 **MINUTES RESOLVED** that the minutes of the meeting held on 21 September 2021 be confirmed as a correct record and signed by the Chairman.

44/21 **CORPORATE RISK REGISTER QUARTERLY REPORT 2021-22 QUARTER 2)** The Committee was provided with an update on strategic risks, major departmental risks and outcomes of the corporate risk management capability self-assessment.

The strategic risk register included those risks with the greatest potential

to have a negative impact on the Council's ability to deliver its core services and objectives. These were risks which were currently assessed as Red and subject to proactive monitoring and significant management action for control and mitigation. A summary of the current strategic risks was provided. All these risks had been reviewed and updated for Quarter 2 (Q2) and no risks had been added or removed since Quarter 1 (Q1).

As only risks currently assessed as Red had been included in the strategic risk register, attention should focus on how long each risk had been on the register and its assessment history. Out of the fifteen risks on the register, ten had been Red for six successive quarters. These risks were highlighted in the report. The committee should be assured that, while some risks had been Red for successive quarters, this did not mean action was not being taken. These actions were detailed in the full strategic risk register shown in Appendix 2 to the report.

The format of the register in Appendix 2 had been redesigned to include historical scoring as requested by the Audit Committee. Also shown for the first time were separate assessments of reputation and financial impact as required by the new corporate risk management strategy.

The risk scoring method had changed in September 2021 when the new strategy was introduced. The old and new scoring tables could be found at the end of Appendix 2. The new scoring method gave a greater emphasis to the impact of a risk.

The four Departmental Risk Registers (DRRs) contained the operational risks that had been identified and recorded by each department. A summary of the total risks recorded in DRRs at the end of Q2 was provided. The council classed Red and Amber risks as 'major risks' and there were 90 Red and Amber risks out of a total of 167 risks currently recorded in DRRs.

A summary of overall movement in operational risk severity (i.e. risk rating score) for the whole council was provided. A total of 12% of risks had shown improvement during Q2, with 8% worsening in score. The risk assessments for most recorded risks (80%) had remained unchanged from Q1. A summary of the distribution of major risks by category was also provided.

The Council had set itself the ambition to be among the best performing local authorities for risk management by December 2024. To deliver this ambition it had set itself stretching targets, measured using the CIPFA/ALARM (Chartered Institute of Public Finance and Accountancy/Association of Local Authority Risk Managers) risk management capability framework, as follows:

- Level 3 (Working) – by March 2022
- Level 4 (Embedded and Working) – by March 2023

- Level 5 (Driving) – by December 2024

Over the summer each department had completed an unmoderated self-assessment survey using the capability framework. This had provided a baseline assessment of current performance and identified potential strengths and weaknesses to support work to improve performance.

RESOLVED that the Committee (1) reviews the Strategic Risk Register to:

- (a) note the key risks to the Council.
- (b) note the target scores as a reflection of the aims of the Council.
- (c) note the mitigations identified to achieve target scores.

(2) notes the summary of departmental risks performance; and

(3) notes the outcome of the council's risk management capability baseline self-assessment against the CIPFA/ALARM benchmark framework.

45/21 **ASSESSMENT OF GOING CONCERN STATUS** The purpose of this report was to provide assurances to the Committee and External Audit that the Council had the ability to continue to provide core services and enable business continuity. The Director of Finance & ICT had considered the following factors which underpinned this assessment:

- Council's current financial position;
- Council's projected financial position;
- Council's governance arrangements; and
- regulatory and control environment applicable to the Council as a local authority.

The Director of Finance & ICT provided the Committee with more detail of each of these factors.

The Council had set a balanced budget for 2021-22 and over the Five-Year Financial Plan period in February 2021. Although Covid-19 had impacted significantly on the Council's activity and finances, it expected to have sufficient funding from specific and non-ring-fenced grants to offset any additional costs in the near term and therefore the pandemic was not expected to pose a significant risk to the Council's financial resilience in the year to 31 March 2022. Additional funding announced at the Spending Review 2021, on 27 October 2021, would help to support a balanced budget, with the caveat that the final detail will not be known until the Provisional Settlement, expected in mid-December 2021.

Although a funding shortfall was not anticipated, the Council had sufficient further reserves it could deploy in 2021-22 should it be required to do

so. Any use of reserves for this purpose would, however, impact on the funding of the Council's planned improvements, delay some savings plans and require additional general reserves to be set aside in order to ensure that the balance of general reserves remained at a prudent risk-assessed level. Also, because of the Council's Treasury Management Strategy over the last decade to use internal borrowing, rather than take on new long-term external borrowing, the Council had head-room, within the scope of its powers under the Prudential Framework, to take on additional external borrowing to preserve the liquidity of its cash flow, should it need to do so.

Having regard to the Council's arrangements and such factors as highlighted in the report, the Director of Finance & ICT as Section 151 Officer concluded that Derbyshire County Council remained a going concern and that it was appropriate that the Council's Statement of Accounts for 2020-21 had been prepared on this basis. The Director of Finance & ICT wished to thank all the members of staff who had been involved and had contributed to its preparation.

RESOLVED that the Committee notes this formal assessment of the Council's status as a 'going concern' and the conclusion that it was an appropriate basis for preparing the Council's Statement of Accounts 2020-21.

46/21 **STATEMENT OF ACCOUNTS 2020-21** The Council had published its certified pre-audit Statement of Accounts 2020-21 on 30 July 2021, before the statutory deadline, and had submitted them to the Council's external auditor, Mazars, on the same day.

The public inspection period had commenced at 9am on 2 August 2021 (the first working day of August 2021) and had concluded at 4pm on 13 September 2021. No queries had been received.

At the Audit Committee on 21 September 2021, a detailed presentation, followed by a Question and Answer Session, had taken place, to explain the Statement of Accounts in more detail and to respond to any particular queries Members had.

The Council had published notices of delay in publishing its audited 2020-21 Statement of Accounts on 30 September 2021, due to external audit staff resource constraints. The Council had continued to work closely with the external auditor to ensure the required work was completed as soon as possible. The final audited Statement of Accounts for the year ended 31 March 2021 will be published as soon as the audit was formally concluded, and the external audit opinions issued. The approved Statement of Accounts will be reported to full Council in February 2022.

Details of changes made to the pre-audit Statement of Accounts were included at Appendix Two to the report and a copy of the audited Statement of Accounts was appended to the report at Appendix 3. The audit opinions had yet to be inserted but would be included in the Audit Completion Reports of the external auditor presented to Audit Committee. The Annual Governance Statement was included in the Statement of Accounts at Appendix 3.

The International Standard on Auditing ISA 580 required the Council to provide a Management Representation Letter to the external auditors. The letter outlined the responsibilities of those charged with governance. Separate letters would be provided in respect of the Council's Accounts and the Pension Fund Accounts. These letters were still to be finalised with the external auditor but would be included in the Audit Completion Reports of the external auditor presented to Audit Committee.

RESOLVED that the Committee approves the Statement of Accounts 2020-21.

47/21 PRODUCTION OF 2022-23 REVENUE BUDGET A report was presented asking the Committee to note the process towards production of the 2022-23 Revenue Budget, providing Audit Committee with an update of the Revenue Budget Forecast Outturn for 2021-22, a summary of the Autumn Budget and Spending Review 2021, and an update on Cost Pressure Bids received in respect of the 2022-23 Revenue Budget.

Forecast outturn for 2021-22 as at Quarter 2 (30 September 2021) had yet to go to Cabinet but the expectation was that it would show a small overall Council underspend, rather than a small overspend. However, the total portfolio overspend was expected to increase, mainly as a result of an increase in the Adult Care portfolio overspend.

There was a forecast underspend on the Risk Management Budget of £10.476m in 2021-22 and the Debt Charges budget was forecast to be underspent by £0.776m in 2021-22.

The budget savings target for 2021-22 was £13.291m, with a further £12.768m target brought forward from previous years. The savings initiatives identified to meet this target fell short by £9.604m, therefore further proposals would need to be brought forward to ensure the Council continued to balance its budget. Of this total target of £26.059m, £9.777m was forecast to be achieved by the end of the financial year. Therefore, there was a £16.282m forecast shortfall in achievement of budget savings. The resulting base budget overspend was offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received.

The Revenue Budget Report 2021-22 had been approved by Council on 3 February 2021. It confirmed that target savings of £72m were required by

the end of 2025-26, of which £38m had been identified. The identified savings comprised £35m of identified departmental annual budget savings and £3m of cross-departmental annual budget savings over the period of the Five-Year Financial Plan (FYFP), a summary of which was set out in the report.

The Spending Review 2021 (SR 2021) had been launched on 7 September 2021, along with plans for Social Care Reform. On 27 October 2021, the Government had announced the details of the Autumn Budget and SR 2021, which set out public spending totals for three years, from 2022-23 to 2024-25. The Office of Budget Responsibility (OBR) had forecasts that Gross Domestic Product (GDP) would rise by 6.5% in 2021. The OBR now expected the economy to regain its pre-pandemic size around the turn of the year, earlier than the previously expected mid-2022. All medium-term forecasts were revised upwards. The key announcements in the Autumn Budget and SR 2021, relevant to local government were highlighted.

At the Corporate Management Team meetings on 14 and 21 September 2021, detailed discussions had been held in respect of 2022-23 Revenue Cost Pressure Bids received. Further clarity had been requested from departments with regard to some of the bids. Updated bids had subsequently been received from departments and summarised for discussion at the CMT meeting on 2 November 2021. It was reported that Revenue Cost Pressure Bids of £50.522m ongoing and £16.803m one-off relating to 2022-23 had been received. The scale of both ongoing and one-off bids was not financially sustainable. Therefore, further work would be required to ensure that the Council can set a balanced budget in 2022-23 and over the medium-term, recognising increased costs from rising demand for services. The final Cost Pressure Bids list would be for Members to consider, in the context of the forecast available future funding, based on the latest known information. A final list would need to be agreed in early December 2021, with final proposals presented to Council in February 2022.

RESOLVED that the Committee (1) notes the Revenue Budget Forecast Outturn for 2021-22; (2) notes the key announcements in the Autumn Budget and SR 2021, relevant to local government; (3) notes the quantum of Revenue Budget pressure bids received, which cannot all be funded without significant additional budget reductions across all areas; and (4) notes the actions taken in respect of the shortlisting and agreement of Cost Pressure Bids to support the budget production process.

48/21 **ANTI-MONEY LAUNDERING POLICY** The Council's Anti-Money Laundering Policy was most recently presented to the Audit Committee at its meeting on 8 December 2020, following a review in October 2020. Following a further review of the Council's Policy in November 2021, no additional changes were required.

The Council's Policy, which takes account of the Council's exposure to money laundering, along with guidance notes and supporting documentation, was attached at Appendix 2 to the report. It had been published on the Council's website.

Government had been seeking views on amendments to the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017, in a consultation which had closed on 14 October 2021. The Government was keen to ensure that the UK's anti-money laundering and counter terrorist financing regime effectively deterred money laundering and terrorist financing activity, whilst being proportionate and managing burdens on businesses. Based on the information available, it was not expected that these changes would impact on public authorities such as the Council.

Commencing on 1 April 2022, a new tax called the Economic Crime (Anti-Money Laundering) Levy will be charged on entities regulated under the Money Laundering, Terrorist Financing and Transfer of Funds Regulations 2017. For the sake of clarity, this does not include the Council but does include various financial institutions, professional services firms, estate agents, casinos and art market participants.

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

49/21 FINANCIAL SUSTAINABILITY, THE SECTION 114 REGIME AND ASSESSMENT OF THE COUNCIL'S POSITION

The Committee was provided with details of two reports from the Department for Levelling Up, Housing and Communities (DLUHC) on local authority financial sustainability and the Section 114 (S114) regime, which was a notice which Chief Finance Officers may issue if there was a significant risk that an authority would not be able to deliver a balanced budget by the end of the current financial year, along with information on assessment of the Council's position.

The DLUHC reports were:

- A response to the Housing, Communities and Local Government Select Committee's July 2021 report on Local Authority Financial Sustainability and the S114 Regime.
- A report on the Local Government Finance Review of Slough Borough Council, following its issuing a S114 notice in July 2021.

In February 2021 the Council's Director of Finance & ICT, as S151 Officer, had concluded that the Council could set a balanced budget for 2021-22 and across the period of the Five Year Financial Plan (FYFP) and that it remained a 'going concern', although difficult decisions and strong, robust

financial management would continue to be required. The Director of Finance & ICT provided details of the matters that had been considered in arriving at this conclusion.

The Committee had already considered a report at this meeting: 'Assessment of Going Concern Status 2020-21' which had informed Members of the S151 Officer's updated assessment of the Council's status as a going concern, for the purpose of producing its Statement of Accounts for 2020-21. This status will be reassessed at the time of production of the Council's budget for 2022-23 and across the period of the FYFP and will be presented to Full Council for approval in February 2022.

RESOLVED that the Committee notes the DLUHC response to the Housing, Communities and Local Government Select Committee's report on Local Authority Financial Sustainability and the S114 Regime and the DLUHC report on the Local Government Finance Review of Slough Borough Council, following its issuing a S114 notice, along with information on the assessment of the Council's going concern position.

50/21 **PSAA UPDATE** The Committee was provided with an update from a Public Sector Audit Appointments (PSAA) news release on 2020-21 audited accounts progress, issued on 12 October 2021, and a PSAA news bulletin, issued on 28 October 2021, which included:

- the outcome of PSAA research to consider options for national audit fee variations;
- a formal invitation to become opted-in authorities for local auditor appointments for the audits of financial years 2023-24 through to 2027-28;
- details of an Autumn/Winter free webinar series for Audit Committee Chairs; and
- changes to the audit Appointing Person regulations.

On 22 September 2021 PSAA had formally invited all eligible bodies to opt-in to the national scheme for local auditor appointments for the audits of financial years 2023-24 through to 2027-28. The closing date to give notice to PSAA of the Council's acceptance of its invitation to participate in a sector-led approach to procurement was 11 March 2022. A decision to become an opted-in authority must be made by the members of an authority meeting as a whole. This would mean that the decision as to which option to use for the appointment of external auditors for the five-year period commencing 1 April 2023 must be made by Full Council before 11 March 2022.

RESOLVED that the Committee notes this PSAA update in respect of national 2020-21 audited accounts progress, the outcome of PSAA research to consider options for national audit fee variations, a formal invitation to become opted-in authorities for local auditor appointments for the audits of financial

years 2023-24 through to 2027-28, details of an Autumn/Winter free webinar series for Audit Committee Chairs and changes to the audit Appointing Person regulations.

51/21 **APPOINTMENT OF EXTERNAL AUDITOR** The Council's current external auditor was Mazars. Their appointment on 14 December 2017 was made after Full Council had opted-in to a sector-led approach to appointing an external auditor on 7 December 2016, approving the use of PSAA to undertake the procurement on behalf of the Council. The current external auditor appointment had commenced on 1 April 2018 and would come to an end on 31 March 2023.

As detailed in the previous report, the PSAA had contacted the Council to again invite it to become an opted-in authority in accordance with the Regulations.

There were three broad options for local appointment of external auditors open to the Council under the Act:

- Option 1 - Opt-in to a sector led body.
- Option 2 - Make a stand-alone appointment.
- Option 3 - Set up a Joint Auditor Panel/local joint procurement arrangements.

The preferred option was Option 1, for the Council to again opt into the sector-led body, PSAA. The two other options, Options 2 and 3, to make a stand-alone appointment, or to set up joint auditor panel/local joint procurement arrangements, respectively, had been considered and details of each option were presented to the Committee. The auditor appointment would cover both the local authority and the pension fund.

RESOLVED that the Committee notes (1) the details of the requirement for the Council to procure a new external auditor for the audit of the Council's accounts for 2023-24 and the four years thereafter;

(2) the options available in respect of how to make the appointment and recommends to Full Council that they support the preferred option of opting-in to the sector-led body, Public Sector Audit Appointments (PSAA), to undertake the procurement on behalf of the Council; and

(3) that the decision to become an opted-in authority must be made by Full Council before 11 March 2022.

52/21 **AUDIT SERVICES UNIT – PROGRESS AGAINST AUDIT PLAN 2021-22** The report updated Members on progress against the Plan for the seven months to 31 October 2021 and represented work undertaken during that

period, which was detailed in Appendix 1 to the progress report. An analysis of the progress with the Unit's Key Performance Indicators (KPIs) was detailed in Appendix 2 to the progress report.

Whilst the ongoing Covid-19 pandemic was affecting resources and staff availability throughout the Council, Audit had been working closely with Departments and service managers to schedule reviews to minimise the impact on front line services and back office functions. Although the challenging winter months that were likely to bring further pressures were approaching, it was positive to report at this point in the year, that good progress had been made to enable reasonable coverage across the Council's services and within the 2021-22 approved Audit Plan. A number of reviews were currently in progress and it was envisaged that sufficient coverage would have been completed to enable an opinion to be provided at year end.

As previously reported to the Committee, it would be a challenge to deliver the 2021-22 approved days for schools (174 days) and establishments (64 days) due to practicalities and restrictions in place at the local settings. To allow a base level assurance to be obtained across the Council's schools that may not be subject of a visit in this period, Audit staff had been working on a desktop exercise across a number of core areas including finance and governance arrangements.

Members were informed that since the last meeting of the Audit Committee a Principal Auditor had left the Unit having completed their notice period. Whilst this had further reduced resources available within the Unit, an advert was currently on the Council's website and with other professional agencies, for two Principal Auditor positions and a six-month temporary post to cover maternity leave. Although the market was very challenging at the moment, it was hoped that the recruitment process would be successful, and an update would be provided at the next Audit Committee in February 2022. Members suggested that an organisation chart or staffing structure for the departments that came under the Committee would be useful.

At 31 October 2021, a total of 1,434 productive days had been delivered against the pro-rata target of 1,588 days (total planned days for 2021-22 was 2,723).

On behalf of the Committee, the Chairman thanked the Assistant Director of Finance – Audit for her update.

RESOLVED that the Committee note the performance of the Audit Services Unit during this period.

53/21 **REPORT OF THE EXTERNAL AUDITOR** Mark SurrIDGE from Mazars, attended the meeting to present the Committee with the audit completion report for the year ended 31 March 2021.

The report set out their audit conclusions. The scope of the work undertaken, including identified significant audit risks and other areas of management judgement, had been outlined in the Audit Strategy Memorandum which was presented to the Committee on 23 March 2021. Mazars had reviewed their Audit Strategy Memorandum and had concluded that the original significant audit risks and other areas of management judgement remained appropriate.

It was reported that they anticipated issuing an unqualified opinion, without modification, on the financial statements. They also anticipated having no significant weaknesses in arrangements to report in relation to the arrangements that the Council had in place to secure economy, efficiency and effectiveness in its use of resources. Further details on their Value for Money work was provided in the report.

Mr SurrIDGE wished to thank the Director of Finance & ICT, the finance team and internal audit for the work and assistance they had provided during the audit.

On behalf of the Committee, the Chairman thanked Mr SurrIDGE for his attendance and their report.

Meeting started: 2.00pm
Meeting finished: 4.25pm

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

1 February 2022

Report of the Assistant Director of Finance (Audit)

Audit Services Unit – Progress Against Audit Plan 2021-22

1. Purpose

- 1.1 To inform Members of the progress against the approved Audit Services Plan for 2021-22 as at 31 December 2021.

2. Information and Analysis

- 2.1 At the meeting of this Committee held on 23 March 2021, Members approved the Audit Services Plan for 2021-22. The Plan was formulated from a 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.
- 2.2 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 2021 and represents work undertaken during that period, which is detailed in the progress report. An analysis of the progress with the Unit's Key Performance Indicators (KPIs) are also included in the progress report.
- 2.3 In common with previous years, some work forming part of last year's approved Audit Services Plan (2020-21) was completed and reported in the current year. Audit staff routinely follow up progress against agreed recommendations as part of subsequent work, in the area under review.

Operational Matters

- 2.4 As we enter the last quarter of 2021-22, the Covid-19 pandemic remains a challenge to the delivery of the Plan and my ability to provide an assurance across the Council's key services. After the Government's announcement on 8 December 2021 that England would move to Plan B following the increased spread of the Omicron variant, it became clear that other than the desktop review outlined in my previous progress report, it would not be possible to undertake the audits of schools (174 days) and establishments (64 days) before the end of 31 March 2022.
- 2.5 However, despite these challenges Audit staff have worked diligently with senior management and responsible officers to agree suitable arrangements to enable reviews to be undertaken across a broad range of the current Audit Plan. As a result, the Unit is currently on track to have either reported or undertaken significant elements of the fieldwork by the end of March 2022 in the following areas:
- Key financial systems including Treasury Management, Accounts Payable and Accounts Receivable;
 - The Council's four Departments;
 - The majority of Departmental projects within the approved plan or other areas notified by senior management during the year.
- 2.6 There are however areas within the Plan where coverage will not be possible in this period. Whilst there are a number of factors that have affected this decision, the main issues relate to the availability of Departmental staff or service pressures. These include Business Continuity arrangements, Major Incident Planning, Direct Care, Procurement of Public Transport and Taxis and the Corporate Database review. Further comments on the individual reviews are detailed within the progress report.

Audit Resources

- 2.7 During my previous progress report, I informed the Committee of the recruitment exercise that was underway to fill the two Principal Auditor vacancies and a six-month temporary Principal Auditor post to cover maternity leave. Following two days of interviews at the end of December 2021, I am extremely pleased to inform the Committee that two individuals with local government experience have accepted job offers. Whilst it will take a number of months for the individuals to work their respective notice periods, we are hopeful that they will join the Unit by Spring 2022. Unfortunately, the other candidates did not have the

required experience or skills to allow an offer to be made for the vacant six-month temporary post.

Audit Days

- 2.8 At 31 December 2021, a total of 1,789 productive days have been delivered against the pro-rata target of 2,042 days (total planned days for 2021-22 is 2,723).

3. Consultation

- 3.1 No consultation is required.

4. Alternative Options Considered

- 4.1 N/A. Article 11 of the Council's Constitution requires the Audit Committee to monitor progress against the Annual Audit Plan.

5. Implications

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

- 6.1 Electronic files and Audit working papers held by Audit Services, Finance & ICT Services, County Hall Complex.

7. Appendices

- 7.1 Appendix 1 – Implications.
7.2 Appendix 2 – Audit Services Progress Report up to 31 December 2021.

8. Recommendation

- 8.1 That Audit Committee are asked to note the performance of the Audit Services Unit during this period.

9. Reasons for Recommendation(s)

- 9.1 To note that the Council is complying with the requirements of the Council's Constitution.

Report Author:

Dianne Downs

Contact details:

dianne.downs@derbyshire.gov.uk

Implications

Financial

1.1 None.

Legal

2.1 The Council has a duty to maintain an adequate and effective system of internal audit of its accounting records and system of internal control.

2.2 Audit Services discharges the Council's statutory responsibilities under Regulation 5 of the Accounts & Audit Regulations 2015 and fulfils significant aspects of the Director of Finance & ICT's statutory duties under Section 151 of the Local Government Act 1972.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 The work of Audit staff supports the 2021-25 Council Plan key actions for high performing, value for money and resident focused services, by independently assessing Council services and activities.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None.

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Audit Services Unit Progress Against Audit Plan 2021-22 31st December 2021

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**Dianne Downs FCMI, CMIIA
Assistant Director of Finance (Audit)**

Background to the Progress Report

At the meeting of this Committee held on 23 March 2021, Members approved the Audit Services Plan for 2021-22, 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.
(including 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 2021 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 also included in **Appendix 1**.

In common with previous years, elements of work forming part of last year’s approved Audit Services Plan were completed and reported in the current year. Where appropriate, Audit staff routinely follow up progress against agreed recommendations as part of subsequent work, in the area under review.

All work undertaken by Audit Services is conducted in accordance with the standards required by the PSIAS and in conformance with the International Standards for the Professional Practice of Internal Auditing. The work of the Unit complies with the Council’s Audit Charter, Internal Audit Strategy and Quality Assurance and Improvement Programme which are subject to regular review.

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Current Progress

As we enter the last quarter of 2021-22, the Covid-19 pandemic remains a challenge to the delivery of the approved Plan and my ability to provide an assurance across the Council's key services. After the Government's announcement on 8 December 2021 that England would move to Plan B following the increased spread of the Omicron variant, it became clear that other than the desktop review outlined in my previous Progress Report, it would not be possible to undertake the audits of schools (174 days) and establishments (64 days) before the end of 31 March 2022.

However, despite these challenges Audit staff have worked diligently with senior management and responsible officers to agree suitable arrangements to enable reviews to be undertaken across a broad range of the current Audit Plan. As a result, the Unit is currently on track to have either reported or undertaken significant elements of the fieldwork by the end of March 2022 in the following areas:

- Key financial systems including Treasury Management, Accounts Payable and Accounts Receivable;
- The Council's four Departments;
- The majority of Departmental projects within the approved plan or other areas notified by senior management during the year.

There are however areas within the Plan where coverage will not be possible in this period. Whilst there are a number of factors that have affected this decision, the main issues relate to the availability of Departmental staff or service pressures. These include Business Continuity arrangements, Major Incident Planning, Direct Care, Procurement of Public Transport and Taxis and the Corporate Database review. Further comments on the individual reviews and progress is included within **Appendix 1**.

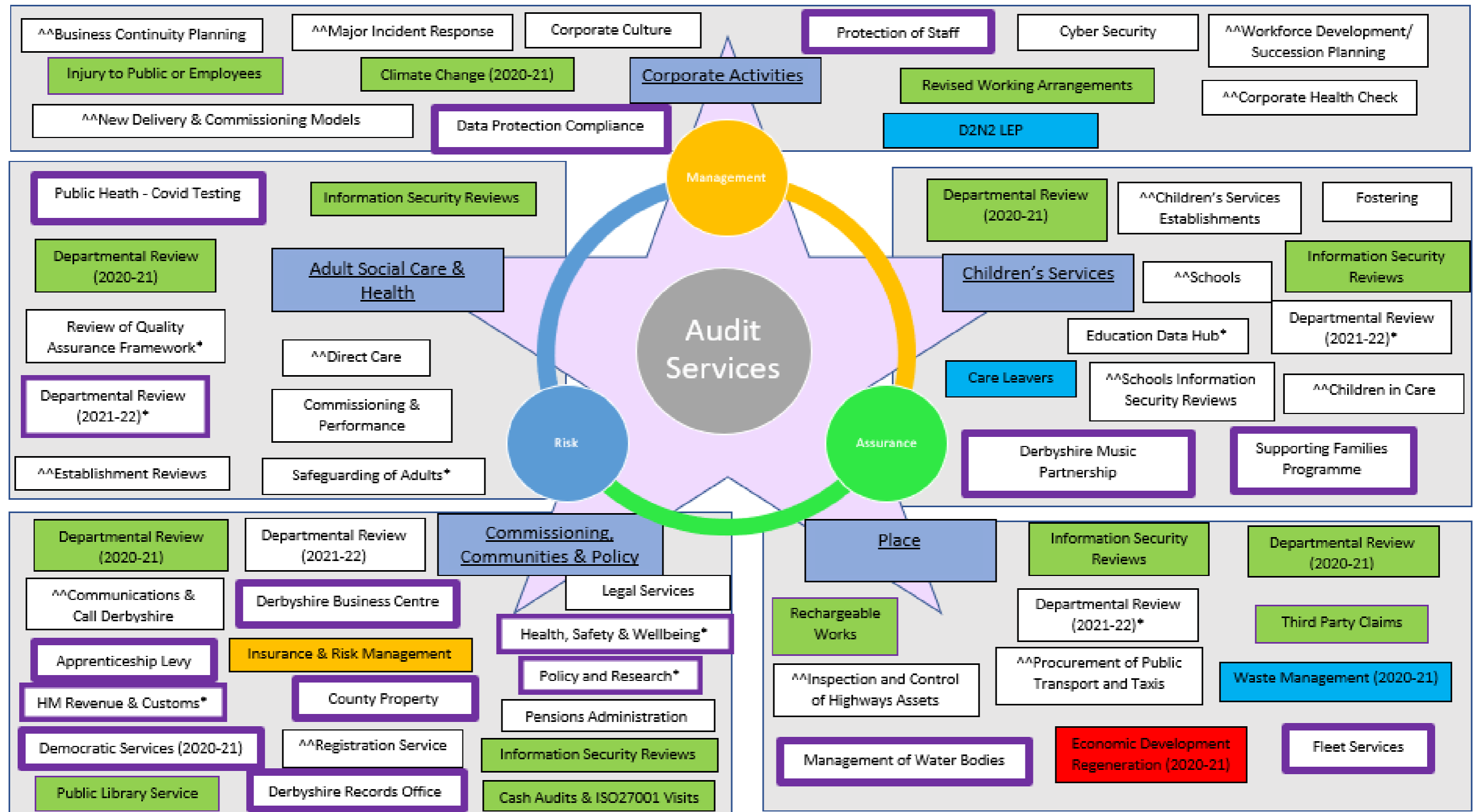


The current Audit performance against the 2021-22 approved Plan is shown below:

2021-22 Progress	At 31 December 2021
Approved Audit Plan (2,723)	2,042
Actual Productive Days	1,789
Shortfall in Productive Days Delivered	253

Analysis of Audit work including a summary of Reports and Memoranda issued up to 31 December 2021, is provided at **Appendix 1**, with more detailed comments on individual reviews within the main body of this Report.

Summary of Audit Opinions (Reports Issued up to 31 December 2021)



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Key Financial Systems	HR Management (2020-21)	Corporate Purchasing	Accounts Receivable	Accounts Payable	Asset Management System	Funds Management (2020-21)	Treasury Management	Accountancy, Budgetary Control and Financial Resilience (2020-21)
IT & IS Reviews	^^Network Infrastructure Review		^^Server Infrastructure Review		BACS Payment System Review*		Microsoft 365*	^^Corporate Database Review

Audit Opinions	Substantial	Qualified	Limited	No	*Review in Progress	Review nearly complete	^^Review Unable to Proceed in 2021-22
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Audit Resources and Activities

Staffing

During my previous Progress Report, I informed the Committee of the recruitment exercise that was underway to fill the two Principal Auditor vacancies and a six-month temporary Principal Auditor post to cover maternity leave. Following two days of interviews at the end of December 2021, I am extremely pleased to inform the Committee that two individuals with local government experience have accepted job offers. Whilst it will take a number of months for the individuals to work their respective notice periods, we are hopeful that they will join the Unit by Spring 2022. Unfortunately, the other candidates did not have the required experience or skills to allow an offer to be made for the vacant six-month temporary post. A copy of the current staffing structure for the Audit Services' Unit is included at **Appendix 2**.

Key Performance Indicators (KPIs)

Details of the Unit's KPIs are summarised in **Appendix 3**. As previously reported the percentage of draft audit memoranda issued within 15 working days of fieldwork completion remains below target and has remained static since the last audit Committee update. It is disappointing that improvements have not been made in this period, although it is anticipated that there will be significant improvements in 2022-23 as the Unit's structure looks to become more stable. Unfortunately, the return of Audit client satisfaction questionnaires remains low when compared to the number of reports issued throughout the year. As part of my wider review of the Unit's Quality Assurance and Improvement Program (QAIP) that I am currently working on, I will discuss this issue with senior management.

Audit Plan 2022-23

I have already commenced work on collating the information, identifying key risks and arranging meetings with senior management to support the preparation of the Audit Services Plan for 2022-23, which will be considered by the Audit Committee on 22 March 2022. Whilst the Plan will be formulated in accordance with the Internal Audit Strategy and Audit Charter, the Plan will have a wider focus on risk and start the process of integrating assurance mapping across the audit universe to help maximise the Audit output from the resources available.



Detailed Analysis - Corporate Activities

Departmental Performance	2020-21	2021-22	Departmental Opinions	2020-21	2021-22
Days within the Approved Audit Plan	1,060	980	Substantial	-	1
Actual days delivered	546	508	Qualified	6	3
Percentage of Audit Days Delivered	51.5%	52%	Limited	2	-
Number of Reports/ Memoranda Issued	11	8	No	-	-
			Other (including letters)	3	4

Outcome reported to the Audit Committee on 7 December 2021

- ✓ Revised Working Arrangements

Meetings and Support

Ongoing as reported to the Audit Committee on 21 September 2021.

Injury to Public or Employees

This Audit was a follow-up of the Injury to Public or Employees review. The audit confirmed that action had been taken to action the previously agreed recommendations relating staff awareness of risk assessments for certain activities and locations, in addition to increasing the number of first aid trained staff at sites visited during the audit. Further improvements were required to ensure risk assessments are continually updated.

Audit Investigations

During this period two audits were concluded and reported to management, which involved the review of financial management arrangements within one of the Council's service areas and an assessment of a potential misconduct issue.

Detailed Analysis - Commissioning, Communities and Policy*

Departmental Performance	2020-21	2021-22	Departmental Opinions	2020-21	2021-22
Days within the Approved Audit Plan	705	785	Substantial	5	2
Actual days delivered	679	674*	Qualified	12	10
Percentage of Audit Days Delivered	96%	86%	Limited	2	2
Number of Reports/ Memoranda Issued	21	14	No	-	-
			Other (including letters)	2	-

(*The Commissioning, Communities and Policy Department was renamed Corporate Services and Transformation in December 2021)

Outcome reported to the Audit Committee on 7 December 2021

- ✓ Insurance & Risk Management

Apprenticeship Levy Scheme

In April 2017, the Government introduced a levy on employers (including the Council) with annual pay bills in excess of £3m to fund new apprenticeships through the Digital Apprenticeship Service (DAS). The levy must be spent on the Council's apprenticeship training within 24 months of receipt or risk the funds expiring and being withdrawn. The review confirmed that procedures were in place to ensure that eligible training was funded via the Apprenticeship Levy, with work being undertaken to develop internal monitoring arrangements. The Council's commitment to increasing the number of apprenticeships was incorporated within core guidance and policy documents, with funding requests appropriately prioritized. Improvements in the governance and controls procedures relating to the reconciliation of levy payments, enhancements to Council's apprenticeship scheme communications and enhancements to performance measures, were recommended for senior management action.

Public Library Service

The Library Service was previously under the Council's Community, Commissioning and Policy (CCP) Department's remit but transferred to Place during 2021. The scope of the audit included an assessment of the governance framework within the library service, budget and financial management of the function and development of the library strategy for Derbyshire moving forward. The controls considered as part of this review were predominantly found to be operating effectively with the library provision actively seeking to comply with the Council's policies, procedures and best practice. There were a small number of areas in which potential improvements to processes could be made, although most were not significant. The area in which the highest priority recommendations were made related to financial management and budget setting.

Commissioning, Communities and Policy IT Systems and Information Security

Ongoing as reported to the Audit Committee on 21 September 2021.

Meetings and Support

Ongoing as reported to the Audit Committee on 21 September 2021.

Audits in Progress

Work on the Audit of Human Resources Management and review of the Council's implementation of Microsoft Office 365 suite has recently commenced, which will proceed throughout January 2022. The reviews of the Policy and Research Section and Bankers' Automated Clearing System (Bacs) are nearing completion of the fieldwork. The Audits of the Derbyshire Business Centre, County Property, Data Protection, Accounts Receivable, Accounts Payable and HM Revenue & Customs Compliance are either in review or have an exit meeting with senior management arranged to discuss the findings. Whilst exit meetings for the review of the Democratic Services and Treasury Management have been held, completed action plans are still outstanding.

Detailed Analysis – Children’s Services

Departmental Performance	2020-21	2021-22	Departmental Opinions	2020-21	2021-22
Days within the Approved Audit Plan	650	475	Substantial	1	1
Actual days delivered	390	157	Qualified	19*	2
Percentage of Audit Days Delivered	60%	33%	Limited	1*	-
Number of Reports/ Memoranda Issued	22*	3	No	-	-
			Other (including letters)	1	-

(*2020-21 - Includes 11 primary school ‘virtual’ audits).

Outcome reported to the Audit Committee on 7 December 2021

- No updates were included within the Children’s Services Departmental section of the Audit Committee Progress Report.

Children’s Services IT Systems and Information Security

Ongoing as reported to the Audit Committee on 21 September 2021.

Audits in Progress

Work on the Audit of the Education Data Hub is at an early stage, with the main Departmental review only starting towards the end of December 2021. An exit meeting with senior management has been arranged to discuss the findings of the Derbyshire Music Partnership review. As reported previously, Audit staff continue to undertake assurance work on the Supporting Families Programme as and when sufficient claims require review.

Detailed Analysis – Adult Social Care and Health

Departmental Performance	2020-21	2021-22	Departmental Opinions	2020-21	2021-22
Days within the Approved Audit Plan	299	303	Substantial	0	-
Actual days delivered	245	199	Qualified	5	4
Percentage of Audit Days Delivered	82%	66%	Limited	3	-
Number of Reports/ Memoranda Issued	9	4	No	-	-
			Other (including letters)	1	-

Outcome reported to the Audit Committee on 7 December 2021

- No updates were included within the Adult Social Care and Health Departmental section of the Audit Committee Progress Report.

Adult Social Care and Health IT Systems and Information Security

Ongoing as reported to the Audit Committee on 21 September 2021.

Audits in Progress

Work on the Departmental review for 2021-22 is nearing completion of the fieldwork, with the audit of the Covid-19 Community Testing arrangements currently being reviewed ahead of an exit meeting being arranged to discuss the key findings. The Review of Quality Assurance Framework and Derbyshire Shared Care Record is still at an early stage of the fieldwork, with an assessment of the Social Worker Arrangements at the Audit scoping stage.

Detailed Analysis – Place

Departmental Performance	2020-21	2021-22	Departmental Opinions	2020-21	2021-22
Days within the Approved Audit Plan	170	180	Substantial	-	2
Actual days delivered	132	251	Qualified	3	5
Percentage of Audit Days Delivered	77%	139%	Limited	-	-
Number of Reports/ Memoranda Issued	4	8	No	-	1
			Other (including letters)	1	-

Outcome reported to the Audit Committee on 7 December 2021

- ✓ Departmental Review (2020-21)

Parking Enforcement IT System

This Audit was a follow-up review of the Chipside Parking Enforcement – IT System. As part of the previous exit meeting with senior management the six recommendations within the report were agreed. During the current review, three of the recommendations were found not to have been fully actioned. The outstanding matters including the production of the car parking annual reports and staff updates relating to certain information security procedures.

Third Party Claims

The review focused on the administration of third-party actions for property damage and liability claims relating to highways and footpaths under the control of the Council. Claims are considered by a specialist team who assess the information submitted to support a claim and investigate irregularities. The majority of areas subject to review were found to be operating in accordance with agreed procedures and working effectively. Good practice was identified within the service provision, together with a small number of areas for improvement that will strengthen the current internal control environment.

Rechargeable Works

The review of the Rechargeable Works function focused on the core processes in place monitor and manage damage caused to the Derbyshire highway network and seek to recover payments from individuals or their respective representatives (i.e. insurance companies) where appropriate. The service was found to have clear procedural guidance in place which supports the claims process, with claims supported by the appropriate evidence and management review. A number of recommendations were made to strengthen the current governance arrangements including enhanced performance monitoring, independent review of cost calculations and improvements to current reconciliation procedures. *(Note - During the review period, the staff transferred to the Corporate Services and Transformation Department under the responsibility of the Risk and Insurance Manager).*





Place IT Systems and Information Security

Ongoing as reported to the Audit Committee on 21 September 2021.

Audits in Progress

Currently the Place Departmental review is at the Audit scoping stage, with an exit meeting arranged to discuss the outcome of the Fleet Services review. Additional feedback following the exit meeting of the Management of Water Bodies review is due shortly, which should enable this audit to be finalised. Since the last Progress Report, audit have supported the Community Renewal Fund project team to implement a governance framework.

Appendix 1 - Progress Against the 2021-22 Audit Plan

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments		
		20-21	21-22				Critical	High	Medium	Low				
Corporate Activities – The 2021-22 Audit Plan included an allocation of 980 days over the following areas														
Corporate Projects														
➤ VP018 East Midlands Broadband (emPSN)	-	-	2	-	-	-	-	-	-	-	-	-		
VP037 Workforce Development/ Succession Planning	30	-	2	-	-	-	-	-	-	-	-	-	2021-22 attendance at Agency Group Mtgs. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
VP044 D2N2 LEP	45	-	37	Qualified	Substantial	↑	0	0	3	0	(1H)			
➤ VP050 Review of Grants Admin	-	-	9	-	-	-	-	-	-	-	-	-		
VP053 Cyber Security Review	20	-	-	-	-	-	-	-	-	-	-	-		
VP055 Corporate Culture	30	-	-	-	-	-	-	-	-	-	-	-		
VP058 Serious & Organised Crime	10	-	1	-	-	-	-	-	-	-	-	-		
➤ VP060 Protection of Staff	-	-	12	-	-	-	-	-	-	-	-	-		
➤ VP061 Injury to Public or Employees re. Use of Land, Buildings & Assets	-	-	6	N/A	N/A	-	0	1	0	0	(1H)	Follow-up Audit Review.		
VP062 Data Protection Compliance	20	-	-	-	-	-	-	-	-	-	-	-		
VP064 New Delivery & Commissioning Models/Partnership Working	30	-	3	-	-	-	-	-	-	-	-	-	Will review as part of 2022-23 Audit Planning to assess future Audit work.	
VP067 Climate Change	30	20	5	N/A	Qualified	↔	0	1	3	2	-	Memo relates to 2020-21		
VP068 Major Incident Response	30	-	3	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
VP070 Revised Working Arrangements	30	-	36	N/A	2 x Qualified	↔	0	7	8	1	-			
➤ VP071 Asset Optimisation (Corporate Landlord)	-	-	1	-	-	-	-	-	-	-	-	-		
Total	275	20	117	-	1 x Substantial 3 x Qualified	-	0	9	14	3	2			
Corporate Governance														
CO002 Business Continuity Planning	20	-	9	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit.	



Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
		20-21	21-22				Critical	High	Medium	Low		
												Planning to assess future Audit work.
CR001 Embedding Corporate Governance	70	-	51	-	-	-	-	-	-	-	-	
CR006 Corporate Health Check	20	-	-	-	-	-	-	-	-	-	-	Work has been undertaken as part of other Audits throughout 2021-22.
CR007 Information Governance Group & Support	20	-	31	-	-	-	-	-	-	-	-	
CR009 Data Protection Compliance	20	-	35	-	-	-	-	-	-	-	-	
Total	130	-	126	-	-	-	-	-	-	-	-	
Corporate Fraud Prevention												
CZ100 External Audit Liaison	5	-	1	-	-	-	-	-	-	-	-	
CZ200 National Fraud Initiative	20	-	68	-	-	-	-	-	-	-	-	
CZ300 National Anti-Fraud Network	10	1	8	-	-	-	-	-	-	-	-	
CZ400 RIPA Management & Admin	10	1	-	-	-	-	-	-	-	-	-	
CZZ000 Internal Audit-Special Investigations General*	280	27	68	N/A	2 x Reports 2 x Letters	N/A	0	8	7	2	(5 H) (2 M)	
Total	325	29	145	-	2 x Reports 2 x Letters	-	0	8	7	2	7	
Strategic Management												
VW001 Strategic Management	50	-	57	-	-	-	-	-	-	-	-	
VW002 Strategic Management (Risk)	-	-	14	-	-	-	-	-	-	-	-	
Total	50	-	71	-	-	-	-	-	-	-	-	
Audit Planning Contingency												
XX000 Audit Planning Contingency	200	-	-	-	-	-	-	-	-	-	-	
Total	200	-	-	-	-	-	-	-	-	-	-	
Corporate Activities Total	980	49	459	-	2 x Reports 1 x Substantial 3 x Qualified 2 x Letters	-	0	17	21	5	9	


Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments	
		20-21	21-22				Critical	High	Medium	Low			
Commissioning, Communities and Policy Department - The 2021-22 Audit Plan included an allocation of 785 days over the following areas													
Departmental Review - Management & Administration (CCP)													
CA100 Commissioning, Communities and Policy Departmental Review	60	7	5	Qualified	Qualified	↔	0	4	12	2	(6H, 4M, 2L)	Memo relates to 2020-21 Audit.	
CA102 External Grants and Certifications		-	26	-	-	-	-	-	-	-	-		
Total	60	7	31	-	1 x Qualified	-	0	4	12	2	12		
CCP Operational Reviews													
CO003 Derbyshire Business Centre	20	-	23	-	-	-	-	-	-	-	-		
CO006 Public Library Service (Transferred to Place wef 1 July 2021)	20	-	24	N/A	Qualified	↔	0	1	0	5	-		
➤ CO007 Democratic Services	-	29	-	-	-	-	-	-	-	-	-		
CO008 Communications and Call Derbyshire	25	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	⚠
CO010 Policy and Research	25	-	15	-	-	-	-	-	-	-	-		
CO011 Legal Services	25	-	-	-	-	-	-	-	-	-	-		
➤ CO012 Derbyshire Records Office & Records Management	-	-	21	-	-	-	-	-	-	-	-		
CO013 Apprenticeship Levy	10	-	14	N/A	Qualified	↔	0	1	6	2	-		
Total	125	29	97	-	2 x Qualified	-	0	1	6	7	-		
Divisional Activity – Major Systems													
MA100 Core Financial Systems – General Queries	5	-	14	-	-	-	-	-	-	-	-		
MB100 Human Resources Management	40	19	7	Substantial	Qualified	↓	0	1	6	6	(1M,3L)	Memo relates to 2020-21 Audit.	
MC100 Accounts Payable	40	-	43	-	-	-	-	-	-	-	-		
MD100 Corporate Purchasing	40	22	-	Qualified	Qualified	↔	0	2	6	5	(3M)		
ME100 Accounts Receivable	35	-	37	-	-	-	-	-	-	-	-		
MG100 Accountancy, Budgetary Control and Financial Resilience	45	-	-	Qualified	Substantial	↑	0	0	9	6	(5M,1L)	Memo relates to 2020-21 Audit.	
MK100 Asset Management System	30	-	41	-	-	-	-	-	-	-	-		





Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments	
		20-21	21-22				Critical	High	Medium	Low			
ML100 Funds Management	50	2	-	Substantial	Substantial	↔	0	0	2	3	(1M,1L)	Memo relates to 2020-21 Audit.	
➤ MM100 Treasury Management	-	-	30	-	-	-	-	-	-	-	-		
Total	285	43	172	-	2 x Substantial 2 x Qualified	-	0	3	23	20	15		
Divisional Activity – Probity and Compliance													
DC200 HM Revenue & Customs Compliance	20	-	24	-	-	-	-	-	-	-	-		
DC300 Health, Safety & Wellbeing	20	-	26	-	-	-	-	-	-	-	-		
DC400 Financial Regulations & Standing Orders	5	-	-	-	-	-	-	-	-	-	-		
DE101 Cash Audit & ISO 27001 Visits	20	-	16	N/A	Qualified	↔	0	0	0	0	-		
DE400 Pensions Administration	25	-	-	-	-	-	-	-	-	-	-		
DE500 Insurance & Risk Management	30	-	30	Qualified	Limited	↓	1	1	3	2	(1H,5M,1L)		
Total	120	-	96	-	1 x Qualified 1 x Limited	-	1	1	3	2	7		
Divisional Activity – Corporate/ Departmental IT Systems													
CK002 Corporate Database Review	15	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	⚠
CK003 Network Infrastructure Review	20	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	⚠
CK004 Server Infrastructure Review	20	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	⚠
CK005 Microsoft 365 Implementation	20	-	9	-	-	-	-	-	-	-	-		
CK006 Bacs Payment System Review	20	-	28	-	-	-	-	-	-	-	-		
Information Security and Follow Up Reviews	60	1	103	N/A	4 x Qualified 1 x Limited	↔	0	17	23	5	0	Including existing corporate IT solutions and	

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
		20-21	21-22				Critical	High	Medium	Low		
												new IT systems or information security reviews, which require approval by the Director of Finance & ICT. Audit worked on a number of different projects throughout in this period: <ul style="list-style-type: none"> • AVC Wise IT solution • Member Self Service IT solution • Mobile Device Management IT solution.
Total	135	1	140	-	4 x Qualified 1 x Limited	-	0	17	23	5	0	
Divisional Activity – County Property Division												
DV100 Property Services Review	30	-	57	-	-	-	-	-	-	-	-	
➤ DV101 Concertus Derbyshire	-	-	1	-	-	-	-	-	-	-	-	
Total	30	-	58	-	-	-	-	-	-	-	-	
Regulatory												
QE100 Registration Service Audit Review	20	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.
Total	20	-	-	-	-	-	-	-	-	-	-	
Departmental Total	785	80	594	-	2 x Substantial 10 x Qualified 2 x Limited	-	0	26	67	36	34	


Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
		20-21	21-22				Critical	High	Medium	Low		
Children's Services Department – The 2021-22 Audit Plan included an allocation of 475 days over the following areas												
Departmental Review – Management & Administration (CS)												
AA001 Children's Services – Departmental Review	45	1	19	Qualified	Qualified	↔	0	3	9	3	(2H,4M,3L)	Memo relates to 2020-21 Audit.
AA002 Children's Services Department - General Support	-	-	4	-	-	-	-	-	-	-	-	
AA004 Information Security and Follow Up Reviews	35	-	7	N/A	Qualified	↔	0	1	5	0	0	Including new and enhanced IT systems or information security reviews, which require approval by the Director of Finance & ICT. Audit worked on a number of different projects throughout in this period: <ul style="list-style-type: none"> • S4S Traded Services IT solution.
External Grants and Certifications	15	-	18	-	-	-	-	-	-	-	-	
Total	95	1	48	-	2 x Qualified	-	0	4	14	3	9	
Primary, Nursery & Special Schools												
Primary, Nursery & Special Budget	160	-	8	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in schools. Will review as part of 2022-23 Audit Planning to assess future Audit work.
Total	160	-	8	-	-	-	-	-	-	-	-	
Secondary Schools												
Secondary Schools	14	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in schools. Will review as part of 2022-23 Audit Planning to assess future Audit work.
Total	14	-	-	-	-	-	-	-	-	-	-	
Schools General Support												
Schools General Support	30	-	8	-	-	-	-	-	-	-	-	
Total	30	-	8	-	-	-	-	-	-	-	-	
School - Information Security Reviews												
Information Security Reviews	35	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to staff resourcing pressures within Audit Services. Will review as part of 2022-23 Audit Planning to assess future Audit work.

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments	
		20-21	21-22				Critical	High	Medium	Low			
Total	35	-	-	-	-	-	-	-	-	-	-		
Children's Homes													
Children's Homes	16	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in establishments. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
Total	16	-	-	-	-	-	-	-	-	-	-		
Themed and Operational													
AO009 Care Leavers	25	-	32	Qualified	Substantial	↑	0	0	3	3	(2M,1L)		
AO013 Supporting Families	30	-	25	-	-	-	-	-	-	-	-		
AO005 Fostering	25	-	-	-	-	-	-	-	-	-	-		
AO020 Derbyshire Music Partnership	20	-	32	-	-	-	-	-	-	-	-		
AO022 Impact of Children in Care	25	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
Page 38 ➤ AO030 Education Data Hub	-	-	3	-	-	-	-	-	-	-	-		
Total	125	-	92	-	1 x Substantial	-	0	0	3	3	3		
Departmental Total	475	1	156	-	1 x Substantial 2 x Qualified	-	0	4	17	6	12		

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
		20-21	21-22				Critical	High	Medium	Low		
Adult Social Care and Health Department – The 2021-22 Audit Plan included an allocation of 303 days over the following areas												
Departmental Management and Administration Review												
BA001 Departmental Review Management and Administration	45	1	33	Qualified	Qualified	↔	0	4	12	10	(5H,3M,5L)	Memo relates to 2020-21 Audit.
BA002 Adult Social Care and Health Department - General Support	-	-	9	-	-	-	-	-	-	-	-	
Total	45	1	42	-	1 x Qualified	-	0	4	12	10	13	
Public Health												
BD001 Public Health	25	-	49	-	-	-	-	-	-	-	-	
Total	25	-	49	-	-	-	-	-	-	-	-	
Information Security and Follow Up Reviews												
Page 39 Information Security and Follow Up Reviews	70	9	51	-	3 x Qualified	↔	0	2	10	0	0	Including new and enhanced IT systems or information security reviews, which require approval by the Director of Finance & ICT. Audit worked on a number of different projects throughout in this period: <ul style="list-style-type: none"> • Welfare Rights • Mosaic Client Management IT solution • S12 Solutions App • Stakeholder Engagement Family Weight Management Project • Derbyshire Health Trainers Project • Relationship & Sexual Education Project.
Total	70	9	51	-	3 x Qualified	-	0	2	10	0	0	
External Grants and Certifications												
External Grants and Certifications	15	-	33	-	-	-	-	-	-	-	-	
Total	15	-	33	-	-	-	-	-	-	-	-	
Social Care – Elderly Residential												
Elderly Residential	16	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in establishments. Will review as part of 2022-23 Audit Planning to assess future Audit work. 

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments	
		20-21	21-22				Critical	High	Medium	Low			
Total	16	-	-	-	-	-	-	-	-	-	-		
Social Care - Day Care - Physical/Mental Disability													
Day Care - Physical/Mental Disability	12	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in establishments. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
Total	12	-	-	-	-	-	-	-	-	-	-		
Social Care - Day Care & Hostels													
Day Care & Hostels	12	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in establishments. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
Total	12	-	-	-	-	-	-	-	-	-	-		
Social Care - Community Care Centres													
Community Care Centres	8	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to pressures in establishments. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
Total	8	-	-	-	-	-	-	-	-	-	-		
Themed and Operational													
➤ BO017 Disabled Facilities Grants Administration	-	4	-	-	-	-	-	-	-	-	-	Preliminary enquiries undertaken. A more detailed review of the service will be considered as part of the planning for the 2022/23 Audit Plan.	
BO026 Review of Quality Assurance Framework	25	-	4	-	-	-	-	-	-	-	-	Fieldwork for the Audit is due to start shortly.	
BO010 Commissioning and Performance	25	-	-	-	-	-	-	-	-	-	-		
BO028 Safeguarding of Adults	25	-	3	-	-	-	-	-	-	-	-	The outcome of the Quality Assurance Framework review (BO026) will inform the scope of the Safeguarding of Adults Audit.	
BO029 Direct Care	25	-	3	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
Total	100	4	10	-	-	-	-	-	-	-	-		
Departmental Total	303	14	185	-	4 x Qualified	-	0	6	22	10	13		

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments
		20-21	21-22				Critical	High	Medium	Low		
Place Department – The 2021-22 Audit Plan included an allocation of 180 days over the following areas												
Departmental Management & Administration Review												
HA100 Place – Departmental Review	45	14	-	Qualified	Qualified	↔	0	1	10	4	(2M,4L)	Memo relates to 2020-21 Audit.
HA101 Place – General Support Review	-	-	4	-	-	-	-	-	-	-	-	
Total	45	14	4	-	1 x Qualified	-	0	1	10	4	6	
Information Security and Follow Up Reviews												
HA103 Information Security and Follow Up Reviews	15	-	46	N/A	3 x Qualified	↔	0	3	8	2	0	Including new and enhanced IT systems or information security reviews, which require approval by the Director of Finance & ICT. Audit worked on a number of different projects throughout in this period: <ul style="list-style-type: none"> Fuel Card Procurement Chipside Parking Enforcement Highways Materials Laboratory DHART Project Asset Management Solution.
Total	15	-	46	-	3 x Qualified	-	0	3	8	2	0	
External Grants and Certifications												
External Grants and Certifications*	20	-	59	-	-	-	-	-	-	-	-	
Total	20	-	59	-	-	-	-	-	-	-	-	
Themed and Operational												
HO001 Waste Management	10	23	-	Substantial	Substantial	↔	0	0	1	3	(1L)	Memo relates to 2020-21 Audit.
➤ HO013 Third Party Claims Review	-	-	24	Qualified	Substantial	↑	0	0	3	2	(1M)	
HO020 Procurement of Public Transport and Taxis (including Home to School Transport and Vetting Contractors)	25	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to service pressures. Will review as part of 2022-23 Audit Planning to assess future Audit work.
➤ HO024 Economic Development Regeneration	-	4	-	Qualified	No Assurance	↓	0	4	10	3	(4H,10M,3L)	Memo relates to 2020-21 Audit.
HO025 Fleet Services	25	-	31	-	-	-	-	-	-	-	-	

Name	Planned Days	Actual Days		Previous Assurance	Current Assurance	Direction of Travel	Analysis of Recommendations				Previous Recs Not Implemented	Comments	
		20-21	21-22				Critical	High	Medium	Low			
HO030 Inspection and Control of Highway Assets	20	-	-	-	-	-	-	-	-	-	-	Unable to deliver in 2021-22 due to staff resources. Will review as part of 2022-23 Audit Planning to assess future Audit work.	
HO032 Management of Water Bodies	20	-	29	-	-	-	-	-	-	-	-		
➤ HO034 Rechargeable Works	-	-	17	N/A	Qualified	↔	0	0	7	4	-		
Total	100	27	101	-	2 x Substantial 1 x Qualified 1 x No Assurance	-	0	4	11	6	19		
Departmental Total	180	41	210	-	2 x Substantial 5 x Qualified 1 x No Assurance	-	0	8	29	12	25		

*Update - Time charged to HO033 Community Renewal Fund within the 31 August 2021 Progress Report has been reallocated to External Grants and Certifications.

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:

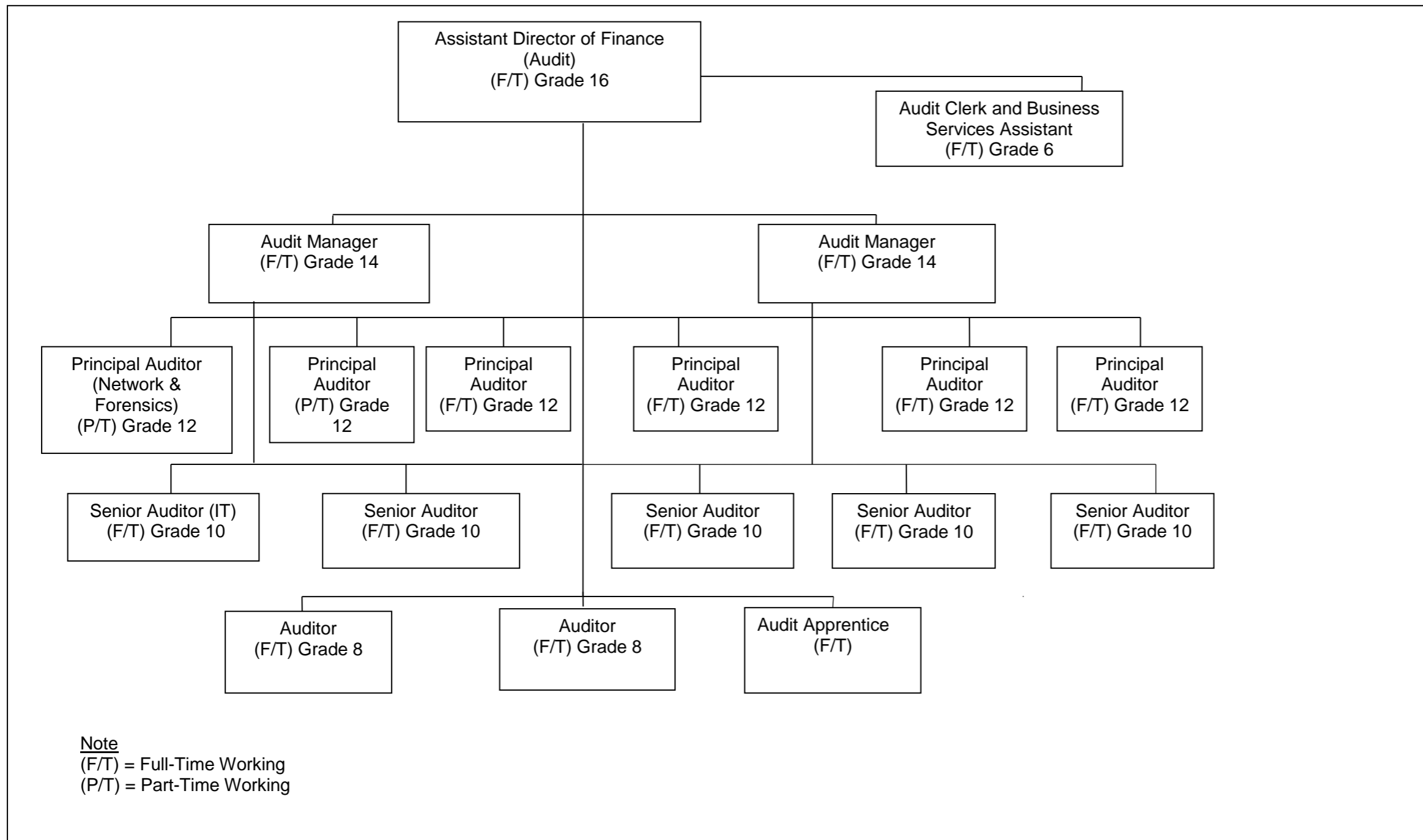
Level of Assurance	Explanation and significance
Substantial Assurance	Whilst there is a sound system of governance, risk management and control minor weaknesses have been identified which include non-compliance with some control processes. No significant risks to the achievement of system/audit area 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 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.

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

Level	Category	Explanation and significance
1	Critical	Significant strategic, financial or reputational risks where immediate remedial action is considered essential.
2	High	The absence of, significant weakness 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.

Appendix 2 – Audit Services Structure



Appendix 3 - Key Performance Indicators 2021-22

Indicator	Target	2019-20	2020-21	2021-22	Comments
Audit Plan – Achievement of planned Audit days	95%	84%	87%	-	Annual KPI
Staff Productivity – Achievement of target Audit days	95%	95%	104%	-	Annual KPI
Completion of Audit staff MyPlan reviews and training identified	100%	100%	100%	100%	
Undertake a risk based Annual Audit Plan formulation exercise	N/A	✓	✓	✓	
Undertake quality assurance reviews of Audits (1 for each Principal Auditor per year)	100%		100%	-	Annual KPI
Limited Audit Opinions reviewed by Assistant Director of Finance (Audit) within 10 days of completion of Draft Memorandum	100%		57%	100%	
Percentage of Draft Audit Memoranda issued within 15 working days of fieldwork completion	95%		49%	34%	No change on previous Progress Report
Percentage of Final Audit Memoranda issued within 28 working days of issue of Draft Audit Memorandum	95%		47%	74%	1% decrease on previous Progress Report
Percentage of Recommendations made which are implemented at the time of follow up Audit	90%		71%	66%	1% increase on previous Progress Report
Audit Assurance – To provide an assurance to the Authority on the adequacy and effectiveness of risk management, control and governance processes	N/A	✓	✓	-	Annual KPI
Client Satisfaction – Percentage of questionnaire responses rating the Audit Product as good or very good	90%	92.31%	87.50%	0%	2 Responses relating to schools with limited assurance in 2020-21
Annual Survey of Key Stakeholders	N/A	✓	✓	-	Annual KPI
Delivery of Audit Opinion to Management and Audit Committee in time to inform AGS	N/A	✓	✓	-	Annual KPI

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

1 February 2022

Report of the Assistant Director of Finance (Audit)

Regulation of Investigatory Powers Act (RIPA)

1. Purpose

- 1.1 To provide Members with an update on the use of Council's statutory powers provided for under the Regulation of Investigatory Powers Act (RIPA) 2000 as amended by the Investigatory Powers Act (IPA) 2016.

2. Information and Analysis

- 2.1 In discharge of this Committee's responsibilities for on-going monitoring of activity in this area, Audit Services were requested to produce regular monitoring reports on activity for review by Members and to provide an assurance on the effective operation of the Council's Policy relating to the Act.
- 2.2 The Council's Audit Committee last received a RIPA update report from Carl Hardman, the previous Assistant Director of Finance – Audit, in May 2020. This set out the outcome of an inspection of the Council's procedures relating to the use of its powers under the Regulation of Investigatory Powers Act (RIPA) by the Investigatory Powers Commissioner's Office (IPCO). The inspection report noted that the Council has not exercised its RIPA powers since 2012. The next IPCO inspection of the Council will be due in Spring 2023.
- 2.3 This report covers the period from 01 May 2020 to 31 December 2021.

- 2.4 RIPA and the IPA contain powers for various bodies to carry out covert surveillance and other covert activities. Certain covert powers under RIPA are available to local authorities and can be used in appropriate circumstances in accordance with the requirements of the legislation to support the delivery of their functions. The Investigatory Powers Commissioner's Office oversees the use of covert powers under RIPA by local authorities.
- 2.5 The Council can only undertake covert surveillance if the proposed operation is authorised by one of the authorising officers and subsequently approved by a magistrate. A local authority can only use directed surveillance if it is necessary to prevent or detect criminal offences, which attract a custodial sentence of six months or more or criminal offences relating to the underage sale of alcohol or tobacco. The authorising officer must also be satisfied that the proposed directed surveillance is proportionate to what is sought to be achieved.

Access to Communications Data

- 2.6 No applications have been made in this period in respect of access to communications data.

Authorisation of Directed Surveillance

- 2.7 No applications have been received in this period in relation to directed surveillance.

Non- RIPA requests

- 2.8 One non-RIPA Open-Source Intelligence(OSINT) request was authorised in December 2021. This was reviewed in conjunction with the Director of Legal and Democratic Services. Whilst the request did not fall within RIPA, the same considerations were applied. The approval considered that the request was deemed necessary, planned enquiries were proportionate and for a legitimate purpose.

Policy Refresh and Training

- 2.9 Although there have not been any applications for the use of the Council's powers under RIPA since the last members' report, it has been some time since the Authority's RIPA Policy was last approved. Work to refresh the Policy was started in 2020, following the last IPCO inspection, but this update was never brought back to members for further approval.

- 2.10 RIPA legislation is supplemented by the Covert Human Intelligence Source (CHIS) Code of Practice which provides detailed, comprehensive guidance and best practice on the use of RIPA powers. The Home Office is due to publish an updated Code of Practice in early 2022 into use of overt investigatory powers and application of RIPA legislation. The Code is primarily intended to guide those public authorities that exercise powers and perform duties under the Regulation of Investigatory Powers Act 2000. It is expected that the Code will be supported by revised RIPA forms, also due to be issued later this year. This regulatory framework is designed to ensure that the powers are used by public authorities in a lawful way that is compliant with the UK's obligations under the European Convention on Human Rights.
- 2.11 It is intended that a review of the Council's RIPA Policy will be undertaken after publication of revised Home Office guidance. This will be followed by training for appropriate officers, and further awareness work to remind officers about RIPA.

3. Consultation

- 3.1 No consultation is required.

4. Alternative Options Considered

- 4.1 Audit Committee could choose not to consider the report content and recommendations.

5. Implications

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

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

7. Appendices

- 7.1 Appendix 1 – Implications.

8. Recommendation(s)

That the Audit Committee note that:

- a) in the period 01 May 2020 to 31 December 2021 no applications were made under the Council's powers relating to RIPA
- b) it is intended to review the Council's RIPA Policy following publication of revised Home Office guidance.
- c) training and awareness activity will be programmed following the RIPA Policy refresh.

9. Reasons for Recommendation(s)

- 9.1 It is prudent and responsible practice for the Audit Committee to be kept informed of the powers exercised and actions taken under Council duties arising from RIPA.

Report Author: Dianne Downs
Contact details: Dianne.downs@derbyshire.gov.uk

Appendix 1

Implications

Financial

1.1 None

Legal

2.1 The Regulation of Investigatory Powers Act 2000 and the Investigatory Powers Act 2016 regulate the use of a range of investigative powers by a variety of public authorities. This legislation provides a statutory framework for the authorisation and conduct of certain types of covert surveillance. Its aim is to provide a balance between preserving a person's right to privacy and enabling enforcement agencies to gather evidence for effective enforcement action. Local authorities can only use these powers for the prevention and detection of crime and their use is subject to review by the independent Investigatory Powers Commissioner's Office.

Human Resources

3.1 None

Information Technology

4.1 None

Equalities Impact

5.1 None

Corporate objectives and priorities for change

6.1 The Council is committed to ensuring good governance and compliance with applicable laws and regulations.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

1 February 2022

Report of the Interim Executive Director for Corporate Services & Transformation and Assistant Director of Finance (Audit)

**Local Code of Corporate Governance and
Annual Governance Statement 2020-21 – Progress Against Action Plan**

1. Purpose

- 1.1 To obtain approval for the Derbyshire County Council Local Code of Corporate Governance.
- 1.2 To inform Members of arrangements relating to the Annual Governance Statement (AGS) including progress of the associated Action Plan.

2. Information and Analysis

- 2.1 At the meeting of the Audit Committee held on 7 December 2021 Members approved the Council's Statement of Accounts 2020-21, which included the Annual Governance Statement and Action Plan.
- 2.2 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.

- 2.3 One of the responsibilities of the Council's Governance Group is 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 production of the Annual Governance Statement and Action Plan.
- 2.4 The proposed Local Code of Corporate Governance has been finalised by the Governance Group and is shown at Appendix 2. This identifies the Council's policies, procedures and actions which demonstrate compliance with each sub-principle of the Delivering Good Governance in Local Government and underpin good governance. The existence of a Local Code of Corporate Governance will help inform the production of future Annual Governance Statements and will be subject to scrutiny to ensure that expected actions are being delivered and any gaps identified and addressed.
- 2.5 Progress against the Annual Governance Statement Action Plan which was included with the Council's Statement of Accounts 2020-21 is monitored by the Governance Group. The implementation of the areas for improvement which are identified in the Action Plan are subject to regular review and is attached at Appendix 3. The current position together with the further actions required to implement the improvements are summarised by this Appendix.

3. Consultation

- 3.1 No formal consultation was undertaken in the preparation of this report.

4. Alternative Options Considered

- 4.1 Not Applicable – The Council is required to produce an Annual Governance Statement as set out in the Accounts and Audit Regulations 2015. The Constitution makes it clear that the Audit Committee is responsible for considering the Annual Governance Statement and monitoring any necessary actions.

5. Implications

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the Report.

6. Background Papers

- 6.1 Electronic files and Audit working papers held by Audit Services, Finance & ICT Services, County Hall Complex.

7. Appendices

- 7.1 Appendix 1 – Implications.
- 7.2 Appendix 2 – Derbyshire County Council Local Code of Corporate Governance.
- 7.3 Appendix 3 – Annual Governance Statement 2020-21 Action Plan.

8. Recommendations

That the Audit Committee:

- a) Approves the Local Code of Corporate Governance
- b) Notes the progress against the Annual Governance Statement Action Plan.

9. Reasons for Recommendation

- 9.1 To ensure that the Council has a robust Corporate Governance Framework, adheres to Regulation 6 of the Accounts and Audit Regulations 2015 and meets the best practice guidance identified within the Delivering Good Governance in Local Government framework.

Report Authors:

Dianne Downs
Peter Handford

Contact details:

dianne.downs@derbyshire.gov.uk
peter.handford@derbyshire.gov.uk

Implications

Financial

1.1 None.

Legal

- 2.1 The Council is required to produce an Annual Governance Statement as set out in the Accounts and Audit Regulations 2015.
- 2.2 The CIPFA Practical Guidance for Local Authorities and Police sets out a suggested terms of reference for Audit Committees which included the following: "To review the AGS prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account internal audit's opinion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control."
- 2.3 The Constitution makes it clear that the Audit Committee is responsible for considering the Annual Governance Statement and monitoring any necessary actions.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

- 6.1 The Council's Governance Framework ensures that the Council meets the Values which are identified in the Council Plan 2021-25 in respect of the way in which we work demonstrating engagement, openness and accountability.

Other (Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None.

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Derbyshire County Council

Local Code of Corporate Governance

Version	Author	Date	Comments
1.0	Governance Group	22/09/2021	

Derbyshire County Council Local Code of Corporate Governance

The publication issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE), entitled "Delivering Good Governance in Local Government (2016)" Framework defines the seven core principles, each supported by sub-principles which should underpin the governance framework of Derbyshire County Council. Acting in the public interest requires a commitment to and effective arrangements for:-

- A) Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rules of law.
- B) Ensuring openness and comprehensive stakeholder engagement.
- C) Defining outcomes in terms of sustainable economic, social and environmental benefits.
- D) Determining the interventions necessary to optimise the achievement of the intended outcomes.
- E) Developing the Council's capacity, including the capability of its leadership and the individuals within it.
- F) Managing risks and performance through robust internal control and strong public financial management.
- G) Implementing good practices in transparency, reporting, and audit, to deliver effective accountability.

Policy, Procedures & Actions	Compliance with Principle							Demonstrated by
	A	B	C	D	E	F	G	
Codes of Conduct	✓	✓	✓			✓	✓	Codes of Conduct are in place for Members and staff.
Declarations of Interest	✓	✓	✓			✓	✓	Members are required to declare interests in accordance with the Constitution in both a central register and as part of the order of business at each meeting. Evidence that the conduct at meetings complies with the requirements of the Constitution and decisions are made lawfully. Add the requirement for officers to declare related parties' interests?
Gifts and Hospitality	✓	✓	✓			✓	✓	There is a requirement for Members and staff to declare offers of gifts and hospitality.
Inductions	✓					✓		Induction policies, procedures and programmes are in place to support newly elected Members and staff. The Induction process is intended to create a positive view of the Council and communicates the corporate culture, values and goals.
Performance appraisals and supervision	✓				✓	✓		The Council's MyPlan process and requirements for certain staff to have regular supervisions.
Audit Memoranda and Reports	✓					✓		Audit outcomes show that overall staff do behave with integrity. Investigation and audits take place in response to any concerns about potential non-compliance.
Whistleblowing Policy	✓					✓	✓	The Whistleblowing Policy has been revised and when concerns are raised they are investigated.
Constitution	✓	✓	✓		✓	✓		The Council's Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Constitution is comprehensive having recently been thoroughly revised. A further review is currently underway.
Council Plan	✓	✓	✓	✓		✓	✓	The Council Plan outlines the Council's purpose, vision and values - protecting frontline services for vulnerable people, championing Derbyshire, attracting investment, supporting businesses and creating more jobs. Public engagement in developing the Council Plan. Council plan and service plans detail outcomes to be achieved
Publications and Communication Channels including Website, Press, Newsletters & Emails.	✓							Publications and Communication Channels are in place.
Anti-fraud and corruption policies	✓					✓		The Council has undertaken a recent review of the effectiveness of its Anti-Fraud and corruption arrangements. Policies include the Anti-Fraud and Anti-Corruption Strategy, Fraud Response Plan, Financial Regulations.
Complaints policy	✓							The Council has complaints procedures detailing how complaints about the Council should be handled.
Published Decision Making Process	✓	✓	✓	✓		✓		Decisions are published on the Council's Derbyshire Democracy Website.
Key Decision Register	✓	✓		✓		✓		A list of forthcoming key decisions is published on the Council's website. The process is being reviewed and it is intended to produce officer guidance and embed the production of the key decision 'forward plan' in the mod.gov system as it is rolled out.

Policy, Procedures & Actions	Compliance with Principle							Demonstrated by
	A	B	C	D	E	F	G	
Minutes of Meetings	✓	✓	✓	✓	✓	✓		Draft Cabinet reports are subject to legal compliance process and mainly have comprehensive and robust legal considerations. Lack of successful Judicial Review challenge despite significant spending cuts is notable for large County Council.
Recruitment and Selection Procedures	✓							The Council has established Recruitment and Selection Procedures and provides training to managers. There is an accreditation process to ensure that managers remain up to date with current procedures.
Job Descriptions					✓			Job and Person Profiles are produced and reviewed for all vacancies/positions in accordance with approved guidance. These documents are fundamental to the recruitment process.
Procurement Connection	✓							Procurement toolkit available and used to ensure contractors meet required standards and values. Contract terms and conditions. Robust contract management. Monitoring of social value.
Financial Regulations and Standing Orders relating to contracts	✓				✓	✓	✓	Financial Regulations and Standing Orders relating to Contracts define the responsibilities of Members and Officers. These are reviewed regularly and training is provided.
Schemes of Delegation	✓				✓	✓		Requirements for Schemes of Delegation are set out in the Council's Financial Regulations and Standing Orders relating to Contracts. Financial Schemes of Delegation must be approved by the Director of Finance & ICT.
Staff Surveys	✓				✓			Supervision and performance management systems in place. Processes in place to engage with staff and to seek feedback.
Residents and Service User Feedback Surveys	✓			✓	✓			Processes in place to engage with users of services and to seek feedback.
Internal Quality Assurance Programmes	✓					✓		Regular quality assurance and audit activity takes place e.g. within Children's Services, which tests compliance with statutory and regulatory requirements.
Information Security Management Systems	✓					✓	✓	Proactive approach to potential breaches. Data breaches investigated promptly and the potential impact mitigated. Learning informs future service development and training.
Annual Report		✓					✓	The development of integrated performance and finance data during 2020-21 will be supplemented with an annual report. Work is underway to develop a suitable format.
Freedom of Information Act Publication Scheme		✓					✓	The Council has published its principles of its Freedom of Information Act Publication Scheme on its website to ensure it complies with the requirements of the legislation. More detailed instructions for staff are detailed on the secure area of the OurDerbyshire Website.
Publication of Performance Data		✓	✓	✓	✓	✓	✓	Regular and robust budget management and reporting processes in place. Regular and robust performance management across most service areas – e.g. Performance Clinics / Achievement reports. Value for Money Board. Benchmarking.
Service Plans		✓	✓	✓			✓	Departmental service plans include objectives and outcomes.
Consultation Processes		✓	✓	✓				Involvement of public and service users in providing feedback and assisting with the design of services. The Council has been very active in consulting stakeholders, service users and the public over proposed changes to services including being transparent as to the rationale for the proposed policy changes. Range of consultation and engagement techniques used in line with Consultation and Engagement Strategy. Feedback on outcomes of public consultation. Significant programme of consultations annually. Council can demonstrate that changes to policy have been made following consultation and in the light of public responses.
Equality Impact Assessments (EIA)		✓	✓					Overarching approach to EIAs in place with clear framework, guidance and templates for managers and departments. Support provided by Policy and Research and Legal Services where required.
Business Cases	✓	✓	✓	✓				Business Cases are required under Financial Regulations and Standing Orders relating to Contracts. A number of templates are available. Business cases are being developed for wider use as part of the Strategic Transformation Project.
Communications Strategy		✓						The recently approved Communications & Customers Strategic roadmap covers stakeholder engagement and the intentions to enhance this area of work in the coming months.
Forums		✓						The Council engages with communities, service users and professionals through a number of surveys, groups, boards, networks and forums. These can be countywide or in particular geographic locations and cover specific service requirements, divisional and departmental activities as well as national and global issues.

Policy, Procedures & Actions	Compliance with Principle							Demonstrated by
	A	B	C	D	E	F	G	
Partnership Arrangements	✓	✓		✓		✓		<p>Derbyshire Partnership Toolkit should be used to identify the aims, objectives, governance arrangements, resources, responsibilities and procedures for partnership working. Formal Partnership arrangements & Derbyshire Children's Partnership and Locality Children's Partnerships, health and wellbeing board, Derby & Derbyshire Safeguarding Children Partnership (DDSCP), Derbyshire Chief Execs.</p> <p>Large number of partnership arrangements in place for different services. Collaborative working arrangements. Use of framework agreements to enhance efficiency in procurement of goods and services.</p> <p>Reviews of local partnership arrangements taking place to maximise efficiency, impact and engagement of partners</p> <p>Partnership agreements/memorandums of understanding in place.</p> <p>There is evidence of openness and challenge within partnership working, although ongoing development and support is needed to build the confidence of staff at all levels to challenge partners where necessary and be able to evidence the impact of this.</p>
Management Meetings	✓				✓			<p>Management seminars and management meetings used to share plans and priorities and update induction and training programmes.</p> <p>Meetings attended by senior management from the individual departments on a weekly basis. Corporate Management Team meetings are also held weekly, Chaired by the Managing Director and attended by the Executive Director from each Department to bring the Council together as a whole. Meetings between Cabinet members and CMT take place on a monthly basis.</p>
External Inspections	✓				✓			<p>Inspection outcomes demonstrate a strong commitment to ethical values and compliance. Regular contact and liaison with regulatory bodies.</p> <p>Council responded to recent (2019) CQC prosecution effectively and transparently.</p>
Committee Meetings	✓					✓		<p>Effective Audit and Standards Committees. Add Improvement and Scrutiny Committee and the recent review, facilitated by Centre for Governance and Scrutiny strengthening the whole council approach to Scrutiny, members and officer and the implementation of the action plan. Suggest that principle B - Ensuring openness and comprehensive stakeholder engagement – should also be ticked for this one.</p>
Corporate Management Team Meetings	✓							<p>Statutory Officers attend Corporate Management Team and are party to the development of policy from an early stage.</p>
Compliance with CIPFA's <i>Statement on the Role of the Chief Financial Officer in Local Government</i> (CIPFA, 2015)	✓							<p>High level of compliance in Council supported by a culture of Members respecting officers' advice.</p>
External Peer Reviews	✓							<p>External / peer reviews and audits commissioned where this is considered to add value or assist in confirming compliance with standards. Mention recent Follow Up Review and positive outcome (due to be reported to Cabinet in February 2022).</p>
Effective Risk Management			✓	✓	✓	✓		<p>Departmental and Corporate Risk Registers are in place and actively monitored/reviewed at senior management level.</p> <p>Risk management strategy and toolkit in place. CMT risk champion identified as well as departmental champions.</p> <p>Business continuity plan for the council in place.</p> <p>Health and safety policy and procedures in place and disseminated to staff. Senior manager health and safety champions identified and all senior managers have received training.</p> <p>Performance framework in place with systems for regular reporting and monitoring.</p>
Customer Charter			✓					<p>Service standards to be developed under the Customer Charter.</p>
Capital investment strategy			✓					<p>Capital investment is structured to achieve appropriate life spans and adaptability for future use or that resources (eg land) are spent on optimising social, economic and environmental wellbeing: Capital programme.</p>
Asset Management Strategy			✓					<p>A cross departmental group met on 2nd February 2021 and agreed that a holistic strategy is needed to set out the overall strategy and explain how individual plans, processes and procedures fit together to form the Council's joined up approach. Whilst this shouldn't duplicate existing asset management plans, it will help to identify whether there are any gaps or improvements required. A further meeting is planned for 1st March 2021 to progress.</p>

Policy, Procedures & Actions	Compliance with Principle							Demonstrated by
	A	B	C	D	E	F	G	
Social Value Strategy			✓	✓				An approach to the measurement of social value is under consideration. Following a cross council demonstration of the approach it is expected that Executive Director approval will be sought to utilise it for a year, evaluate its success and then consider any longer-term options.
Derbyshire Investment & Infrastructure Plan and Local Transport Plan			✓					The approach to the new Strategic Growth and Infrastructure Framework (SGIF) has now been confirmed by the Derby and Derbyshire Chief Executives meeting and the Derby and Derbyshire Joint Committee. The Place service plan contains an action to deliver a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns.
Environmental Impact Assessments			✓					The Council is jointly preparing with Derby City Council separate Minerals and Waste Local Plans. The preparation process includes a Strategic Environmental Appraisal (SEA) which considers the wider environmental impacts of policies within the plans during and beyond the plan period. Planning proposals determined by the planning authority are screened to establish whether or not they must be considered under the Town and Country Planning (Environmental Impact Assessment) Regulations 2017.
Climate Change Strategy and Action Plan			✓					External consultants Arup have been commissioned to help develop the strategy and action plan. The sponsor for this work is now the Executive Director for Adult Social Care and Health, with the resource in the Environment Division of the Place Department.
Financial Strategy				✓		✓	✓	Five Year Financial Plan Budget Monitoring
Workforce Plan					✓			Heads of Service from each Department undertook a planning exercise to identify the demographics of their workforce, the current challenges and future requirements and actions required. These were fed into a departmental plan and included in Draft Workforce Plans. There is currently no overarching Strategy in place but a Workforce Development Strategy is currently being drafted.
Wellbeing Strategy					✓			Successful deployment of the associated wellbeing strategy action plans, supported by regular monitoring of performance by the Council's Wellbeing Challenge Group.
Health and Safety					✓			The Council produces an annual health and safety report detailing prior year performance and trends.
External Audit					✓			External Audit have a statutory role relating to the Audit of the Authority's Statement of Accounts and are appointed independently. There is an External and Internal Audit Protocol in place defining the roles of both parties.
Statement of Accounts							✓	The Council produces Annual Statement of Accounts in accordance with prescribed deadlines and continues to receive unqualified Audit opinions.
Annual Governance Statement							✓	The Annual Governance Statement is incorporated into the Annual Statement of Accounts. It is underpinned by the Local Code of Corporate Governance, Executive Director Assurance Matrices and the ongoing work of the Governance Group.
Compliance with Public Sector Internal Audit Standards (PSIAS)							✓	The Authority's Internal Audit Service has been subject to independent external review by Cipfa C.Co and was considered to be conforming in all areas of focus assessed.

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Annual Governance Statement 2020/21

History			
Version	Date	Detail	Author
1.1	04/06/2021	First Draft	Audit Services
1.2	16/06/2021	Second Draft – Align to Performance	Audit Services
1.3	05/07/2021	Third Draft – Update from Director of Finance & ICT	Audit Services
1.4	21/07/2021	Final – All Actions Allocated & Action Plan included	Governance Group
1.5	26/11/2021	Final – Action Plan Completed	Governance Group

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Introduction and the Purpose of the Governance Framework

Defining Corporate Governance

Corporate governance includes the systems, processes and values by which councils operate and through which they engage with, and are held accountable to, their communities and stakeholders. Good corporate governance underpins credibility and confidence in public services.

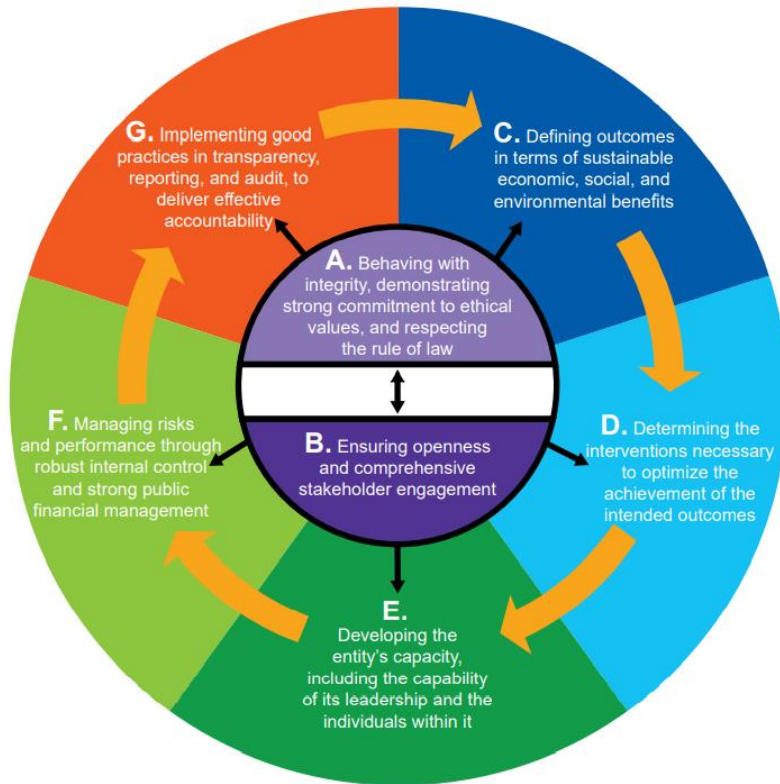
Derbyshire County Council is committed to effective corporate governance and has prepared the Annual Governance Statement by:-

- Reviewing the Council's Governance Arrangements against the CIPFA / SOLACE Delivering Good Governance in Local Government Framework;
- Assessed the effectiveness of the Governance Arrangements against the Local Code of Corporate Governance;
- Obtaining Executive Director Assurance Matrices;
- Considering the impact of External Assessments; and
- Monitoring the progress against the recommendations in the 2019-20 AGS Action Plan.



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Scope of Responsibility



Source: International Framework: Good Governance in the Public Sector (CIPFA)

The Council has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised and is responsible for ensuring that its business is conducted in accordance with the law and relevant standards, that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk. The Council has developed an approach to corporate governance to ensure that it is consistent with the CIPFA/SOLACE Framework Delivering Good Governance in Local Government and demonstrates its commitment to corporate governance as “good corporate governance underpins credibility and confidence in our public services”.

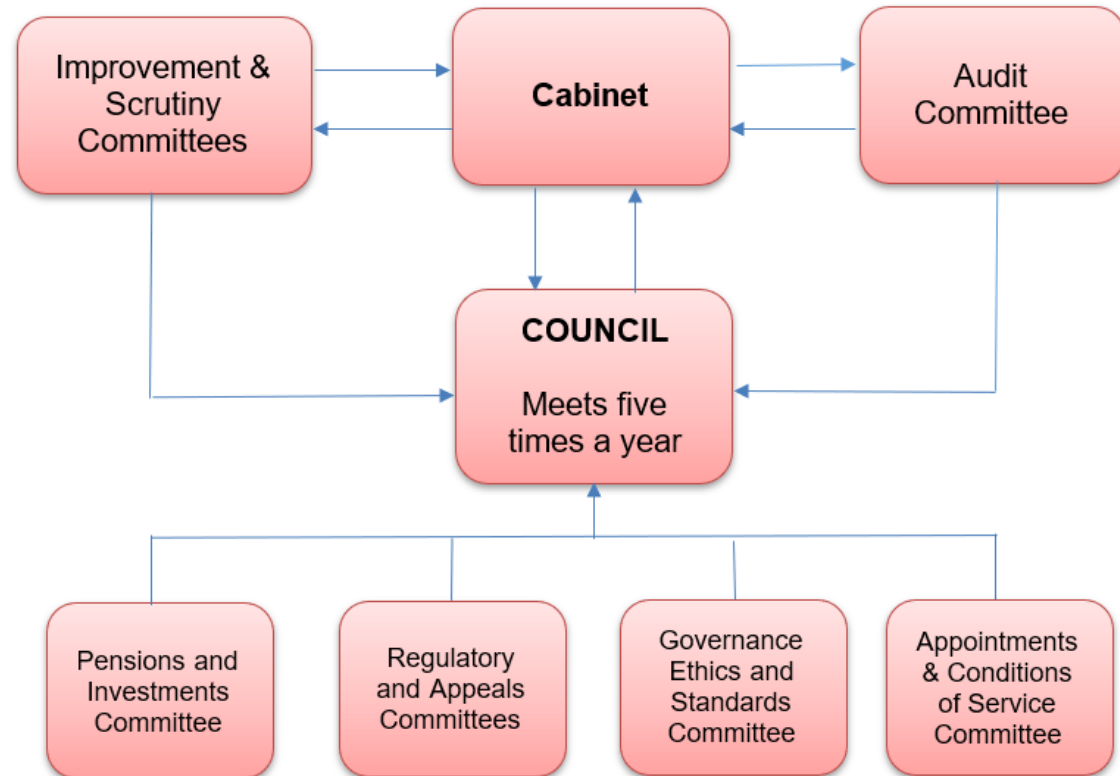
This Statement explains how the Council demonstrates compliance with the Framework and also meets the requirements of Regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement.

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Derbyshire County Council's Governance Framework and Structure

The governance framework comprises the systems, processes and values by which the Council is directed and controlled and the activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively, efficiently and economically. The governance framework has been in place at the County Council for the year ended 31 March 2021 and up to the date of the Statement of Accounts being certified by the Director of Finance & ICT.



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Council

- 64 Elected Members who are democratically accountable to residents of their electoral division
- Members follow a Code of Conduct to ensure high standards in the way they undertake their duties
- Meetings are generally open for the public to attend except where confidential matters are being discussed
- Decides the overall policy framework and sets the budget each year and major plans

Cabinet

- Consists of the Leader of the Council and eight Members
- Responsible for guiding the Council in the formulation of its corporate plan of objectives and key priorities
- Has executive responsibility for the implementation of the Council's key goals and objectives

Governance, Ethics and Standards Committee

- Promotes and maintains high standards,
- Assists Members in observing the Code of Conduct
- Advises the Council on matters relating to the Code

Appointments & Conditions of Service Committee

- Approves corporate employment policies
- Determines terms and conditions of service
- Specific role in the appointment and disciplinary procedure for certain officers

Improvement and Scrutiny Committees

- Five Committees which support the work of the Cabinet and the Council as a whole
- Allow citizens to have a greater say in Council matters by holding inquiries in public into matters of local concern
- Lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery, and other public bodies
- Monitor the decisions of the Cabinet
- They can 'call-in' a decision which has been made by the Executive but not yet implemented

Audit Committee

- Independently contributes to the Council's process of ensuring internal control systems are maintained
- Responsible for approving and monitoring progress of the annual Audit Plan
- Considers matters referred to the Committee by the Council's external auditor
- Approves the Annual Statement of Accounts and the Annual Governance Statement

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The Annual Governance Statement 2020/21

During the 2020/21 financial year, events noted in the previous AGS came into effect as the Council had undertaken significant reviews of its Constitution including the Financial Regulations and Standing Orders relating to Contracts. As a result revised Financial Regulations and Standing Orders were implemented from 1 April 2019, with the remainder of the Constitution becoming operational from 27 May 2019. These updates were considered to significantly strengthen the overall robustness and integrity of the governance framework.

There has also been some progress in respect of the Council's Corporate Governance Group which is now chaired by the Head of Paid Service, with representatives from each Department as well as the Director of Legal & Democratic Services, Director of Finance & ICT, Director of Organisation Development & Policy and Assistant Director of Finance (Audit). A number of meetings were held during 2020-21 and the Group has been developing a Local Code of Corporate Governance. In addition, the Group has looked to schedule reviews of key governance policies, procedures and documents to coincide with Committee Meetings as well as considering lessons learnt from other public bodies.

The Risk Management Strategy was approved by Cabinet on 16 March 2020. This is intended to assist the Council in demonstrating good corporate governance by reducing risk, stimulating performance throughout the Council, enhancing services, promoting Value for Money and improving leadership, transparency and accountability. This is another significant step towards improving governance and the Strategy includes an implementation plan to ensure that risk management is embedded across the Council.

During 2019, the Council's Audit Services Unit was deemed to conform in all material aspects to the Public Sector Internal Audit Standards (PSIAS) following the five-yearly independent review by external consultants Cipfa C.Co. The Standards recognise that a professional, independent and objective internal audit service is one of the key elements of good governance.

The Corporate Peer Challenge of the Council took place in October 2018 which identified that its approach to governance appeared to be sound. The resulting report was considered and approved by Cabinet on 31 January 2019 before it was published. At this meeting Cabinet approved plans to develop a clear action plan, to address recommendations set out in the report alongside priority actions identified in the Enterprising Council Strategy and to receive future reports on progress on a six-monthly basis. Progress against performance related actions are being reported to Corporate Management Team in

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respect of the Council Plan and most recommendations have been implemented. However, reports on progress have not been taken to Cabinet on a six-monthly basis. A follow up peer review visit is due to take place in the latter half of 2021.

Coronavirus (Covid-19)

Possibly the most significant risk to the Council and its governance arrangements was not realised until March 2020 when the impact of Covid-19 became apparent. This was a significant issue during the whole of the year under review, the effect of the virus has radically changed the approach the Council has had to take in order to maintain an effective control framework around the way it makes decisions and delivers services. It has also created new challenges for both management supervision and internal audit oversight of activities. At the same time it has acted as an impetus for change and speeded up the delivery of new ways of working and strategic transformation.

Immediate Impacts

Page 72 There was an immediate impact on decision making processes in March 2020, which saw many meetings cancelled as the Council was not able to hold these in accordance with regulations, and technology needed to be deployed in order that meetings could be facilitated. This had been resolved by May 2020 and virtual meetings have been held since that time. From May 2021 formal member meetings have now reverted back to being held in-person. The existence of an adequate governance framework ensured that the decision-making processes were robust and the Council could continue its core functions.

Despite the impact of Covid-19 (particularly around the timing of property valuations), the Council submitted the certified pre-audit Statement of Accounts before the statutory deadline of the end of July. The majority of staff were working at home during the period when the accounts were being prepared. This demonstrates that the Council has a robust and embedded framework which enables the production of the Statement of Accounts in challenging circumstances. The Council's systems and IT infrastructure have proved to be effective to ensure that staff were able, and can continue, to work solely from home in the short to medium term.

Prior to Covid-19, the Council was in a sound financial position effectively planning and managing its resources and investments, therefore, it had the capacity and capability to deal with the crisis, subject to appropriate support from Government towards meeting new spending commitments that arose as a result of the pandemic. However, it has been recognised that the Council has had to make its processes more agile and as part of that how to adapt its financial planning process. A financial forecasting model was used to help support financial stability during the outbreak.

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As the Council reacted to the developing situation, it had to adapt quickly which consumed time and resources that otherwise would have been deployed elsewhere. The Council has provided support to individuals, businesses and organisations within the community across Derbyshire to help them through the crisis. During this time, although efforts were made to ensure that changes to systems were reviewed to maintain effective control, an assumption has to be made that all proposed changes were notified through the correct channels and were considered. This may present a future risk and will be monitored.

The longer-term outlook remains a little clearer than at this time in 2020. Whilst an initial surge of Covid-19 cases passed and the severe restrictions imposed by the first lockdown have been eased and lifted, England has been subject to further periods of restrictions as further waves of Covid-19 cases emerged. The successful roll out of vaccines since December 2020 is providing real hope that there can be a return to a way of living with the virus that offers many of the same freedoms that were enjoyed before March 2020, however, in the short to medium term protective measures will need to continue to be in place to limit transmission of the virus. This will, in turn, continue to impact on the Council's frontline services and office working environments, the impact of which on vulnerable and/or isolated service users may not be apparent for some time in the future. Inevitably there is likely to be an impact on the Council's performance/increase in pressure for services as a result of Covid-19, and therefore it will be essential that as the Council moves into the recovery phase it looks at those services which have been adversely affected and how to support their effective recovery.

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The Council has recognised the impact that the virus has had on staff and has undertaken periodic surveys to gauge opinion and determine employee wellbeing. These surveys have tended to confirm that the majority of respondents were able to work effectively from home and had adapted to the circumstances. The Council's IT systems have proved themselves to be robust and effective throughout the past year, many improvements have continued to be made and whilst there was a pause on the pace of transformation in early 2020 this hasn't affected change programmes as much over the rest of the year. In the medium to long term, the impact of Covid-19 on staff either as a result of actually having caught the virus and being extremely unwell, losing a relative or close friend, feeling isolated, or from having unsuitable working arrangements will have an impact. Similarly, as staff return to offices when they reopen, this may also affect wellbeing, especially where individuals have become accustomed to the flexibility of working from home with less structure and no commuting required.

The recovery phase will undoubtedly be a difficult period of transition, but the council is taking sound measures through its Modern Ways of Working programme and Wellbeing approach to mitigate these effects and to positively take advantage of opportunities that have emerged.

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The Effectiveness of the Council's Governance Arrangements

As part of this process, an assessment has been made of the Council's performance against each of the seven core principles using the following criteria:-

Category	Definition
Strong	The governance framework is effective and fit for purpose, although some minor weaknesses and improvements may have been identified.
Good	Whilst the governance arrangements are generally effective, there are gaps within the framework which need to be addressed. Should these issues remain unaddressed, there is an increased risk that the Council may be exposed to reputational risk.
Review	Significant weaknesses have been identified in the governance arrangements which expose the Council to reputational risk.
Action	The governance arrangements are considered to be deficient as weaknesses have been identified in a number of key areas rendering the overall framework ineffective and leaving the Council open to a high risk of error/abuse and significant reputational risk/damage.

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Arising from this assessment of governance arrangements an Action Plan has been developed and is attached. Detailed actions and dates for completion will be determined to address each area for improvement which will be reported to the Audit Committee who will, in turn, monitor progress.

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The Annual Governance Statement summarises the findings of the review of the Council’s existing governance arrangements.

The review examined the Council’s position against the CIPFA/SOLACE Framework Delivering Good Governance in Local Government which defines the seven core principles, each supported by sub-principles which underpin the governance framework of the Council.

What is working well and areas for improvement				
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement	
Principle A Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law	Review	<ul style="list-style-type: none"> ➤ The Council Plan sets out the Authority’s key priorities; ➤ The Constitution details the roles of the Cabinet, Committees, full Council, Executive Directors and Statutory Officers and continues to be reviewed and updated; ➤ Codes of Conduct define the standards of behaviour for Members and officers; ➤ The Authority operates an Equality and Diversity Policy, Whistleblowing Policy and Complaints Procedures; ➤ An Anti-Fraud and Anti-Corruption Strategy, Fraud Response Plan and Anti-Money Laundering Policy demonstrate the Council’s stance against fraud; ➤ The Monitoring Officer is responsible for ensuring the lawfulness of decisions taken by Council, Cabinet, Committees and officers; ➤ Embedded arrangements for the delivery of Improvement and Scrutiny; ➤ Financial Management Arrangements conform to the Cipfa Statement on the Role of the Chief Financial Officer in Local Government (2016); ➤ The Governance, Ethics and Standards Committee monitors and reviews the operation of the Constitution and the 	<ul style="list-style-type: none"> ➤ 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 It is anticipated that this will be completed by December 2021; ➤ Officers’ declarations of interests and gifts and hospitality are not consistently made and recorded. An officer group has been established to review this; ➤ The Whistleblowing Policy is currently being updated and will be communicated widely This is scheduled for July 2021; ➤ Implement the good practice recommendations following receipt of recent report from the Committee on Standards in Public Life. A target date has been set for December 2021; ➤ The Anti-Fraud arrangements could be more widely communicated and supported by training. A training module has been developed using the Online Learning Platform with the 	

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What is working well and areas for improvement				
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement	
		<p>ethical framework and has conducted a major review during the previous year;</p> <ul style="list-style-type: none"> ➤ Role profiles have been agreed for Members and together with Personal Development Plans inform Member Development programmes; ➤ Clear channels of communication are in place for all sections of the community and stakeholders; ➤ Embedded Financial Regulations and Standing Orders, Procurement policies and practices. ➤ The Council's Corporate Governance Group is chaired by the Managing Executive Director and attended by Departmental Representatives and the Section 151 and Monitoring Officers. ➤ The Council reviews how it best protects its vulnerable residents and takes on board learning from all relevant reviews whether they are Derbyshire focussed or not. 	<p>intention of delivering this by December 2021.</p> <ul style="list-style-type: none"> ➤ Review of the Derbyshire Partnership Toolkit should be completed by end September 2021. 	
<p>Principle B</p> <p>Ensuring openness and comprehensive stakeholder engagement</p>	Good	<ul style="list-style-type: none"> ➤ The Assistant Director of Finance (Audit) produces an Annual Report which is considered by Audit Committee, highlights both significant areas of good practice and those where improvements can be made. This Report includes the annual internal audit opinion which concludes on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control; ➤ The Authority operates a partnership protocol, toolkit and database with specific requirements of partnership working defined in Financial Regulations; 	<ul style="list-style-type: none"> ➤ More active use of parish/town councils and community groups has been considered and actions are required to achieve this; ➤ Partnership working arrangements are redesigned using the Thriving Communities approach to create strategic partnership engagement to deliver shared outcomes. The Thriving Communities governance arrangements have been reviewed and Terms of Reference refreshed. Representation from the Vision 	

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What is working well and areas for improvement			
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement
		<ul style="list-style-type: none"> ➤ Certain partnership arrangements are subject to annual review by Audit Services; ➤ The Council publishes Member decisions on the website; ➤ The Council engages with the citizens of Derbyshire; ➤ The Council consults stakeholders as part of the decision making process where appropriate; ➤ The Council fulfils its responsibilities on the Duty to Cooperate; ➤ Equality Impact Assessments are undertaken and considered in decision making; ➤ A Communications Strategy is in place; ➤ The Council consults with citizens, trade unions and business ratepayers when setting its budget; ➤ The Council has an “Enterprising Council” Strategy and approach designed to ensure services meet the needs of users, utilising the best delivery vehicle in each circumstance; ➤ The Council has an online Committee Management System to improve access to councillors and democracy. 	<p>Derbyshire Communities Chief Executive Lead on the Board has been secured which should lead to a greater understanding by September 2021.</p>
<p>Principle C</p> <p>Defining outcomes in terms of sustainable economic, social and environmental benefits</p>	Review	<ul style="list-style-type: none"> ➤ The Council Plan outlines the Council’s strategy and vision; ➤ Departmental and Service Plans are developed which are consistent with the overarching Council Plan and incorporate a range of performance measures; ➤ Progress against a range of targets is monitored; ➤ The Authority has in place an effective risk management framework; 	<ul style="list-style-type: none"> ➤ Ensure that decisions are taken with regard to, or based on the longer term view. The new report templates implemented in May 2021 should meet this requirement; ➤ More emphasis could be placed on measuring and monitoring longer term outcomes as opposed to outputs. This should

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What is working well and areas for improvement				
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement	
		<ul style="list-style-type: none"> ➤ The Strategic Risk Register is subject to regular review; ➤ Capital investment is structured and in line with the Investment Strategy. 	<ul style="list-style-type: none"> ➤ be met using the revised report templates; ➤ Ensure key equipment and processes to support business continuity planning are effectively maintained; ➤ A social value approach is in place. The Council has continued to develop and embed social value to ensure that the economic, environmental and social benefits are realised and captured consistently for Derbyshire when procuring services; ➤ Work has been ongoing to develop a comprehensive Asset Management Strategy. The final document will be considered by the Governance Group in 2021. 	
<p>Principle D</p> <p>Determining the interventions necessary to optimise the achievement of the intended outcomes</p>	Review	<ul style="list-style-type: none"> ➤ Financial Regulations and Standing Orders in relation to Contracts are subject to periodic review by officers and the Audit Committee; ➤ Decision making protocols are in place; ➤ Social value considerations are included in decisions where appropriate; ➤ Financial, Procurement and ICT Strategies are in place; ➤ Member Report considerations include financial, legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health, social value, property and transport considerations; ➤ The Council has Improvement and Scrutiny Committees in place. 	<ul style="list-style-type: none"> ➤ Development of consistent and effective business cases; ➤ The Council could develop a more proactive approach to the use of collective intelligence to guide decision making, rather than data. This is expected to be achieved through the development of cloud, SAP S4/HANA, other software, roles and use of intelligence by March 2022; ➤ Revised People Strategy will be useful to ensure consistent council wide approach and guide future investment in skills is due 	

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What is working well and areas for improvement				
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement	
			<ul style="list-style-type: none"> to be approved in July 2021. This needs to be fully embedded; ➤ Development of a robust post implementation review process for major projects. CMT approved the approach to review existing change projects and programmes and embed robust project management across the Council; ➤ Review of officer scheme of delegation to optimise achievement of outcomes. The use of Modern.Gov to assist the recording of decision making is expected to be completed by December 2021. 	
Principle E Developing the entity's capacity, including the capability of its leadership and the individuals within it	Review	<ul style="list-style-type: none"> ➤ Members and officers work together to deliver a common purpose with clearly defined functions and roles; ➤ The arrangements for Member training and development are reviewed through the Member Development Working Group; ➤ Staff development is supported through the provision of generic and specific skills training including supporting the maintenance of professional standards and qualification training including use of the apprenticeship levy; ➤ Senior Leadership and Leadership Forums are embedded; ➤ The Council is implementing its Performance and Development Review (PDR) process to identify training and development opportunities. 	<ul style="list-style-type: none"> ➤ Whilst there are areas of good practice relating to staff inductions and MyPlans there are opportunities to develop these processes. The launch of the new performance management process (PDR) will be rolled out across the Council by March 2022; ➤ Workforce planning support has commenced in service areas that have high agency spend and recruitment and retention charges. Succession Planning has been identified as a priority within the People Strategy. Workforce planning proposals are expected by March 2022; ➤ Consistent training of new staff in the IT systems they are expected to use, alongside refresher 	

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What is working well and areas for improvement				
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement	
			training for existing staff to ensure effective use of systems. This is to be developed as part of the ICT restructure and new systems by December 2021.	
Principle F Managing risks and performance through robust internal control and strong public financial management	Good	<ul style="list-style-type: none"> ➤ The Audit Committee operates in accordance with prescribed terms of reference and holds Statutory Officers to account. The Committee receives, approves and monitors the Audit Plans for internal and external audit; ➤ The Audit Committee monitors the effectiveness of the Authority's risk management arrangements; ➤ Audit Committee Members are provided with relevant training; ➤ The effectiveness of the governance framework including the system of internal control is reviewed annually; ➤ Audit Services review the effectiveness of the Authority's internal controls; ➤ The Council has a Risk Management Strategy; ➤ The Strategic Risk Register is subject to regular review and project specific risk logs are in place for major projects and partnerships which are subject to ongoing review; ➤ Emerging risks are identified by the reviews and from ongoing Audit work; ➤ Departmental risk registers are in place and regularly reviewed by management teams; ➤ Strong and effective information governance arrangements; ➤ The Council has been proactive in its approach to the General Data Protection 	<ul style="list-style-type: none"> ➤ Cyber security threats will require ongoing monitoring and development of appropriate responses which is a key work stream for the cyber security working group that was established in April 2021; ➤ The APEX performance system requires further development to utilise it to its full capacity to integrate performance and financial reporting. Further integration of risk is underway. 	<ul style="list-style-type: none"> ➤ Develop the process for lessons learnt from internal incidents and external Public Interest Reports.

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What is working well and areas for improvement				
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement	
		<p>Regulation (GDPR) and dealing with data breaches.</p> <ul style="list-style-type: none"> ➤ Data Protection arrangements are continually monitored by the GDPR Group; ➤ The Council has a Medium Term Financial Plan and effective Budget Monitoring Procedures endorsed in the recent Corporate Peer Review by the Local Government Association; ➤ The Scrutiny Committees scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions; ➤ The standards of behaviour and conduct are detailed in the Protocol for Elected Member Behaviour and Conduct; ➤ Whistleblowing The Confidential Reporting Code enables individuals or organisations to disclose information about malpractice whilst offering protection; ➤ Performance management is well embedded at a Departmental level; ➤ The Council has established a working group to consider cyber security risks; ➤ Independence of Internal Audit and unrestricted access to all Members and officers as appropriate; ➤ Ensuring compliance with the principles set out in the Cipfa guidance on the Role of the Chief Financial Officer in public service organisations. 		
<p>Principle G</p> <p>Implementing good practices in transparency,</p>	Review	<ul style="list-style-type: none"> ➤ The Constitution defines how the Council operates and the decision making processes to ensure the Council is efficient, transparent and accountable to local people; 	<ul style="list-style-type: none"> ➤ Continue to improve robust systems for property valuations building on the enhancements completed during recent years; ➤ Continue to action the recommendations of LGA Peer 	

ANNUAL GOVERNANCE STATEMENT

What is working well and areas for improvement			
Core Principles of the Framework	Overall Assessment	Strengths	Areas for Improvement
reporting and audit to deliver effective accountability		<ul style="list-style-type: none"> ➤ Council, Departmental and Service Plans set out objectives and include performance targets; ➤ Council, Cabinet and Member meetings are open to the public and minutes are published on the website through the online Committee Management System to aid transparency of the democratic process; ➤ Financial Statements are produced and published on a consistent and timely basis; ➤ Departmental Financial Schemes of Delegation supplement the Council's Financial Regulations and Standing Orders relating to Contracts; ➤ The Assistant Director of Finance (Audit) produces their Annual Report which is considered by Audit Committee and highlights both significant areas of good practice and those where improvements can be made; ➤ Partnership working arrangements are established; ➤ The Council routinely publishes data and meets the requirements of the Local Government Transparency Code; ➤ Schemes of Delegation were reviewed during 2020/21. 	<p>Review to aid future improvement. The follow-up visit has been rescheduled for September 2021 with a new draft position statement considered by CMT on 1 June 2021 and working group meetings taking place fortnightly;</p> <ul style="list-style-type: none"> ➤ Continue to review the Constitution to ensure it remains fit for purpose to deliver effective accountability. This has identified areas for review in 2021/22. ➤ Continue to develop systems and protocols to support and monitor partnership working. The initial focus has been to review the Partnership Protocol and approach as overall context for the work plan and future actions. ➤ Embed the process for the production of the AGS in a timely manner.

ANNUAL GOVERNANCE STATEMENT

The Annual Governance Statement & Opinion

We have been advised on the implications of the results of the review of the effectiveness of the governance framework by the Audit Committee and it is our opinion that the Council's corporate governance framework is generally fit for purpose and can be considered to be adequate. However, it is recognised that there are areas which could be improved and the Council has a plan to address weaknesses and ensure continuous improvement of the system is in place.

We propose over the coming year to take steps to address those opportunities for improvement highlighted above so as to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements which were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

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Councillor Barry Lewis
Leader of the Council

Date

On behalf of Derbyshire County Council

Emma Alexander
Managing Executive Director

Date

ANNUAL GOVERNANCE STATEMENT

Action Plan - Areas for Improvement

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
Principle A Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law	➤ 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 It is anticipated that this will completed by December 2021.	Complete December 2021	Director of Organisation, Development & Policy	December 2021	Further update is due from OD&P shortly.
	➤ Officers' declarations of interests and gifts and hospitality are not consistently made and recorded. An officer group has been established to review this;	Officer working group established and met with action plan of activity.	Director of Legal & Democratic Services	March 2022	Work in progress. A new online process for declaring gifts and hospitality has been introduced to improve consistency and recording.

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	<ul style="list-style-type: none"> ➤ The Whistleblowing Policy is currently being updated and will be communicated widely This is scheduled for July 2021; 	Taken to Audit Committee on 21 September. GES on 20 October and Cabinet for formal approval on 18 November 2021.	Director of Legal & Democratic Services	November 2021	Completed
	<ul style="list-style-type: none"> ➤ Implement the good practice recommendations following receipt of recent report from the Committee on Standards in Public Life. A target date has been set for December 2021; 	Most have been implemented. Check to be undertaken to ensure that they have been delivered.	Director of Legal & Democratic Services	December 2021	<p>A number of the recommendations were completed in 2020. The recommendations relating to the contents of the Code of Conduct will be addressed through the current review of the Code.</p> <p>Revised target Summer 2022.</p>

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	<ul style="list-style-type: none"> ➤ The Anti-Fraud arrangements could be more widely communicated and supported by training. A training module has been developed using the Online Learning Platform with the intention of delivering this by December 2021. 	Work has commenced to review the Council's Counter Fraud Arrangements against the Cipfa Code of Practice on Managing the Risk of Fraud and Corruption and the Fighting Fraud and Corruption Locally Strategy.	Assistant Director of Finance (Audit)	Progress will be reported to the Audit Committee alongside the National Fraud Initiative (NFI) update in March 2022.	<p>Fraud Module completed, Fraud letter to be issued shortly and report NFI to Audit Committee in March 2022</p> <p>Audit Committee – Members Fraud Awareness Session scheduled February 2022.</p>
	<ul style="list-style-type: none"> ➤ Review of the Derbyshire Partnership Toolkit 	The review of the toolkit has commenced following identification of resources to support both the review and implementation of any identified actions.	Director of Organisation, Development & Policy	March 2022	Further update is due from OD&P shortly.

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
Principle B Ensuring openness and comprehensive stakeholder engagement	<ul style="list-style-type: none"> ➤ Partnership working arrangements are redesigned using the Thriving Communities approach to create strategic partnership engagement to deliver shared outcomes. 	The Thriving Communities governance arrangements have been reviewed and Terms of Reference refreshed. The Board. Representation from the Vision Derbyshire Communities Chief Executive Lead on the Board has been secured and this will support greater links into overarching strategic partnership arrangements over time.	Director of Organisation, Development & Policy	Completed	Completed
Principle C Defining outcomes in terms of sustainable economic, social and environmental benefits	<ul style="list-style-type: none"> ➤ Ensure that decisions are taken with regard to, or are based on the longer term view. The new report templates implemented in May 2021 should 	New templates together with guidance were launched in May 2021.	Director of Legal & Democratic Services	Completed	Completed

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	meet this requirement;				
	<ul style="list-style-type: none"> ➤ More emphasis could be placed on measuring and monitoring longer term outcomes as opposed to outputs. This should be met using the revised report templates; 	Issued	Director of Legal & Democratic Services	Completed	Completed
	<ul style="list-style-type: none"> ➤ Ensure key equipment and processes to support business continuity planning are effectively maintained; 	This was a Business Continuity Group action during Covid. This activity is now the responsibility of each department to develop and maintain their Business Continuity Plans with support from Emergency Planning and other functions as required.	Director of Organisation, Development & Policy	Original action completed	Completed
	<ul style="list-style-type: none"> ➤ A social value approach is in 	The procurement of Social Value	Director of Finance & ICT	March 2023	Implementation underway

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	place. The Council has continued to develop and embed social value to ensure that the economic, environmental and social benefits are realised and captured consistently for Derbyshire when procuring services;	software has been agreed and will be implemented over the coming months. Value will be optimised over a 12-month period.			
	➤ Work has been ongoing to develop a comprehensive Asset Management Strategy. The final document will be considered by the Governance Group in 2021.	Work to finalise the comprehensive Asset Management Strategy continues and it will be presented to the Governance Group during 2021/22 for consideration and approval	Director of Finance & ICT / Performance and Engagement Manager (Place)	December 2021	Draft Strategy being finalised with a revised completion date of March 2022.
Principle D	➤ Development of consistent and	Work underway as part of the	Director of Finance & ICT	Summer 2022	Work in Progress

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
Determining the interventions necessary to optimise the achievement of the intended outcomes	effective business cases;	establishment of the Council's new Programme and Project Management Office			
	➤ The Council could develop a more proactive approach to the use of collective intelligence to guide decision making, rather than data;	This is expected to be achieved through the development of cloud, SAP S4/HANA, other software, roles and use of intelligence.	Director of Finance & ICT	Initial phase completed by Summer 2022	Dependent upon implementation of SAP S4/HANA
	➤ Revised People Strategy will be useful to ensure consistent council wide approach and guide future investment in skills is due to be approved in July 2021. This needs to be fully embedded;	The strategy was approved by Cabinet in July 2021 and work is now underway to develop departmental people plans aligned to the agreed 5 people priorities.	Director of Organisation, Development & Policy	Completed	Completed

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	<ul style="list-style-type: none"> ➤ Development of a robust post implementation review process for major projects. CMT approved the approach to review existing change projects and programmes and embed robust project management across the Council; 	Work underway as part of the establishment of the Council's new Programme and Project Management Office	Performance and Engagement Manager (Place)	Summer 2022	<p>Reassigned to Director of Organisation, Development & Policy</p> <p>Further update is due from OD&P shortly.</p>
	<ul style="list-style-type: none"> ➤ Review of officer scheme of delegation to optimise achievement of outcomes. The use of Modern.Gov to assist the recording of decision making is expected to be 	Progressing the use of Modern.gov to support decision making by officers and Members.	Director of Legal & Democratic Services	December 2021	Completed – A new streamlined process for Cabinet Member decisions has been introduced and decisions are now recorded through Modern.gov. Target for Officer decisions to be recorded through Modern.gov - March 2022.

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	completed by December 2021.	The wider review of the officer scheme of delegation is a larger project.		March 2022	Revised Target - Summer 2022
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. The launch of the new performance management process (PDR) will be rolled out across the Council by March 2022;	On going	Director of Organisation, Development & Policy	In progress and on track for completion March 2022	Further update is due from OD&P shortly.
	➤ Workforce planning support has commenced in service areas that have high agency spend and	On going	Director of Organisation, Development & Policy	On track for completion March 2022	Further update is due from OD&P shortly.

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	recruitment and retention charges. Succession Planning has been identified as a priority within the People Strategy. Workforce planning proposals are expected by March 2022;				
	➤ 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.	This is to be developed as part of the ICT restructure and new systems implementation.	Director of Finance & ICT	Summer 2022	Ongoing
Principle F Managing risks and performance through robust internal control	➤ Cyber security threats will require ongoing monitoring and development of appropriate	Cyber Security Group established. Monitoring and active response to threats.	Director of Finance & ICT	Ongoing	Cyber Security needs to meet and determine its work programme

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
and strong public financial management	responses which is a key work stream for the cyber security working group that was established in April 2021;				
	➤ The APEX performance system requires further development to utilise it to its full capacity to integrate performance and financial reporting.	Significant work has taken over the last twelve months to integrate performance and financial reporting through APEX. These actions have been completed. Further integration of risk is now underway.	Director of Organisation, Development & Policy	March 2022	Further update is due from OD&P shortly.
	➤ Develop the process for lessons learnt from internal incidents and external Public Interest Reports.	Create “library” of known incidents and share recommended best practice.	Director of Finance & ICT	January 2022 for compilation of lessons learned. Ongoing for sharing of best practice.	Underway

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
Principle G Implementing good practices in transparency, reporting and audit to deliver effective accountability	<ul style="list-style-type: none"> ➤ Continue to improve robust systems for property valuations building on the enhancements completed during recent years; 	Regular liaison with Finance and audit colleagues, early agreement of revaluation schedules on an annual basis. Clear timetable for delivery of valuations.	Director of Corporate Property	Ongoing – annual process	2021 valuations successfully completed. Lessons learnt to be review and implemented in 2022.
	<ul style="list-style-type: none"> ➤ Continue to action the recommendations of LGA Peer Review to aid future improvement. The follow-up visit has been rescheduled for September 2021 with a new draft position statement considered by CMT on 1 June 2021 and working group meetings 	Recommendations continue to be implemented. Statement of current position developed in advance of the Follow-Up visit. Visit took place in October 2021.	Director of Organisation, Development & Policy	Completed, subject to implementation of actions identified from the Follow-Up.	Further update is due from OD&P shortly.

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	taking place fortnightly;				
	<ul style="list-style-type: none"> ➤ Continue to review the Constitution to ensure it remains fit for purpose to deliver effective accountability. This has identified areas for review in 2021/22. 	Ongoing.	Director of Legal & Democratic Services	Ongoing	A number of amendments were agreed by Council in December 2021. Currently work is in progress to review the Council Procedure Rules, Local Choice functions, Officer Employment Rules and the Scheme of Delegation.
	<ul style="list-style-type: none"> ➤ Continue to develop systems and protocols to support and monitor partnership working. 	The initial focus has been to review the Partnership Protocol and approach as overall context for the work plan and future actions. Once the review has been undertaken priority actions to implement new approach will be identified.	Director of Organisation, Development & Policy	March 2022 onwards	Further update is due from OD&P shortly.
	<ul style="list-style-type: none"> ➤ Embed the process for the 	Ongoing	Director of Finance & ICT	Ongoing	Ongoing

ANNUAL GOVERNANCE STATEMENT

Principle	Area for Improvement	Agreed Action	Responsible Officer	Completion Date	Position January 2022
	production of the AGS in a timely manner.		and Director of Legal & Democratic Services		

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Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

01 February 2022

Report of the Interim Executive Director for Corporate Services & Transformation and the Assistant Director of Finance (Audit)

Meeting Dates and Agenda Items for 2022-23

1. Purpose

- 1.1 To agree likely agenda items for meetings of the Audit Committee to be held during 2022-23.

2. Information and Analysis

- 2.1 The Audit Committee is a key component of the Council's corporate governance and risk management arrangements. It is responsible for oversight of the Council's arrangements for financial reporting, internal and external audit and assists in ensuring that efficient and effective assurance arrangements are in place.
- 2.2 Proposed dates for Audit Committee meetings and likely agenda items for Members' consideration and/or approval are set out in a schedule at Appendix 2 to this report. These items are based on the existing business of the Committee.
- 2.3 Audit Committee Member training proposals and any additional reports arising may be added to this schedule.

3. Consultation

3.1 No consultation is required.

4. Alternative Options Considered

4.1 This report provides Audit Committee with a timetable setting 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 2021-22 accounts will be undertaken at the meeting in July 2022.

4.2 If this is not possible, then there will be the need to agree an additional meeting.

5. Implications

5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

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

7. Appendices

7.1 Appendix 1 – Implications.

7.2 Appendix 2 – Meeting Dates and Agenda Items

8. Recommendation(s)

That the Audit Committee:

a) considers and agrees the proposed programme for 2022-23.

9. Reasons for Recommendation(s)

9.1 The timetable has been developed to support the Audit Committee to fulfil its role and functions.

Report Author: Dianne Downs

Contact details: Dianne.downs@derbyshire.gov.uk

Implications

Financial

1.1 None

Legal

2.1 The Accounts and Audit Regulations 2015 set out requirements of Internal Audit and set out requirements in relation to internal control, the exercise of public rights in relation to the accounts and rules for the preparation, approval and publication of the statement of accounts.

Human Resources

3.1 None

Information Technology

4.1 None

Equalities Impact

5.1 None

Corporate objectives and priorities for change

6.1 The Council is committed to ensuring good financial management and compliance with applicable laws and regulations.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 The forward plan of reports has been designed to support the Audit Committee to effectively monitor development and operation of risk management arrangements in the Council.

DERBYSHIRE COUNTY COUNCIL
AUDIT COMMITTEE - MEETING DATES AND AGENDA ITEMS 2022-23

	21 JUNE 2022	19 JULY 2022	20 SEPT 2022	6 DEC 2022	31 JAN 2023	21 MAR 2023
External Auditor's Reports (if any)	✓	✓	✓	✓	✓	✓
Statement of Accounts 2021-22	✓	✓				
Assessment of Going Concern Status		✓				
Performance and Budget Monitoring/Forecast Outturn Arrangements 2023-24						✓
Production of 2023-24 Revenue Budget				✓		
Annual Audit Letter 2021-22			✓			
Update on 2021-22 Internal Control Recommendations						✓
Accounting Policies						✓
Tax Strategy						✓
Anti-Money Laundering Policy				✓		
Treasury Management Annual Report				✓		
Performance and Budget Monitoring/Forecast Outturn			✓	✓	✓	✓
Review of the Effectiveness of the System of Internal Control		✓				
Annual Governance Statement and System of Internal Control		✓				

	21 JUNE 2022	19 JULY 2022	20 SEPT 2022	6 DEC 2022	31 JAN 2023	21 MAR 2023
Review of Annual Governance Statement recommendations and Action Plan progress					✓	
Report of the Monitoring Officer		To be confirmed				
Annual Review of the Council's Regulatory Framework			✓			
Audit Services Unit Annual Report 2021-22		✓				
Audit Services Unit progress against Audit Plan 2022-23			✓	✓	✓	
Approval of Audit Services Unit Plan 2023-24						✓
Strategic Risk Review	✓		✓	✓		✓
Counter Fraud and NFI update			✓			✓
Oversight of activity and compliance - RIPA		✓			✓	
Proposed meeting dates and Agenda items 2023-24					✓	

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 2021-22 accounts will be undertaken at the meeting in July 2022. 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.

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Agenda Item

FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

AUDIT COMMITTEE

1 February 2022

**Joint Report of the Managing Director and the
Executive Director, Corporate Services and Transformation**

**Performance Monitoring and Budget Monitoring/Forecast Outturn 2021-
22 as at Quarter 2 (30 September 2021)**

1. Divisions Affected

1.1 County-wide.

2. Key Decision

2.1 This is not a Key Decision.

3. Purpose

3.1 To provide Members with an update of Council Plan performance and the Revenue Budget/forecast outturn for 2021-22, as at 30 September 2021 (Quarter 2).

4. Information and Analysis

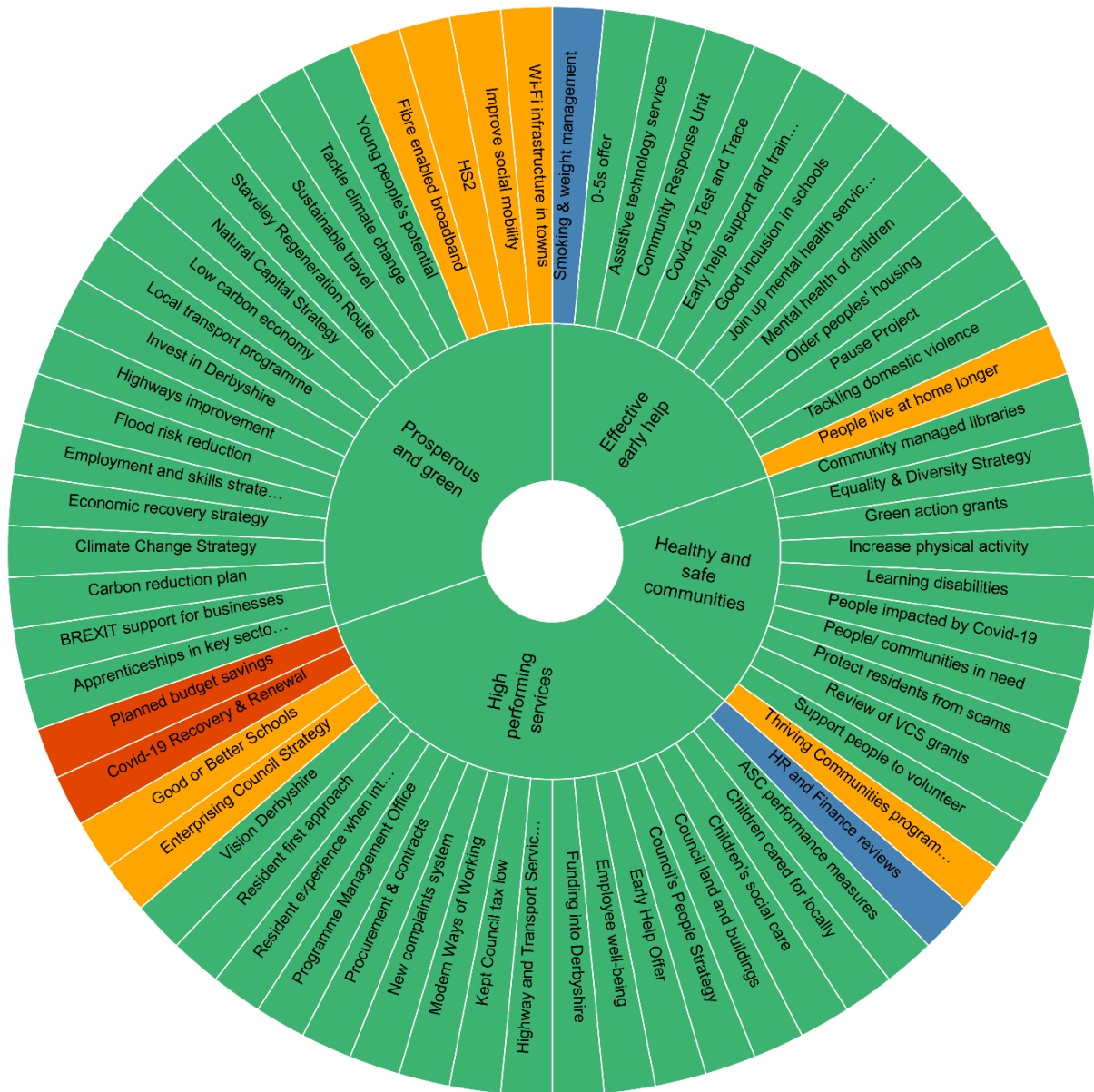
Integrated Reporting

- 4.01 This report presents both Council Plan performance and financial budget monitoring and forecast outturn data.
- 4.02 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.
- 4.03 The Revenue Budget Position and Financial Summary provides an overview of the Council's overall budget position and forecast outturn as at 30 September 2021.
- 4.04 Appendices to this report summarise progress on Council Plan deliverables and the controllable budget position by Cabinet Member Portfolio for 2021-22 as at 30 September 2021. Reports have been considered at Audit Committee and Cabinet in accordance with the Budget Monitoring Policy and Financial Regulations.

Performance Summary

- 4.05 The new Council Plan for 2021-25, which outlines the Council's priorities, key deliverables and performance measures, was developed and approved by Council in March 2021.
- 4.06 The performance report for Quarter 2 2021-22, which is attached at Appendix 3, sets out the progress the Council has made over the last quarter on each of the deliverables and key measures set out in the Council Plan.
- 4.07 The Council is performing well in delivering the new Council Plan, with 85% of the 66 deliverables in the Plan showing good or strong progress. Only 12% have been rated as "Requiring Review" and two deliverables have been rated as "Requiring Action". Progress in delivering the Plan is shown in the graphic below.

Deliverable Progress



4.08 The graphic below visualises the performance against target for each measure by priority. For the twenty four key measures where data for 2021-22 against target is available, five have been rated as 'Good', with a further nine rated as 'Strong', whilst three have been rated as "Requiring Review" and seven as "Requiring Action".

Key Measures Against Target



Performance by priority

4.09 The resilient, healthy and safe communities priority shows overall “Good” performance for deliverables but “Requiring Review” based on the two rated measures.

4.10 Key areas of success are:

- The central hub of practitioners continues to work alongside people with a learning disability and / or who are autistic to ensure an outcome focused plan is in place; over 330 people now have a plan in place.

- Woodville Library has now transferred to Community Management with Expressions of interest received for three other Libraries.

4.11 Areas for consideration are:

- Whilst the number of people with a learning disability and / or are autistic who are supported to move to a more independent setting remains behind target, progress is still being made. The lifting of the national restrictions has enabled eleven people to move this period, the highest number so far.
- Public Health continues to provide support to those impacted by the pandemic alongside Local Resilience Forum partners in line with significant changes in the national policy framework. There have been 38,807 Covid-19 cases in Derbyshire in Quarter 2, an increase from 4,049 cases in Quarter 1 and therefore pressure on local services remains high. There have been 210 incidents or outbreaks in education settings and 42 in workplaces and other settings that have been managed by the Council.
- The reduction in the local presence of services and restrictions on community activity as a result of the pandemic has led to a delay to the Thriving Communities programme, meaning that there is some risk to achieving the roll-out into the additional eight communities within the programme timescale. Progress will be monitored and additional capacity may need to be considered as appropriate.

4.12 The high performing, value for money and resident focused services priority shows overall “Good” performance for deliverables but measures are rated as “Requiring Review” overall.

4.13 Key areas of success are:

- The Council continues to see positive impact from the changes implemented across early help and safeguarding services, with improving practice consistency and solid performance across a range of performance measures.
- Good progress is being made by all six of the workstreams of the Council’s Achieving Great Futures (AGF) programme for children and young people.

- The reviews of Human Resources and Finance functions have both been completed and have delivered on the expected savings.
- The programme to centralise property assets is progressing well, with an earlier than expected sale resulting in the Quarter 2 target for monies received being exceeded.
- The new People Strategy has been approved with departmental plans now in development.
- The Modern Ways of Working programme is progressing with the clearing of offices at County Hall.

4.14 Areas for consideration are:

- Quarter 2 figures for projected Council budget savings are £14.831m below target. Covid-19 has had a significant impact on the savings programme, however additional funding from Government is mitigating the impact of some of the shortfall on the Council's financial position. Some 2021-22 savings will be achieved in 2022-23 and later; savings targets are being re-profiled to ensure they will be achieved in later years and supported with one off funding until then.
- Sickness absence shows an increasing trend so far this year. Causes of sickness absence are being analysed and monitored to help provide support and identify preventative actions.
- The medium and long term organisational strategy has been re-scheduled for completion by December 2021 due to delays caused by Covid-19.
- The Enterprising Council Strategy has been delayed but is progressing and is expected to be completed this year.
- The number of approved fostering households remains below target this quarter. Whilst there are currently nineteen mainstream fostering assessments in progress and a further seven due to start, there is some risk to achieving the outcome of 350 fostering households by the end of 2021-22 due to the number of foster families leaving the service for a variety of reasons, including retirement and the impact of the pandemic on family life. Phase 1 of the Fostering Service Modernisation Programme is in progress and involves targeted intervention through the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention, as well as the utilisation of foster placements.

- The proportion of children returning home from care continues to be below target. Activity, particularly through work with Newton Europe, is progressing to identify opportunities to improve the outcomes of children whilst also improving value for money.
- School inspections were suspended at the end of March 2020 due to Covid-19. Graded Ofsted school inspections resumed again from 4 May 2021. However, the small number of inspections this quarter has limited any opportunity for improvement of this measure.

4.15 The effective early help for individuals and communities priority shows overall “Good” performance for both deliverables and measures.

4.16 Key areas of success are:

- Performance targets have been established for Assistive Technology and support for older people and disabled people to remain living within their own homes.
- The Wellbeing for Education Return project is now completed having delivered mental health training to 218 staff from education settings across Derbyshire including from 123 state-funded primary schools and eleven secondary schools.
- The Active Derbyshire Network is developing a 10-year plan for Derbyshire and Nottinghamshire and funding has been secured for further Walk Derbyshire activity, which will increase the number of people taking part in walking activity across the county.
- There were 3,265 awards from the Derbyshire Discretionary Fund in Quarter 2, of which 2,664 were Emergency Cash Payments, 222 were the Exceptional Pressures Grant and 373 were Covid-19 Support Payments.

4.17 Areas for consideration are:

- Adult Social Care is seeing an increase in demand to support people leaving hospital and this, combined with the shortage of available homecare in the private, voluntary and independent sector is impacting on performance. The shortage of homecare is not unique to Derbyshire and is a national issue. An Adult Social Care plan has been drawn together and wider system work is under way to seek mitigations.

4.18 The priority of a prosperous and green Derbyshire shows overall “Good” performance for both deliverables and measures.

4.19 Key areas of success are:

- The viability assessment for the Chesterfield to Staveley Regeneration Route is now complete, with the Outline Business Case due for completion in Quarter 4.
- Under the Employment and Skills Recovery plan, the Festival of Business event was a success and attended by 125 businesses.
- The substantial highway surface treatment programme across the county is now complete, although the ancillary lining and road stud work continues. To date over 250 roads have either been surface dressed or resurfaced this financial year.
- The initial 2020-21 figures for CO₂e emissions show a reduction of 63.2% from the 2009-10 baseline.

4.20 Areas of consideration are:

- A total of 3,969 Highway defects were fixed in Quarter 2, with 81% of defects being completed within target. Although still below the 90% target, this represents an improvement from Quarter 1, when only 70% of defects were completed within target.
- The Council is awaiting the outcome of a bid into the Community Renewal Fund to support development and roll out of Wi-Fi in six market towns.
- With the delay to the publication of the Integrated Rail Plan, which outlines what aspects of the HS2 proposal is proposed for Government funding, the Council will be preparing a county wide response during Quarter 3.
- As a result of the Department for Digital, Culture, Media and Sport (DCMS) delays with the Gigabit Voucher scheme registration process, for take up of fibre enabled broadband, there is no Top Up voucher activity to report for Quarter 2.
- Whilst progress to identify key activity to improve social mobility is taking place under Vision Derbyshire, the development of a new approach will be reliant on additional capacity through the programme team which will be put in place over the next quarter.

Revenue Outturn Summary

4.21 The Council's forecast outturn for 2021-22 as at Quarter 2 (30 September 2021), compared to controllable budget, is summarised below. The forecast outturn table shows the position net of the impact of the ring-fenced Dedicated Schools Grant (DSG) of £378.684m and Public Health grant of £42.607m, other ring-fenced grants and income from other third parties and their associated spend.

	Budget	Use of DLUHC Covid-19 & SFC Grant Funding	Adjusted Budget	Forecast Actuals	Projected Outturn	Budget Performance
	£ Millions	£ Millions	£ Millions	£ Millions	£ Millions	
Adult Care	256.903	4.058	260.961	267.223	6.262	❌
Clean Growth and Regeneration	0.828	0.026	0.854	0.844	-0.010	✅
Corporate Services and Budget	48.035	1.071	49.106	54.053	4.947	❌
Children's Services and Safeguarding	137.113	4.645	141.758	147.251	5.493	❌
Health and Communities	8.537	0.095	8.632	7.539	-1.093	✅
Highways and Transport	30.747	1.228	31.975	34.652	2.677	❌
Infrastructure & Environment	42.692	2.956	45.648	45.821	0.173	❌
Strategic Leadership, Culture, Tourism and Climate Change	12.763	0.079	12.842	12.937	0.095	❌
Total Portfolio Outturn	537.618	14.158	551.776	570.320	18.544	❌
Risk Management	24.280	0.000	24.280	3.813	-20.467	✅
Debt Charges	28.767	0.000	28.767	27.958	-0.809	✅
Interest and Dividend Income	-4.099	1.206	-2.893	-5.056	-2.163	✅
Levies and Precepts	0.354	0.000	0.354	0.357	0.003	❌
Corporate Adjustments	4.930	0.555	5.485	5.214	-0.271	✅
Total	591.850	15.919	607.769	602.606	-5.163	✅

4.22 The Covid-19 pandemic is continuing to have a significant impact on the Council's finances in 2021-22. A summary of these impacts is provided at Appendix 16.

4.23 An overall Council underspend of £5.163m is forecast, after accounting for use of £15.919m of non-ringfenced grant funding provided by the Department for Levelling Up Housing & Communities (DLUHC) to support local authorities with the impacts of the Covid-19 pandemic. This includes funding from:

- compensation for lost sales, fees and charges income claimable under the Government scheme announced on 2 July 2020, which has been extended to 30 June 2021; and
- Covid-19 emergency grants of £15.337m awarded in 2021-22 and £11.248m awarded and brought forward from 2020-21.

- 4.24 Of the forecast £18.544m portfolio overspend, the significant variances are an overspend of £6.262m overspend on the Adult Care portfolio, a £5.493m overspend on the Children's Services and Safeguarding portfolio, a £4.947m overspend on the Corporate Services and Budget portfolio and a £2.677m overspend on the Highways and Transport portfolio.
- 4.25 The forecast £6.262m overspend on the Adult Care portfolio relates to Purchased Services costs driven by the number of new care packages required to be provided to assessed individuals.
- 4.26 The forecast £5.493m overspend on the Children's Services and Safeguarding portfolio is primarily due to continued high demand for placements for children who are in care or unable to remain at home. The needs of individual children and the availability of placements has also meant that there are an increased number of children who have been placed in both more expensive fostering arrangements and more expensive residential provision. Other factors contributing to the overspend include the price and the number of journeys associated with transporting children with educational needs to school and the safeguarding costs of supporting a greater number of children in care and children and families in need.
- 4.27 The Council plans to support the Children's Services and Safeguarding portfolio through allocations of a combination of ongoing budget growth and one-off funding to put these services on a sustainable financial footing by the time mitigation measures are able to stabilise the demand pressures on looked after children. Recent modelling suggests that demand is likely to level off by 2023-24.
- 4.28 The forecast £4.947m overspend on the Corporate Services and Budget portfolio is mainly due to current and prior-year savings targets which are not expected to be achieved in 2021-22, relating to the Corporate Property function, running costs on buildings that are awaiting disposal and a delay in the implementation of the new Legal Services operating model.

- 4.29 The forecast £2.677m overspend on the Highways and Transport portfolio relates to the Winter Service budget, which doesn't provide for more than a mild winter and to savings targets which have not yet been allocated to specific services.
- 4.30 There is a forecast underspend on corporate budgets in 2021-22. The underspend on the Risk Management budget relates mainly to a contingency amount of £8.000m set aside to mitigate general risks arising from the current uncertain environment resulting from Covid-19 and £13.000m of additional non-ringfenced grants which were announced after the 2021-22 Revenue Budget was set. An underspend on the Debt Charges budget is forecast as the portfolio of the Council's long-term loans is repaid and interest on this debt reduces. A favourable variance is forecast in the Interest and Dividends budget. The Council utilises a range of investments to maximise its income on cash balances. Interest income includes interest accrued on the loan advances to Buxton Crescent Ltd. A small underspend on Corporate adjustments is forecast.
- 4.31 The Council continues to look at ways to save money and generate income, whilst trying to protect and deliver services suitable for the residents of Derbyshire. Significant consultation and planning timeframes are required to achieve many of these savings. Delays in agreeing proposals could result in overspends by departments, which would then deplete the level of General Reserve held by the Council, decreasing its ability to meet short term, unforeseeable expenditure. In many cases the proposals will be subject to consultation and equality analysis processes. Progress against budget savings targets will be closely monitored, however there is a heightened risk of not achieving a balanced budget, as a result of both cost pressures and savings slippage as a result of the Covid-19 pandemic.
- 4.32 The delivery of the Council's Five Year Financial Plan (FYFP) is heavily dependent on an adequate level of General Reserve. The need to maintain an adequate, risk assessed level of reserves has been a key part of the Council's success in both maintaining its financial standing and continuing to deliver high quality services.
- 4.33 The General Reserve stands at £46.146m at 30 September 2021. There are commitments against this balance referred to in the Council's 2021-22 Revenue Budget Report. The balance will be further reduced by the measures required to deliver the Council's FYFP noted in paragraph 4.32 above. The adequacy of the Council's General Reserve balance is considered at paragraphs 4.57 and 4.58 below.

Portfolio Costs

4.34 There is a forecast Council portfolio overspend of £18.544m, after the use of DLUHC Covid-19 grant funding for Covid-19 related costs incurred in 2021-22. The table at Appendix 16 shows the Covid-19 related costs across the portfolios as £14.158m. This is the forecast additional cost and lost income of the Council's response up to the end of March 2022, 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 forecast to be allocated to individual portfolios; these amounts are detailed in Appendix 16. Budget of £14.158m is forecast to be allocated to portfolios, from the emergency Covid-19 grant funding and the compensation for lost income from sales, fees and charges received from Government, to match these costs.

4.35 Portfolio costs are explained in more detail in Appendices 4 to 11.

Risk Management Budget

4.36 There is a forecast underspend on the Risk Management Budget of £20.467m in 2021-22.

4.37 The Risk Management Budget of £24.280m includes:

- £12.205m of contingency funding set aside in the 2021-22 Revenue Budget. This comprises:
 - £8.392m general contingency;
 - £2.313m for a pay award; and
 - £1.500m for 2021-22 County Council election costs
- £1.500m of one-off funding approved in the Council's 2021-22 Revenue Budget to pump prime the development of an Assistive Technology service. These funds were returned unused from the Adult Care portfolio as the portfolio was able to alternatively finance this initiative from its underspend in 2020-21.
- £13.233m of additional non-ringfenced grants that had not been announced when the 2021-22 Revenue Budget was approved by Council on 3 February 2021. This comprises:
 - £6.000m Covid-19 Local Council Tax Support grant;
 - £3.294m Business Rates Relief grant;
 - £2.534m former Independent Living Fund grant; and
 - £1.405m Extended Rights to Home to School Transport grant.

- £0.585m of ongoing Transition Funding approved in the Council's 2020-21 Revenue Budget allocation for Demographic Growth, which had not been utilised by 31 March 2021, returned from the Adult Care portfolio.
- Less: £3.243m adjustment for Business Rates income. The amounts were finalised after the 2021-22 Revenue Budget was approved by Council on 3 February 2021.

4.38 The forecast expenditure of £3.813m on the Risk Management Budget is:

- £2.313m draw-down of contingency funding for a pay award.
- £1.500m draw-down of contingency funding for election costs.

Debt Charges

4.39 The Debt Charges budget is forecast to be underspent by £0.809m in 2021-22.

4.40 Debt charges are based on interest payments, the 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 £7.000m 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

4.41 Interest and dividend income budgets are forecast to be underspent by £2.163m in 2021-22.

4.42 The interest base rate has remained at an historically low rate of 0.10% since 10 March 2020. However, the Council utilises a range of investments, including pooled funds, to maximise its interest and dividend income on balances.

4.43 A projected decrease of £0.952m in dividend income on the Council's investments in pooled funds, compared to 2019-20, is forecast to be supported by the use of DLUHC Covid-19 grant funding. Pooled fund investments have been held for the whole financial year to date.

4.44 The interest rate on the loan to Buxton Crescent Ltd has been reduced in recognition of the fact that the revenues from Buxton Crescent hotel are expected to be significantly lower than anticipated because of the impacts of Covid-19. The resulting decrease of £0.254m interest income accruing to this loan in 2021-22 is forecast to be funded using DLUHC Covid-19 grant funding.

Corporate Adjustments

4.45 There is a forecast underspend of £0.271m on Corporate Adjustments in 2021-22.

4.46 The interest income accruing to the loan to Buxton Crescent Ltd for the period April 2021 to September 2021 is expected to be written off in recognition of the fact that the revenues from Buxton Crescent hotel are expected to be significantly lower than anticipated because of the impacts of Covid-19. This is forecasted to be funded using £0.162m of DLUHC Covid-19 grant funding.

4.47 Only £0.632m of the allocated £1.000m savings target is forecast 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 the Covid-19 pandemic, to preserve the Council's liquidity of cash flow, amongst other considerations. A sum of £0.368m of DLUHC Covid-19 grant funding is forecast to be allocated to reimburse the cost of this savings target which can no longer be achieved.

Budget Savings

4.48 A summary of the achievement of budget savings targets is provided at Appendix 14. The budget savings target for 2021-22 is £13.291m, with a further £12.768m target brought forward from previous years. The savings initiatives identified to meet this target fall short by £9.772m, therefore further proposals will need to be brought forward to ensure the Council continues to balance its budget. Of this total target of £26.059m, £11.228m is forecast to be achieved by the end of the financial year. Therefore, there is a £14.831m forecast shortfall in achievement of budget savings. The resulting base budget overspend is offset to some extent by one-off underspends, one-off funding from earmarked reserves and additional grant funding received.

Debt Age Profile

- 4.49 The age profile of debts owed to the Council and the value of debts written off is disclosed in Appendix 15. This information is collected on a departmental rather than on a portfolio basis.

Earmarked Reserves

- 4.50 Earmarked reserves are held to meet known or predicted liabilities and the funds should be used for the item for which they have been set aside. Any funds no longer required are returned to the General Reserve. The Council reviews the level of earmarked reserves at least annually. The next review of earmarked reserves is scheduled to take place in December 2021.
- 4.51 A summary of outstanding balances on the Council's earmarked reserves as at 30 September 2021 is set out in Appendix 13.
- 4.52 The Council's response to the Covid-19 pandemic and its effects on the Council's finances are expected to continue into 2021-22. Any funding received to support Covid-19 impacts, which had not been utilised by 31 March 2021, has been contributed to earmarked reserves or is held as a receipt in advance. This will enable this funding to be used for relevant expenditure over the two-year period 2020-21 to 2021-22.
- 4.53 A register of funding available for use to meet Covid-19 related costs in 2021-22 is disclosed in Appendix 16.

General Reserve

- 4.54 The General Reserve stands at £46.146m at 30 September 2021. The level of General Reserve is £51.309m, after the forecast outturn for 2021-22, which is 9% of the Council's Net Budget Requirement for 2021-22.

General Reserve

	£m
Balance at 30 September 2021	46.146
Projected Outturn 2021-22	5.163
Forecast Balance at 31 March 2022	51.309

Net Budget Requirement 2021-22 **572.475**

General Reserve Balance as % of NBR at 31 March 2022 **8.96%**

- 4.55 In addition there are also commitments held against the General Reserve balance, which were referred to in the Council's 2021-22 Revenue Budget Report.
- 4.56 The majority of chief financial officers consider an acceptable level of generally available reserves to be one that reflects a risk-based approach to potential liabilities. A relatively crude measure is to expect the resulting figure to be between 3% to 5% of a council's net spending, representing a prudent level of risk-based reserves. As at 30 September 2021, the figure for the Council stood at 9%, indicating a robust balance. However, it is necessary to consider this indicator over the medium term to gain a better understanding of its adequacy.

Portfolio Summaries

- 4.57 A summary of each of the individual portfolio performance and outturn positions for 2021-22 is detailed in Appendices 4 to 11.
- 4.58 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.

Traded Services

- 4.59 A trading area is where the Council receives income in return for providing discretionary services to external organisations and/or individuals.

- 4.60 'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income. An overall deficit of £0.246m is forecast for 2021-22 on fully traded areas across the Council as a whole.
- 4.61 'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide. An overall excess of £0.193m compared to the budgeted income target is forecast for 2021-22 on partially traded areas across the Council as a whole.
- 4.62 Appendix 12 summarises the financial performance of the separate trading areas.

5. Consultation

- 5.1 No consultation is required.

6. Alternative Options Considered

- 6.1 N/A – the Council is required to outline its forecast revenue outturn position to ensure compliance with good financial management principles and to support the development of short and medium-term financial planning. Not producing a budget monitoring report would be contra to the Council's Financial Regulations which requires the reporting of variances of income and expenditure against budget allocation to be reported to Council in line with the Budget Monitoring Policy.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 Performance papers held electronically by Policy & Research. Finance papers held electronically by Financial Strategy, Financial Management & Strategy, Finance & ICT Services, County Hall.

9. Appendices

- 9.1 Appendix 1 – Implications

- 9.2 Appendix 2 – Key to Performance Ratings
- 9.3 Appendix 3 – Performance Report 2021-22 Council Overview
- 9.4 Appendix 4 – Adult Care - Portfolio Summary
- 9.5 Appendix 5 – Clean Growth and Regeneration - Portfolio Summary
- 9.6 Appendix 6 – Corporate Services and Budget - Portfolio Summary
- 9.7 Appendix 7 – Children’s Services and Safeguarding - Portfolio Summary
- 9.8 Appendix 8 – Health and Communities - Portfolio Summary
- 9.9 Appendix 9 – Highways Assets and Transport - Portfolio Summary
- 9.10 Appendix 10 – Infrastructure and Environment - Portfolio Summary
- 9.11 Appendix 11 – Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary
- 9.12 Appendix 12 – Traded Services
- 9.13 Appendix 13 – Earmarked Reserves
- 9.14 Appendix 14 – Budget Savings Monitoring 2021-22
- 9.15 Appendix 15 – Aged Debt
- 9.16 Appendix 16 – Covid-19 Financial Impacts and Funding

10. Recommendations

That Audit Committee:

- 10.1 Notes the update of Council Plan performance and the Revenue Budget position/forecast outturn for 2021-22 as at 30 September 2021 (Quarter 2).
- 10.2 Notes the position on General and Earmarked Reserves.

11. Reasons for Recommendations

- 11.1 The forecast outturn report provides a summary of the expected overall financial performance and use of resources against the Council's approved budget for the financial year 2021-22. The outturn position supports the development of budgets in both the short and medium term.
- 11.2 Performance information is important as it enables the Council and the public to see how well the Council is delivering services and where it needs to make improvements.
- 11.3 The balance of both the General and Earmarked Reserves support good financial planning.

Report Authors:

Sam Holmes
Eleanor Scriven
Matthew Walters
Simon Pape
Esther Croll

Contact details:

Samuel.Holmes@derbyshire.gov.uk
Eleanor.Scriven@derbyshire.gov.uk
Matthew.Walters@derbyshire.gov.uk
Simon.Pape@derbyshire.gov.uk
Esther.Croll@derbyshire.gov.uk

This report has been approved by the following officers:

<p>On behalf of:</p> <p>Director of Legal Services and Monitoring Officer Executive Director, Corporate Services and Transformation Managing Director</p>	
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Appendix 1

Implications

Financial

1.1 As outlined in the body of the report.

Legal

2.1 None.

Human Resources

3.1 None.

Information Technology

4.1 None.

Equalities Impact

5.1 None.

Corporate objectives and priorities for change

6.1 The Council Plan values commit to spending money wisely, making the best use of the resources that the Council has.






6.2 The Covid-19 pandemic has increased the financial uncertainty for all local authorities. The Council is committed to ensuring that it sets a balanced budget over the medium-term, therefore ensuring good financial management and use of reserve balances to meet the costs of any unforeseeable events arising from the pandemic.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None.

Appendix 2

Key to Performance Ratings

	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.	Data measuring the performance of these deliverables continues to be suspended due to Covid-19.
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 Outturn		Outturn below budget.	Outturn less than or equal to 2% over budget.	Outturn more than 2% over budget.	
Portfolio Outturn		Outturn below budget.		Outturn over budget.	
Budget Savings		Forecast savings better than target.		Forecast savings worse than target.	

Derbyshire County Council



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Introduction





Welcome to the Council's performance report on the Council Plan 2021-25, for Quarter 2 2021-22. The Council Plan sets out the direction of the Council and what we are working to achieve on behalf of our residents. At the heart of our Plan is ensuring we provide maximum value for money for the council tax our residents pay, by delivering the most efficient and effective services we can. Our key priorities are:

Resilient, healthy and safe communities;
High performing, value for money and resident focused services;
Effective early help for individuals and communities;
A prosperous and green Derbyshire.

For each priority we have identified a set of key deliverables and performance measures which we will focus on to meet our priorities.

Reporting Performance

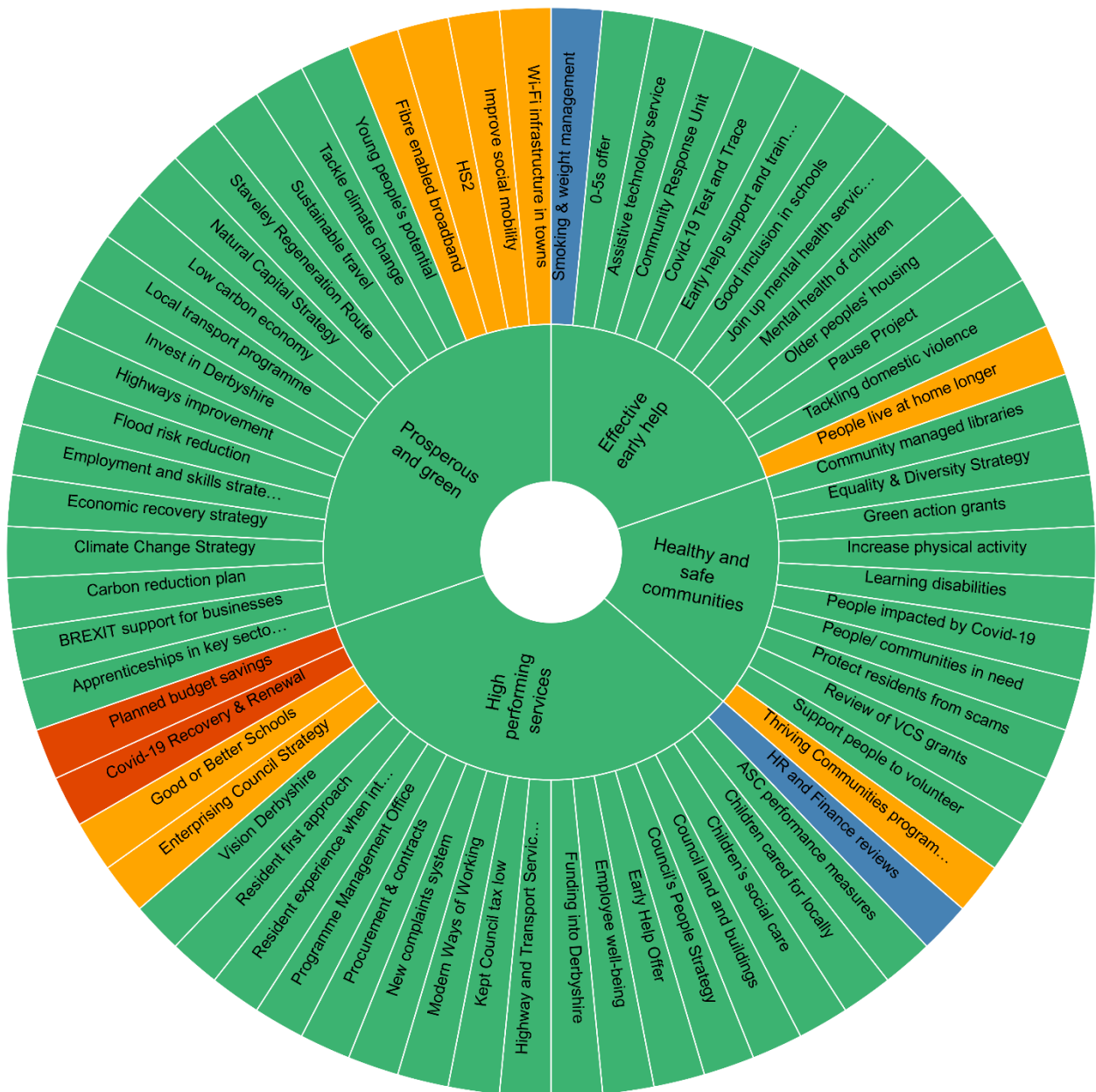
Progress on our Council Plan deliverables and key measures is set out on the following pages. To give a clear indication of performance, the following categories are used:

Category	Deliverables	Measures	Council Response
 Strong	On track or complete with outcomes exceeding expectations	More than 5% better than target (2% better than target if the target is greater than 95%)	Continue to monitor. Celebrate and learn from success
 Good	On track or complete with outcomes in line with expectations	Between 5% better or 2% worse than target	Continue to monitor. Celebrate and learn from success
 Review	Some risk to achieving timetable and/or outcomes	More than 2% worse than target	Keep under review to ensure performance is brought back/remains on track
 Action	Unlikely to achieve timetable and/or to deliver required outcome	More than 10% worse than target	Additional action will be/is being taken to bring performance back on track

We would welcome your feedback on the report as part of our commitment to continually improve what we do and how we serve the people of Derbyshire. Please tell us what you think at: haveyoursay@Derbyshire.gov.uk

Deliverable Overview

Good progress has been made in delivering the Council Plan during Quarter 2 2021-22. Of the 66 deliverables in the Plan, 82% have been rated as 'Good', with a further 3% rated as 'Strong'. Only 12% have been rated as 'Requiring Review' and 3% as 'Requiring Action'. A graphical representation of the Council's performance for Quarter 2 against its priorities (inner wheel) and deliverables (outer wheel) is below. The colours in each segment show the progress the Council is making during 2021-22. The deliverable to achieve all planned budget savings is grey as Quarter 2 data is awaited.



Key Measure Overview













A set of key measures have also been developed to enable the Council to further monitor the progress it is making by reporting performance against targets. The colours in each segment of the wheel below show the Council's success in achieving its performance targets. Of the 24 key measures with data at this point in the year, 9 have been rated as 'Strong', with a further 5 rated as 'Good'. Only 3 have been rated as 'Requiring Review' and 7 as 'Requiring Action'. Measures which are grey currently have no data available for 2021-22.





Appendix 3

Key Measures Updated for Quarter 2 2021-22

The following measures have been updated during Quarter 2:




Key Measure	Date	Actual	Target	Performance
Number of people with a learning disability and/or who are autistic with an outcome focused support plan	Sep-2021	333	200	
Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting	Sep-2021	28	36	
Percentage of pupils in 'Good' or better primary schools	Sep-2021	81.6%	84.0%	
Percentage of pupils in 'Good' or better secondary schools	Sep-2021	55.0%	68.0%	
Percentage of Council run children's homes rated as 'Good' or 'Outstanding' by Ofsted	Sep-2021	100.0%	91.0%	
Number of approved fostering households	Sep-2021	305	350	
Percentage of children's social care reflective case review judgements rated as 'Good' or 'Outstanding'	Sep-2021	77.0%	70.0%	
Early help assessments completed within 45 days	Sep-2021	96.4%	91.0%	
Social work assessments completed within 45 days	Sep-2021	89.5%	91.0%	
Initial child protection conferences within 15 days	Sep-2021	88.4%	87.0%	
Percentage of children returning home after a period in care	Sep-2021	13.6%	18.0%	
Employee sickness absence (Council, not including schools)	Aug-2021	4.6%		
Average number of days lost per appointment to sickness (Council, not including schools)	Sep-2021	9.4	9.0	
Amount of money raised from the disposal of land and buildings	Aug-2021	£1,000,000	£500,000	
Projected achievement of budget savings	Sep-2021	£11.228m	£26.059m	
Number of participants in Council delivered stop smoking programmes who stop smoking	Sep-2021	854	600	
Number participants in Council weight management programmes who achieve 5% weight loss	Sep-2021	160	114	
Number of older people and disabled people able to access short term assistance to regain or increase independence	Sep-2021	1,673	1,794	
Number of people with social care needs receiving Assistive Technology	Sep-2021	436	300	

Appendix 3

Key Measure	Date	Actual	Target	Performance
Total amount of expenditure on the delivery of the Local Transport Programme	Sep-2021	20,966,583	20,000,000	
Percentage of defects completed within target	Sep-2021	73.5%	90.0%	
Percentage of 16 to 17 year olds in education, employment or training (3 month avg)	Aug-2021	95.8%	96.0%	


Key Measures with new data for Quarter 1 2021-22

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage of identified pregnant women receiving an antenatal contact	Jun-2021	91.2%	93.0%	
Percentage of infants receiving a new baby review between 10-14 days	Jun-2021	99.2%	94.0%	
Number of permanent admissions to residential and nursing homes	Jun-2021	257	233	




Key Measures with new data for Earlier Quarters

The following measures have been updated during Quarter 2:

Key Measure	Date	Actual	Target	Performance
Percentage reduction in CO2e from 2009-10 baseline	Mar-2021	63.2%	55.0%	

Performance – Trend over Time

Deliverables

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
 Strong	3	2		
 Good	52	54		
 Review	6	8		
 Action	1	2		

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
Improving	N/A	3		
No Change	N/A	52		
Declining	N/A	7		
Completed	0	3		

Measures

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
 Strong	4	9		
 Good	5	5		
 Review	2	3		
 Action	3	7		

	Jun 2021	Sep 2021	Dec 2021	Mar 2022
Improving	N/A	2		
No Change	N/A	12		
Declining	N/A	5		

Deliverables and Measures rated as “Requiring Action”

Number of people with a learning disability and/or who are autistic supported to move from 24-hour residential care to more independent supported living setting

Although this remains below target, the lifting of national restrictions concerning Covid-19 has resulted in 11 people moving in Quarter 2, the highest number so far.

Percentage of pupils in 'Good' or better secondary schools

School inspections were suspended at the end of March 2020 due to Covid-19. At the point that school inspections were suspended, the percentage of pupils in Derbyshire attending secondary schools judged to be good or better was 55% with performance significantly below the national average (79.5%). Graded Ofsted school inspections resumed from 4th May 2021. The small number of inspections this quarter has limited any opportunity for improvement of this measure.

Appendix 3

Number of approved fostering households

The number of approved fostering households remains below target this quarter. Whilst it is positive that there are currently 19 mainstream fostering assessments in progress and a further 7 due to start, some risk to achieving the outcome of 350 fostering households delivering 580 places by the end of 2021-22 remains due to the number of foster families leaving the service. Phase 1 of the Fostering Service Modernisation Programme is in progress and involves targeted intervention through the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention, as well as the utilisation of foster placements.

Percentage of children returning home after a period in care

Performance this quarter has fallen slightly to 13.6%. This falls under the Achieving Great Futures Planning Permanence Outside of Care workstream. As this work enters into the implementation and trial phase, we expect to start seeing some impact on this measure.

Developed a medium and long-term organisational recovery and renewal strategy to address the challenges and opportunities presented by Covid-19

Covid-19 delayed the start of this workstream and the expected completion date of September 2021 has therefore been missed. However work is being rescheduled for Quarter 3 and a new completion date of December 2021 is expected to be met.

Kept on track to achieve all planned budget savings in the medium term

The Quarter 2 position shows a projected achievement of savings of £11.228m, substantially short of the target of £26.059m.

Number of permanent admissions to residential and nursing homes

As with help for older and disabled people to regain independence admissions into residential care were above the Quarter 2 target of 257 admissions due to the lack of availability of homecare to support people to return or remain at home.

Percentage of defects completed within target

A total of 73% of all highway defects have been completed within the appropriate target timescale during 2021-22. Whilst this is below the target of 90, in Quarter 2 81% of all highway defects were completed within the appropriate target timescale, which was a substantial improvement from the Quarter 1 position of 70% completed within the appropriate target timescale.

Headline Initiatives

The following activity in support of our headline initiatives has taken place over this quarter – we have



Economic and community recovery from Covid-19

- Supported people in need with £414,552 in grants from the Derbyshire Discretionary Fund, making a total of £757,049 so far this year
- Received 27 Expressions of Interest for low carbon economic opportunity funding
- Worked in partnership to launch the Festival of Business helping businesses capitalise on opportunities as the county recovers from the pandemic
- Provided advice, information and guidance to support the safe re-opening of different activities



Well maintained roads and sustainable methods of travel

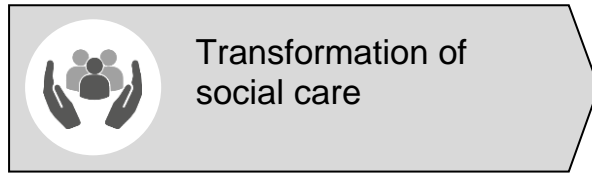
- Delivered £13m of expenditure on the Local Transport Programme making a total of nearly £21m for the year so far
- Completed work to fix 3,969 road defects making a total of 11,585 for the year so far
- Begun feasibility studies targeting cycling and walking initiatives across the county, supported by a £236k award from the Department for Transport



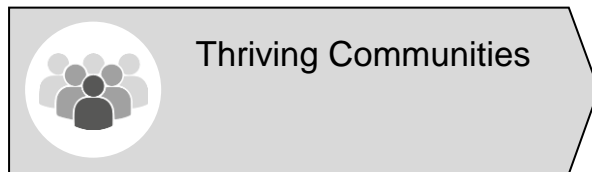
Taking action on climate change

- Achieved a reduction of 63% in CO2e emissions from Council land and buildings as at the end of 2020-21, compared to the 2009-10 baseline
- Completed the Climate Change Strategy and Action Plan
- Secured £37,500 funding to produce a Renewable Energy Planning Study for the county

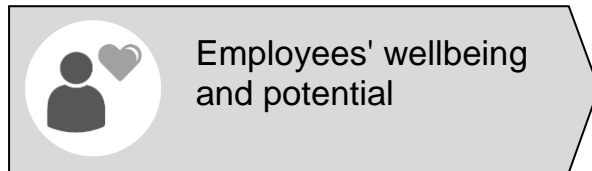
Appendix 3



- Worked with 136 people with a learning disability or who are autistic to put in place new outcome focused plans, supporting 333 people so far this year
- Exceeded quality and timeliness targets for the 4 key measures relating to consistent, high quality early help and safeguarding services for children
- Provided 222 people with assistive technology to support independent living, making a total of 436 people supported so far this year



- Prepared for local connected teams within communities, including developing an induction for staff new to the approach
- Started to roll out Thriving Communities in Langley Mill, Staveley, Ashbourne and the surrounding areas
- Trained staff to undertake research within the homeless community



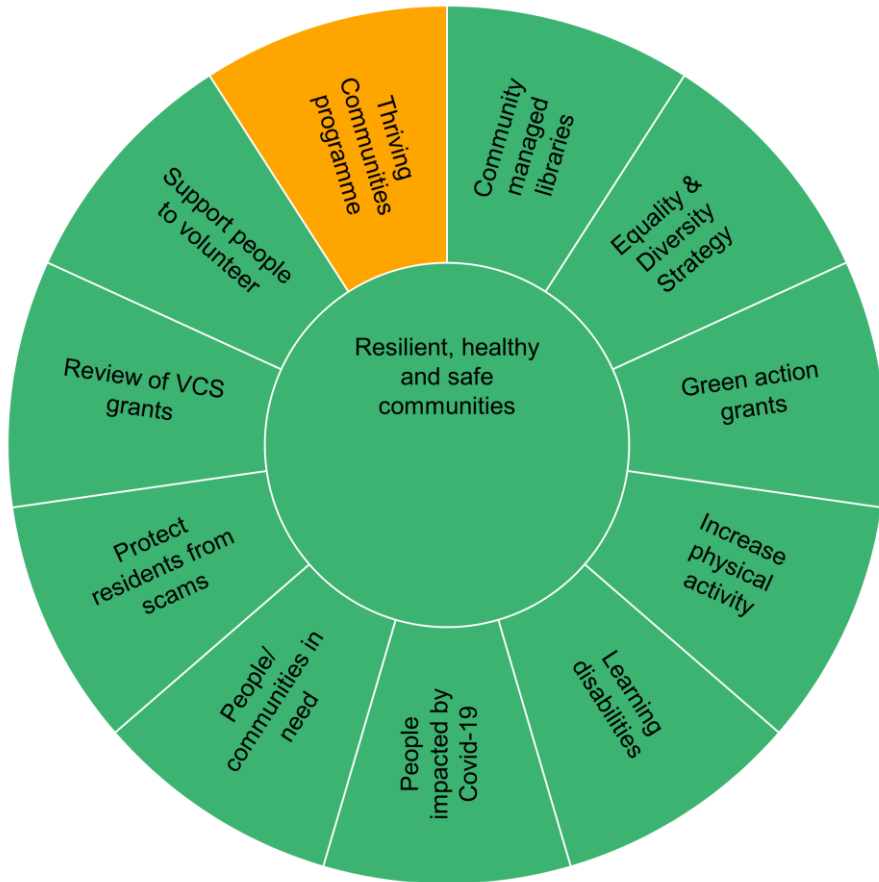
- Approved the new People Strategy including five key people priorities
- Started work to clear offices as part of the Modern Ways of Working strategy
- Implemented a risk based inspection programme for Council premises to identify and prevent hazards

Resilient, healthy and safe communities

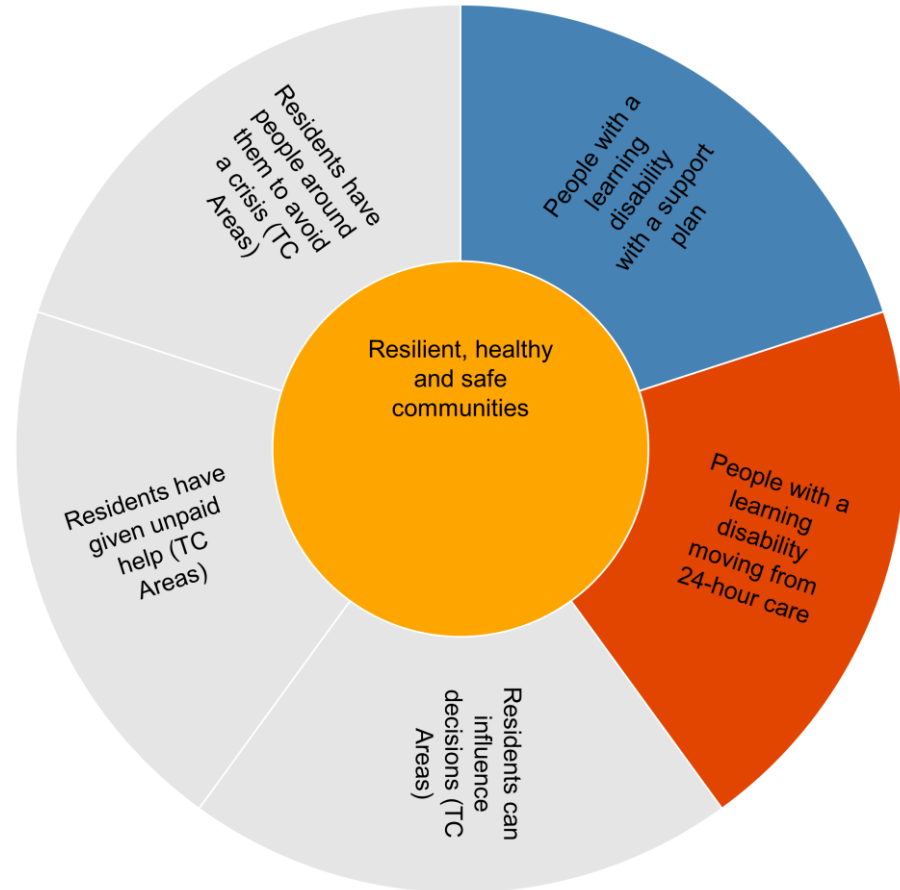
Overview

This priority shows overall “Good” progress for deliverables but measures are rated as “Review” based on 2 rated measures.

Deliverable Progress



Key Measures



Progress on our deliverables and key measures

Worked with communities in a further 8 areas across the county as part of the Thriving Communities programme, listening to and understanding their needs and working together to ensure they thrive

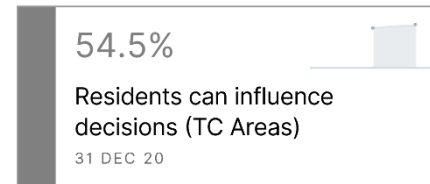
Rating: Review

Expected completion date: 31 Mar 2022

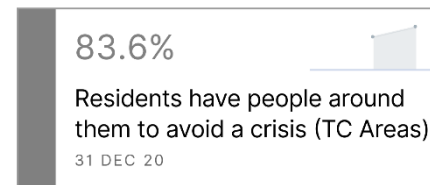
During Quarter 2, two Thriving Communities Board sessions to bring together Council Departments and create a whole-council approach to expanding the Thriving Communities approach have successfully taken place. Progress in allocating identified staff to support the programme at a hyper-local level and to build local connected teams within communities from October 2021, has been made. An induction for all new staff taking part is being developed and is currently being scheduled during the forthcoming quarter.

Within communities, progress has been slow for a number of reasons including available workforce capacity and the restricted use of community buildings primarily as a result of the pandemic. The approach relies on the flexibility and agility of public services to work creatively alongside community members to grow local ideas and solutions and the current environment within which public services are operating continues to be a challenge.

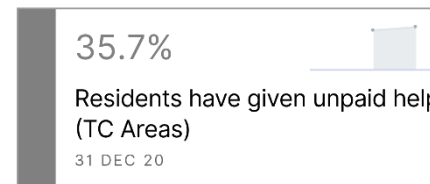
Staff have been trained to undertake ethnographic research within the homeless community and connections are being made to roll-out the approach into Ashbourne and surrounding areas, Staveley and Langley Mill. Activity to develop the approach also continues in Cotmanhay, Shirebrook, Newhall and Gamesley, taking the total to eight active communities.



2019-2020	51.1%
2020-2021	54.5%
Target 20-21	58.0%
2021-2022	Due in Q3
Target 21-22	55.0%



2019-2020	64.2%
2020-2021	83.6%
Target 20-21	70.0%
2021-2022	Due in Q3
Target 21-22	70.0%



2019-2020	33.1%
2020-2021	35.7%
Target 20-21	32.0%
2021-2022	Due in Q3
Target 21-22	36.0%

Worked with partners through the Active Derbyshire network to increase the number of people in local communities taking part in physical activity, including reviewing and updating the Derbyshire Cycle Plan

Rating: Good

Expected completion date: 31 Mar 2022

The Active Derbyshire network continues to develop the new physical activity 10 year plan for Derbyshire and Nottingham and is due to be launched in October 2021. Funding has been secured for a new Walk Derbyshire project to help local communities walk from their doorstep. There will also be specific work to develop Active Neighbourhoods in 4 areas, yet to be confirmed.

Appendix 3

✔ Provided support to people and communities in need, including financial help from our discretionary fund, and support for those affected by flooding

Rating: Good

Expected completion date: 31 Mar 2022

The Derbyshire Discretionary Fund has supported Derbyshire residents with 3,265 awards in Quarter 2, totalling £414,552. There were 2,664 awards of Emergency Cash Payments; 222 awards of Exceptional Pressure Grants; and 379 awards of Covid Support Payments. There have been no instances of flooding hardship this quarter.

✔ Put in place a new Equality and Diversity Strategy, setting out priority actions the Council will take to reduce discrimination and tackle inequalities

Rating: Good

Expected completion date: 31 Mar 2022

Work to develop the initial draft Equality and Diversity Strategy has fallen slightly behind schedule. The initial draft Strategy is due to be circulated among internal stakeholders shortly. Public consultation will take place over the winter of 2021 with plans to approve the final draft Equality and Diversity Strategy for adoption by March 2022.

✔ Provided targeted support to protect residents who are most susceptible to scams, fraud and financial abuse

Rating: Good

Expected completion date: 31 Mar 2022

Officers have responded to over 500 referrals from the National Trading Standards Scams team, and other local partners. Over 200 residents have received one-to-one support to help protect them from scams and fraud. Where a client has been a victim, officers have intervened with banks and other businesses to seek compensation. Officers have continued to install call blocker devices for those who are most vulnerable. These produce an effective block on nuisance calls.

✔ Provided green grants to community projects to support investment in sustainable and green community activity

Rating: Good

Expected completion date: 31 Mar 2022

The Council is currently developing its future approach to grant funding. A new grant funding prospectus and accompanying framework, has been developed.

This new approach to grant programmes will distribute one-off grants based on an outcomes-based model, allowing the sector to be innovative and creative, whilst also delivering on the Council's strategic priorities, including 'green grants'. Engagement is taking place across the Council to consider the prospectus and framework, which will result in the launch of the new approach in the new year.

Appendix 3

In advance of the launch, work to complete a new grants policy and technical guidance will take place alongside the production of materials, toolkits, Frequently Asked Questions and application forms. This will also include progressing key elements of the proposed IT grants management solution which the Council is looking to have in place in the future. Dedicated officer capacity will need to be developed in the coming months to support the new approach.

Supported more Derbyshire people to volunteer to help their communities, learning from and building on the remarkable response to the Covid-19 pandemic

Rating: Good

Expected completion date: 30 Sep 2022

In its very early stages, officers have continued to work on the scope of this Council Plan priority to ensure that the full depth and breadth of the opportunities for increasing volunteering can be explored before work is taken forward. A review of existing approaches across the Council will be required and this will look to establish baseline information which will be important in developing the Council's response. Engagement on the scope is planned for the next quarter and this will then support the development of a high level plan to take forward identified actions.

Worked with partners and supported individuals, communities and businesses who have been impacted by the pandemic

Rating: Good

Expected completion date: 31 Mar 2022

Public Health continues to work alongside the Local Resilience Forum partners across Derbyshire to support communities to recover and manage the ongoing impacts from the pandemic. The Community Champions network remains in place to share the latest updates in relation to Covid-19 information and advice. Public Health continues to provide appropriate advice, information and guidance to support the safe operation and running of different events. We continue to make a range of funding available to groups and organisations throughout Derbyshire, including those who are providing ongoing support in relation to Outbreak Management via the Contain fund from central Government and to Clinically Extremely Vulnerable individuals via a separate funding stream. The results of an engagement survey have been analysed and residents have outlined concerns regarding increases in poor mental health and feeling isolated and this feedback is informing next steps. In Quarter 2 it was agreed that the winter pressures helpline will operate again this year to help people, following referral from a health professional, access the right support and will go live shortly.

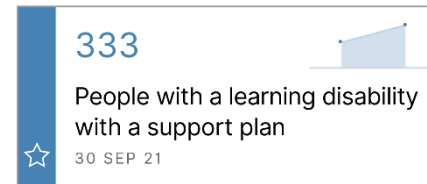
Appendix 3

✔ Worked with people with learning disabilities and/ or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals

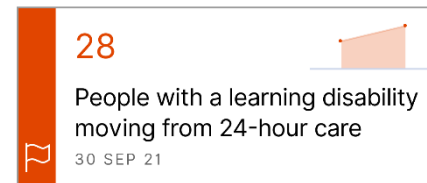
Rating: Good

Expected completion date: 31 Mar 2023

During Quarter 2 there has been a continued focus on the Better Lives programme of work. The central team of practitioners continue to work actively with people with a learning disability or who are autistic. Of these people 333 have a new outcome focused plan in place; with 187 people choosing to take up an alternative community opportunity and the community connection service is currently working alongside 74 people. 9 building based day centres are now open and 111 people have chosen to access only this service. Attendance remains limited due to capacity constraints to ensure the offer remains Covid-19 secure. Further progress has been 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. 28 people have moved so far which although this remains below target, the lifting of national restrictions concerning Covid-19 resulted in 11 people moving during Quarter 2, the highest number so far.



2021-2022	333
Target	200
Performance	



2021-2022	28
Target	36
Performance	

✔ Transferred a minimum of 5 libraries to community management, engaging and involving communities in the development of a cost-efficient library service

Rating: Good (Review in Q1) Expected completion date: 31 Oct 2024

Woodville Library transferred to Community Management on 21 August. The Library Service has received Expression of Interest and Business Case applications for a further 3 libraries to be transferred: Old Whittington, Wingerworth and Melbourne. Expressions of Interest have also been received for Tideswell and Etwall Libraries. Four libraries at Hayfield, Whaley Bridge, Borrowash and Duffield have withdrawn from the process. The Library Strategy was relaunched in September 2021 to help drive renewed community interest in the transfer scheme.

✔ Finalised the review of voluntary and community sector grants and established a consistent approach to future funding to support the sector to recover well, grow and thrive

Rating: Good

Expected completion date: 31 Mar 2022

Work has continued on the Voluntary and Community Sector (VCS) Grant Funding Review, implementing plans developed in Quarter 4 of 2020-21. Cabinet agreed a report in July 2021 which extended recurrent payments to VCS organisations for a period of six months from 1 October 2021 to 31 March 2022. This also secured additional resources for twelve months to ensure that there was adequate VCS infrastructure in place to provide ongoing support to Covid-19 response, recovery and resurgence.

Appendix 3

A significant amount of work has been completed (through the Grants Board and associated officer working group) reviewing current recurring VCS grants across the Council, engaging with key stakeholders, and agreeing a way forward for consultation with existing groups. This work will be outlined in a report to Cabinet on the 18 November 2021.

The Grants Board now meets regularly with a forward plan of agenda items to ensure it can support the delivery of identified actions. A draft of the Grants Policy has been developed and circulated both to the Grants Board and departments for discussion and feedback, suggesting that the initial draft is a positive start and has laid the foundations for the future approach. The task and finish group's development of the policy and accompanying technical guidance is now at a critical point and work is now underway to finalise the approach.

A sub-group of the internal task and finish group has been exploring the use of automated IT processes with the aim of reducing officer time spent on administration. A solution has been identified through research and engagement, which will be further explored and tested through a small scale pilot.

High performing, value for money and resident focused services

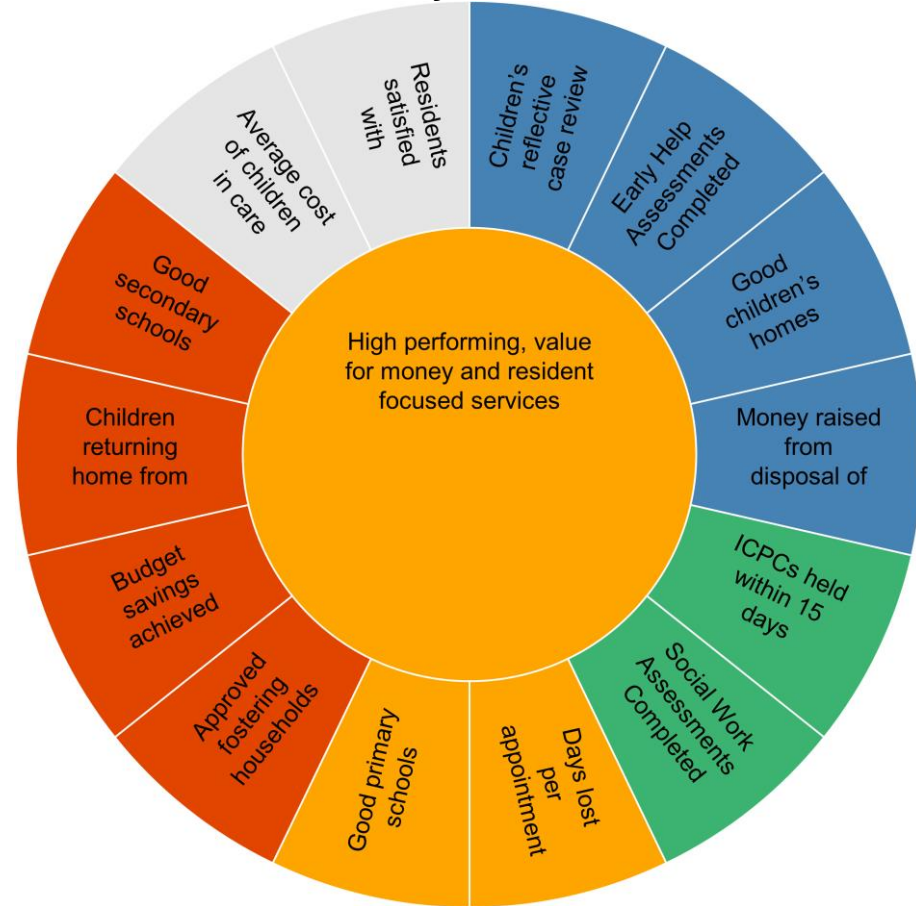
Overview

This priority shows overall “Good” progress for deliverables but measures are rated as “Review” based on 12 rated measures.

Deliverable Progress



Key Measures



Progress on our deliverables and key measures

Worked with schools to ensure that the percentage of children in Derbyshire schools which are 'Good' or 'Outstanding' is in line with the national average

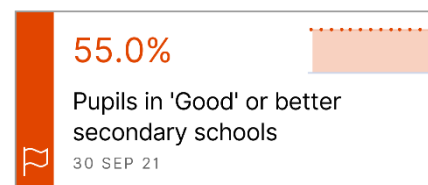
Rating: Review

Expected completion date: 31 Mar 2025

Graded school inspections resumed from 4 May 2021. Since 4 May, twelve Local Authority (LA) maintained schools and 4 academies have been inspected. Reports have been published for 8 of the 12 LA maintained schools and these indicate that 4 are still securely good, 3 will have a section 5 inspection in the next 2 years because aspects of work may have declined and one school which was previously requiring improvement has still been judged to require improvement. No reports have yet been published for the academies which have been inspected. The small number of inspections this quarter has only marginally altered the overall measures for the percentage of primary pupils and secondary pupils in good or outstanding schools which have been static since the start of the Covid-19 when graded inspections were suspended. At the end of September, 81.6% of pupils in Derbyshire were attending primary schools that were judged to be good or outstanding. This is below the national average of 88.6% and placed Derbyshire as the 134th rank local authority nationally. The percentage of secondary aged pupils attending schools judged to be good or better was 55% with performance significantly below the national average (80.1%) with Derbyshire ranked 137th nationally.



2019-2020	80.7%
2020-2021	81.2%
2021-2022	81.6%
Target	84.0%
Performance	
National Benchmark	88.2%



2019-2020	54.9%
2020-2021	55.0%
2021-2022	55.0%
Target	68.0%
Performance	
National Benchmark	79.6%

The timing of inspections for an individual school depends on the findings of its previous inspection. However, Ofsted has indicated that schools that were last inspected before the start of the pandemic may receive their first routine inspection up to 6 terms later than they would have previously. This is due to the suspension of routine inspection activity as a result of Covid-19. This now makes it more challenging to predict when a school may be inspected but we anticipate that inspection activity will be more prevalent in 2022-23 rather than in 2021-22.

In order to support schools:

- the senior Her Majesty's Inspector has delivered an input to link advisers;
- all headteachers have been sent details of an online curriculum roadshow delivered by Ofsted;
- all headteachers have been sent a link to a recording of the curriculum roadshow so that they can view this if they weren't able to attend the event with a view that it can also be shared with staff and governors;
- during the next quarter, the locality meetings led by senior advisers will continue to focus on improving the implementation of the curriculum.

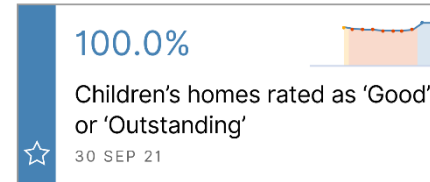
Appendix 3

✔ Increased the number of Council foster carers and improved the availability of high quality children’s homes within Derbyshire, so that more children are cared for locally

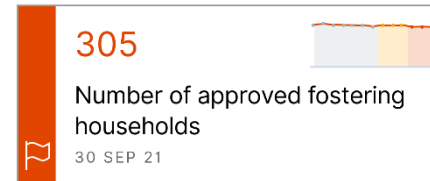
Rating: Good

Expected completion date: 31 Mar 2022

We passionately believe that the time that children spend in our care should be a positive experience, with access to a range of activities and opportunities to develop skills and confidence to allow them to achieve their full potential. At the end of Quarter 2, all 10 (100%) of Derbyshire's children's homes which have been inspected are rated good or better with two judged as outstanding. This is exceptional performance. Our recently refurbished and re-registered Linden House and Spring Cottage, a new children's home to support fragile placements, are both still awaiting their first inspection. It is very important to us that our children's homes are homes that children feel happy to live in and we are extremely proud of the positive and often heart-warming feedback and comments we receive from inspections of our children's homes.



2019-2020	83.9%
2020-2021	83.9%
2021-2022	100.0%
Target	91.0%
Performance	



2020-2021	312
2021-2022	305
Target	350
Performance	(Review in Q1)

Derbyshire's fostering service is our provider of choice due to both quality and cost and we continue to work hard to ensure an efficient and effective growth strategy for fostering to improve the quality and placement choice for our children. The number of approved fostering households has decreased slightly from 309 at the end of Quarter 1 to 305 at the end of Quarter 2 (figure adjusted for Quarter 1). 11 foster families were approved during the quarter; however, 13 foster families left the service during the same period, resulting in a net loss of 2 families. Specific actions to improve our performance in relation to recruitment in the last quarter include restructuring the Assessment Team so that we are able to respond in a more timely way to enquiries, and implementing target response times to new enquiries. We have also reviewed our mentoring scheme so that applicants can access mentoring from an experienced foster carer through the assessment and approval process, as well as in their first year of fostering. Whilst it is positive that there are currently 19 mainstream fostering assessments in progress and a further 7 due to start, some risk to achieving the outcome of 350 fostering households delivering 580 places by the end of 2021-22 remains due to the number of foster families leaving the service. The most common reasons for foster carers leaving are retirement (due to age and ill health), changing circumstances (including family and work commitments and the impact of the pandemic on family life), and achieving permanency for children (through adoption, Special Guardianship and children returning to family). The Fostering Network estimates that the average length of service for a foster carer is 6.3 years. Our analysis shows that over 60% of Derbyshire's foster carers have been fostering for 5 years or more and 35% for 10 years or more. This indicates a vulnerability for the service in terms of our ability to retain foster families in the future.

As reported at the end of Quarter 1, the Fostering Service Modernisation Programme will enable the service to build on its strengths while ensuring that we are in the best position to grow the service and care for more children in high-quality family placements, against the backdrop of an increasingly competitive market. Phase 1 of the Programme is in progress and involves targeted intervention through the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention, as well as the utilisation of foster placements. In the next quarter, the Fostering Service will be undertaking trials in these areas in order to: increase the number of enquiries and the number of foster families joining the service each year; understand why foster carers leave the service and how we can encourage them to stay for longer; and ensure that we are using our current foster carers and placements to the best of our ability. Successful outcomes from the trials will be embedded into practice so that progress is sustained.

Appendix 3

✔ Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire

Rating: Good

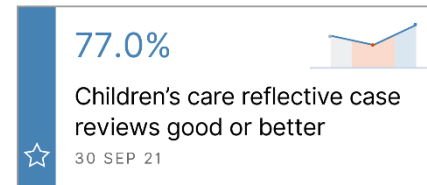
Expected completion date: 31 Mar 2022

We continue to see positive impact from the changes we have implemented across early help and safeguarding services with improving practice consistency and solid performance across a range of performance measures. Our strengthened case audit processes, Reflective Case Reviews, are demonstrating greater consistency in practice and improvements in delivery of services in children's social care. This work will continue to inform action planning on key priorities, ensuring that the focus of activity to strengthen practice continues to be in the right places and at the right time.

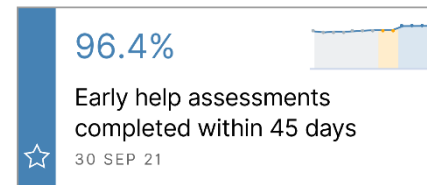
Demand levels in social care continue to be closely monitored to ensure that services are alert to any indicators of change. Currently the situation remains stable around numbers of referrals into the service. However the number of children admitted to care continues to follow an upward trajectory with more children being admitted at an older age due to increasing mental health and wellbeing concerns including stress in families leading to higher levels of aggression and violence. Good progress continues to be made in establishing a sustainable workforce with more permanent social work staff and less reliance on agency staff on the frontline. A stable, well trained and supported workforce is key to high quality help and support for families across Derbyshire.

We have changed the way we audit and grade our social care cases this year. Reflective case reviews have replaced our previous audit approach. These provide us with a more rounded oversight of practice informed by the views of practitioners, children and parents. Previous audits were assigned an overall grade. With our new reflective case reviews, individual sections are graded giving greater granularity about quality of practice. The outcomes reported this quarter relate to the first full cycle of the new reflective case review process. As the new system embeds, a rolling 6 month average will be used to measure progress. Performance focussed on the timeliness of key processes to keep children safe continues to be solid.

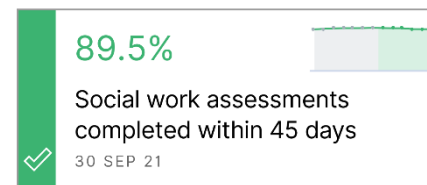
The performance of key measures continues to track well above the latest national average and in-line with our target this year of achieving performance which would place Derbyshire within the top quartile nationally. The percentage of reflective case reviews good or better is 77%, social work assessments completed within 45 days is 89.5%, initial child protection conferences within 15 days is 88.4% and early help assessments completed within 45 days is 96.4%.



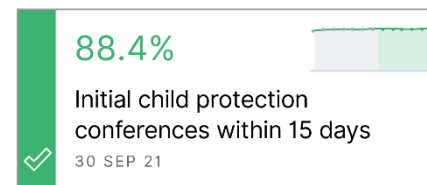
2020-2021	57.3%
2021-2022	77.0%
Target	70.0%
Performance	★



2019-2020	91.3%
2020-2021	86.9%
2021-2022	96.4%
Target	91.0%
Performance	★



2019-2020	86.5%
2020-2021	92.2%
2021-2022	89.5%
Target	91.0%
Performance	✔
National Benchmark	83.8%



2019-2020	81.4%
2020-2021	87.4%
2021-2022	88.4%
Target	87.0%
Performance	✔
National Benchmark	77.6%

Appendix 3

✔ **Implemented recommendations from our children's services evaluation to reduce demand, improve outcomes for children, young people and families and reduce expenditure**

Rating: Good

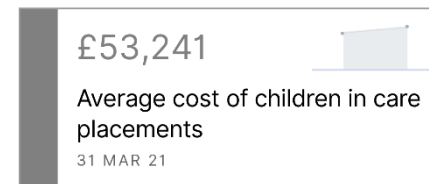
Expected completion date: 31 Mar 2022

Following a diagnostic into Children's Service in Summer/ Autumn 2020 which identified several areas for improving the long term outcomes for children, young people and families in Derbyshire, as well as reduce the expected annual spend for Children's Services by approximately £14m per annum, we started the Achieving Great Futures (AGF) programme in April with partners Newton Europe. This programme is focussed on delivering the following six workstreams with associated outcomes:

- Reducing Demand and Early Intervention (RD&EI): the primary need for children coming into care is domestic abuse, with 40% of all children coming into care having this as a primary need, and 20% of children with this as their only need. The RD&EI workstream is looking at how we optimise the throughput and effectiveness of our specialist domestic abuse partner organisations in order to demonstrably reduce the overall domestic abuse need in Derbyshire, and therefore reduce the number of children needing to come into care.
- Planning Permanence Outside of Care (PPOC): the primary reason for growing numbers of children in care over the last 4 years have been that fewer children have been leaving care than coming into it, and the average duration of a child in care has been growing. The PPOC workstream is looking at increasing the number of children leaving care before 18 and reducing the average duration of a child in care.
- Placement Sufficiency: The rate of children going into residential care is growing, and more children are going into Independent Fostering Agencies (IFAs) than the Council Fostering placements than historically, and so the average cost of a child in care has been going up. The Council Fostering Service is currently seeing a relatively low utilisation, and the number of foster carers leaving is twice that of those joining. This workstream is looking to change the recruitment, utilisation, and retention of Council foster carers to ensure that children can get the ideal setting for their outcomes.
- CIN Plan Progression (CIN): the number of open CIN plans has increased by approximately 60% since 2017, and the average duration of these plans has increase by 5 weeks/ a third since 2019. This workstream is looking to use best practice from across the different teams around managing plans, and introduce new visibility tools to help teams prioritise and identify plans for support, in order the reduce the average duration of these CIN plans and help balance out demand.
- Home to School Transport for Special Needs Children: Children's Services overall spend on transport has increased by 26% over the last 5 years. While numbers of pupils have stayed similar overall, the cost per Special Educational Needs and Disability (SEND) pupil has increased by 32% in 5 years, nearly entirely driven by spend on taxis which makes up 93% of this. This workstream is looking at how we deliver our home to school transport for these children with the most effective use our resources.
- Transitions to Adulthood for Disabled Children: the change for a young person with social care needs moving between Children's Services and Adult Services can often be challenging, as well as including support from key other groups such as the SEND team for their education



2019-2020	19.0%
2020-2021	15.0%
2021-2022	13.6%
Target	18.0%
Performance	
National Benchmark	18.0%



2019-2020	£46,091
2020-2021	£53,241
Target 20-21	£41,000
Target 21-22	£41,000

Appendix 3

outcomes. This workstream is focussed on ensuring that our processes and reviews support collaboration from all the different groups around the young person, and allow us to make clearer more unified plans around their ambitions and plans for the future.

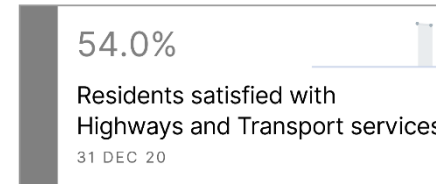
The programme is currently in the first of two parts, called the 'Design Phase'. This is focussed on working with a few trial teams across Derbyshire to lead on developing and testing possible solutions in a safe but realistic space with frontline staff, and ensuring that we have strong data and evidence for each workstream that the new ways of working are demonstrably achieving their outcome as listed above. The second part is the 'Implementation Phase', which is about taking these proven solutions and rolling them out to all the different teams, and ensuring that we take into account the individual challenges of different parts of the County whilst also balancing standardisation of processes. This will take different lengths of time for each workstream, but this second part will start between November 2021 and February 2022, and conclude in the late summer 2022. A Benefits Monitoring Board has been set up to review the progress of the Key Performance Indicators of the programme every few weeks, and ensure the change in outcomes and financial savings are on track to be achieved. Currently two previous measures are tracked but these will be aligned with AGF key measures and targets from Quarter 3.

✔ Increased the levels of customer satisfaction in the Council's Highway Service

Rating: Good

Expected completion date: 31 Mar 2022

Customer satisfaction is reported following the results of the National Highways and Transportation Survey available in October annually. The data is reported in Quarter 3.



2019-2020	55.0%
2020-2021	54.0%
Target 20-21	55.0%
2021-2022	Due in Q3
Target 21-22	57.0%
National Benchmark	54.0%

✔ Implemented new national performance measures for Adult Social Care to benchmark across the sector to improve outcomes for local people and drive value for money

Rating: Good

Expected completion date: 31 Mar 2023

The Council have been proactively working with the Association of Directors of Adult Social Services and other regional Local Authorities to provide feedback on the proposed new national measures. This is being considered nationally and we are awaiting the outcome of this consultation.

Appendix 3

✔ Supported a resident-first approach through a range of mechanisms to improve access to online services and customer service performance

Rating: Good

Expected completion date: 31 Mar 2022

Progress on the Channel Shift and feedback systems is being made as detailed below and this will provide significant insight to aid understanding of the resident experience and will inform the Customer Experience Strategy to be developed in 2022.

✔ Put in place a new complaints and feedback system to improve service delivery and resident experience

Rating: Good

Expected completion date: 31 Mar 2022

The new complaints and feedback system is now being finalised with the supplier and is expected to go live with the first department (Children's Services) in November 2021. Place will follow shortly after with Adult Social Care to be looked at in the first half of 2022 (including some system integration) and Commissioning, Communities and Policy also in 2022.

✔ Developed our understanding of the resident experience when interacting with the Council, using that insight to improve our approach

Rating: Good

Expected completion date: 31 Dec 2022

Focus groups have been held in August and September 2021 with a range of residents to understand the customer experience when using the website and to shape the experience when using the new Channel Shift Customer Relationship Management (CRM) system. Once the CRM system is live more analysis of the resident experience will be available through derived data.

✔ Delivered Phase 3 of Vision Derbyshire including activity on business support, climate change, homelessness, independent living and skills and employment priorities, creating new arrangements to speed up joint decision making with partners

Rating: Good

Expected completion date: 30 Sep 2024

Vision Derbyshire continues to be driven forward and involve the investment of time, hard work and goodwill from participating councils and their leaders, executive officers and lead officers. Quarter 2 has been a critical stage for the development of Vision Derbyshire, outlining the programme of work and securing buy in and involvement of Councils in the future approach.

Since July significant progress has been made on building the foundations of the future approach through implementing Phase 3a plans. This has involved the finalising of new formal governance arrangements, the Vision Derbyshire Joint Committee, alongside identifying and securing resources for the creation of dedicated joint programme support. Progress has also been made on building Phase 4 programme delivery plans and broadening involvement in those plans through engagement with elected members and leadership teams.

Appendix 3

Whilst significant progress has been made on the development of the approach to date, it has become increasingly apparent that the ability to accelerate delivery is currently limited due to the lack of capacity. This is particularly the case at a project and programme delivery level.

Securing Council sign up to the approach is currently taking place, with the drafting and development of a template report supporting participating councils to formally commit to the approach moving forward. Derbyshire Dales and Derbyshire County Council have commitment to the approach in Quarter 2 and it is expected that other Councils will formally sign-up to Phase 4 in Quarter 3.

A key principle of Vision Derbyshire has been to put in place arrangements and a model which positions Derbyshire at the forefront of any national developments, including securing a potential devolution deal and maximising additional resources into the county. The progress made on Vision Derbyshire has supported the Council to engage in discussions with central government and other key stakeholders on 'County Deals' which has emerged as a significant opportunity for Derbyshire to support identified ambitions and priorities. These opportunities have placed additional emphasis on Vision Derbyshire as a potential model for a County Deal.



Worked with partners to secure additional funding into Derbyshire and progress a devolution deal for the East Midlands

Rating: Good

Expected completion date: 30 Sep 2022

The national landscape on Devolution has recently shifted, with a move away from 'Devolution and Local Recovery' to 'Levelling Up'. Recent announcements by the Prime Minister and ministers about plans for the Levelling Up agenda have moved towards the creation of County Deals and this presents significant opportunities for Derbyshire.

Based on existing deals, a devolution deal for the Derbyshire could incorporate significant investment in infrastructure, skills, transport and housing. Such investment would be of vital importance in enabling the local and regional economy to recover from the pandemic for the benefit of local people.

Officers, since the announcement in July, have been working on the potential route to securing a County Deal for Derbyshire through becoming a pilot area. The Council has submitted a formal expression of interest requesting that Derbyshire be considered as a potential County Deal pilot area and officers have met with senior civil servants to discuss the proposals.

This has required a significant amount of work to progress, mobilising resources at short notice to draft plans and liaise and shape proposals with Derbyshire councils, including Derby City and neighbouring authorities.



Developed a medium and long-term organisational recovery and renewal strategy to address the challenges and opportunities presented by Covid-19

Rating: Action (Review in Q1) Expected completion date: 30 Sep 2021

Due to the continued Covid-19 response extending into 2021, the commencement of this activity was delayed, and progress has been challenging. The aim is to conclude this work by the end of Quarter 3. The current activity is focused around developing a draft Recovery Strategy using the Economic Development recovery Strategy as the platform to build outwards from there. The aim is to identify new and better ways of working for improved

Appendix 3

common outcomes. There is considerable opportunity for improved connectivity across the Council to join up the recovery activity, particularly around employment and skills.

Identified and implemented a programme of strategic transformation as part of Phase 2 of the Enterprising Council Strategy

Rating: Review (Good in Q1) Expected completion date: 31 Dec 2021

The Enterprising Council programme covers the key workstreams of Strategic Transformation and the establishment of a corporate Programme Management Office; Modern Ways of Working; Workforce Leadership and Behaviours; Demand Management; Organisational Recovery and Renewal Strategy. The programme continues to progress on each of the workstreams as follows with more details for some areas detailed in the report below:

- the establishment of the Programme Management Office continues to progress with the detailed operating model and governance arrangement developed that will provide assurance of the major programmes taking place across the Council;
- the Modern Ways of Working programme is delivering phase 1 of the activity that includes the depersonalisation and clearance of County Hall and the reopening of the wider estate;
- the People Strategy has been agreed by Cabinet;
- progress on Demand Management has been more difficult due to the role of key staff in the ongoing Covid-19 response. The approach is now to embed Demand Management within the development of the new corporate Programme Management Office to ensure that demand is a key consideration of the project commissioning cycle.

Established a new Programme Management Office to ensure projects and programmes are coordinated, consistent and deliver improved outcomes and value for money

Rating: Good Expected completion date: 31 Mar 2022

The development of the detailed approach to the design and implementation of the new Programme Management Office (PMO) has progressed during this quarter. A report setting out the progress with recommendations and proposals for the next phase of the work has been completed. This sets out the model for the corporate PMO and cross Council business change capability, including the governance arrangements for the existing major programmes via a Portfolio Assurance Board. The next phase of the work will include the review of the portfolio, to ensure it is delivered in a coordinated and consistent way, and the future prioritised pipeline of change to deliver improved outcomes and value for money.

Appendix 3

✔ Implemented Phase 1 of the Modern Ways of Working strategy working with employees across the Council to design new approaches to agile and flexible working

Rating: Good

Expected completion date: 31 Mar 2022

The Modern Ways of Working programme continues to make good progress over the last quarter. The short-term sprint to clear offices in County Hall is underway and on target to deliver the objectives in the revised timetable. There will be a phased return to County Hall and the reopening of the wider estate in Quarter 3. Proposals are now being developed about the approach scoping for the longer-term programme, with a timeline now in place for this activity. The programme aims to build on the significant shift in working practices that has taken place in the pandemic, including the rapid adoption of new technology, greater home working and more flexible agile working practices.

✔ Developed and approved the Council's People Strategy and associated people priorities, encompassing the council's people vision, employee values and behaviours

Rating: Good

Completed: 30 Sep 2021

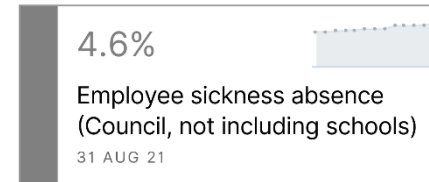
The new People Strategy was approved by Cabinet in July 2021. The People Strategy incorporates the organisation's people ambition which reflects what we are trying to achieve with the overarching aim to be a diverse employer, an innovative employer and an employer of choice. The Strategy outlines five key people priorities which will enable the development of the organisation wide workforce agenda. Departmental people plans are in development with drafts to be completed by end November 2021, aligned to the People Strategy communications plan.

✔ Implemented the Wellbeing Action Plan to support employee wellbeing, reduce sickness absence and improve service delivery

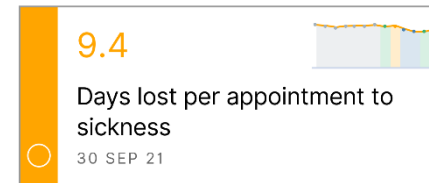
Rating: Good

Expected completion date: 30 Apr 2022

Work is ongoing to collate all the existing Council Health Safety and Wellbeing policy and guidance and to begin to rationalise this into a one Council format. A risk based inspection programme for Council premises has been developed and implemented and work to establish a risk profiling methodology has commenced. The processes for Incident, claims and Lifting Operations and Lifting Equipment Regulations (LOLER) management has been revised and a new streamlined procedure has been put in place. Regular meetings between safety managers and HR business Partners have been established to better understand and support departmental needs. Work has been undertaken on updating the Council's Health and Safety Policy and a number of specialist Occupational Health contracts have been re-procured.



2020-2021	4.1%
2021-2022	4.6%



2019-2020	10.4
2020-2021	8.7
2021-2022	9.4
Target	9.0
Performance	(Good in Q1)

Appendix 3

The latest figures for absence show an increase in both measures. Days lost per appointment up to September 2021 was 9.4, above the target of 9. The percentage of employees sickness has risen from 4.1% at the 2020-21 year end to 4.6% for the current year up to end August 2021. Causes of sickness are being analysed and monitored to help provide support and identify preventative actions.

★ Carried out reviews of Human Resources and Finance functions to further improve these services and make savings

Rating: Strong

Completed: 30 Sep 2021

The revised operating model for finance was implemented on 5 July 2021 as planned following the formal consultation period. The revised model will focus on the delivery of a business partnering approach and will follow the ethos of "standardise, simplify and share" to enhance our systems and processes to unlock efficiency in our workflows and workstreams.

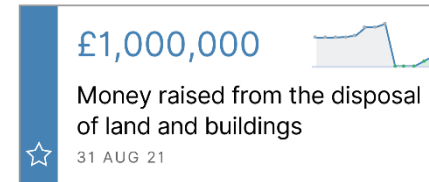
The review of Human resources has been completed with Health, Safety & Wellbeing implemented on 6 April and Recruitment, HR Business Support and Learning and Development was implemented on 6 September 2021. The resulting savings were in excess of target.

✔ Implemented a programme to centralise the Council's property assets and budgets to ensure the most effective use of our land and buildings

Rating: Good

Expected completion date: 31 Mar 2022

Specialists resource has been appointed to work two days a week from 11 October 2021. A full Programme Governance Group has been established and meets monthly. Finance Business Partners for all service areas have been briefed on the intention to identify all property budgets and costs and centralise them. The programme is linking in with the Asset Rationalisation Programme and the asset review processes are all now working effectively, asset plans are being produced on a priority based rolling programme, performance benchmarking and asset challenge procedures have been agreed and are being applied. The first bundle of asset plans resulted in a recommendation of disposal for 20 of the assets. There has been £1m of capital receipt generation to date this year. There is an anticipated £3.5m of capital receipt generation expected by March 2022.



2019-2020	£2,898,546
2020-2021	£3,961,593
2021-2022	£1,000,000
Target	£500,000
Performance	★ (Good in Q1)

✔ Kept Council Tax within the lowest 25% of County Council areas and lobbied government to secure a better funding settlement

Rating: Good (Strong in Q1)

Expected completion date: 31 Mar 2022

The Council provided representation to the Comprehensive Spending Review 2021 on 30 September 2021, setting out the financial challenges faced by the Council. The submission highlighted the challenges faced including social care, climate change, levelling-up and local government funding. It included a request for a multi-year financial settlement to support medium-term financial planning.

Appendix 3

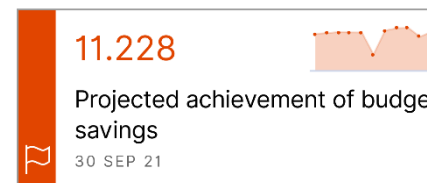
Council Tax for 2021-22 has increased by 2.5%. Compared to the 13 similar county councils, i.e. those without fire and rescue service responsibility, the Council set the 2nd lowest council tax increase. The average percentage increase for similar authorities was 3.81%. The Council had the option to increase the Adult Social Care Precept by 3%, however, the Council opted for a 1% increase with the option to levy the remaining 2% ASC Precept in 2022-23.


Kept on track to achieve all planned budget savings in the medium term

Rating: Action

Expected completion date: 31 Mar 2022

The Quarter 2 position shows a projected achievement of savings of £11.228m. Whilst this is a slight improvement on the Quarter 1 position, it is substantially short of the target of £26.059m. Covid-19 has had a significant impact on the savings programme, however additional funding from Government is mitigating the impact of some of the shortfall on the Council's financial position. Some 2021-22 savings will be achieved in 2022-23 and later; savings targets are being re-profiled to ensure they will be achieved in later years and supported with one off funding until then.



2019-2020	£11.006m
2020-2021	£12.359m
2021-2022	£11.228m
Target	£26.059m
Performance	

Demonstrated value for money through excellent procurement and contract management

Rating: Good

Expected completion date: 31 Mar 2022

The Quarter 2 Value for Money (VfM) Board took place on the 8 September 2021 and reviewed the Place - Hollis Lane Project. This review is still on going with a further meeting scheduled in October. The Board also received an update on proposals on how we can further achieve and demonstrate total value delivery through procurement. The proposal is to bring on board an organisation who will help create practical ways to capture and measure VfM in a tangible and consistent manner. 12 pilot projects have been identified and progress will be reported via the VfM Board.

Effective early help for individuals and communities

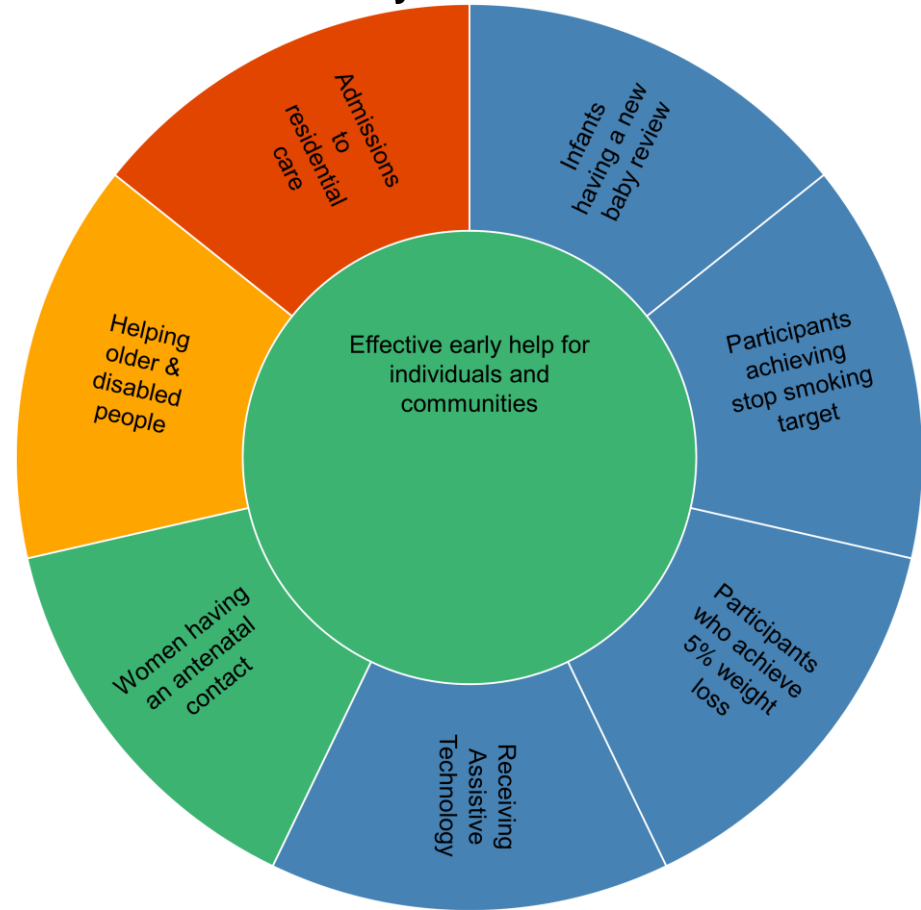
Overview

This priority shows overall “Good” progress for deliverables and a “Good” rating based on 7 rated measures.

Deliverable Progress



Key Measures



Progress on our deliverables and key measures

Continued to operate the Community Response Unit, established during the pandemic, as part of our work to improve health and wellbeing

Rating: Good

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

During Quarter 2 the Community Response Service (CRU) has received 315 incoming calls, the increase is due to transport queries, which was newly introduced in Quarter 1. Most calls relate to general queries about Covid-19, self-isolating, test & trace and latest isolation guidance. A very small number of calls for help with food, prescriptions, finance, emotional support remain.

The CRU Survey has been completed and consideration of the results is underway. These will be shared with partners and reported during Quarter 3.

The Winter Pressures Professional Single Contact Point is planned to restart on the 1 October 2021.

Undertaken local Covid-19 testing and contact tracing activity and provided advice to schools, care homes, businesses and communities to help manage the spread and outbreaks of coronavirus

Rating: Good

Expected completion date: 31 Mar 2022

Quarter 2 has seen significant changes in the national Covid-19 policy framework that have been reflected in the local response to Covid-19. In July, the final stage of the national roadmap, lifting most of the previous restrictions was introduced; in August significant changes were made to the rules for self-isolation for contacts of Covid-19 cases; amended Operating Guidance for schools and other educational establishments was published in August; changes were made to the delivery of Community Testing programmes; and the national Autumn/Winter Plan was published in September.

There have been 38,807 Covid-19 cases in Derbyshire in Quarter 2, an increase from 4,049 cases in Quarter 1. Quarter 2 has therefore remained exceptionally busy for the Outbreak Response Team in Public Health. The contact tracing team have completed 5,935 calls, an increase from 2,598 in Quarter 1. 425 text messages or follow up calls have been given to individuals declaring a need for self-isolation support from the local authority. Derbyshire County Council are the first point of contact for a number of priority areas across Derbyshire (aligned with the enhanced vaccination plans) and retain responsibility for contact all positive cases in the rest of Derbyshire if the national team have been unsuccessful.

There have been 210 incidents or outbreaks in education settings and 42 in workplaces and other settings that have been managed by the Council. Support including detailed risk assessments, and individual queries, including from parents, have been given to all education settings. Changes in guidance and self isolation in August has led to revision of previous communication and clarification for education settings on the new measures. The start of the new school year has seen a significant increase in cases among school-aged children. In addition, there have been 59 outbreaks in care homes that Public Health and Adult Care staff have worked with NHS colleagues and providers to manage the outbreak and reduce risk of further transmission.

Preventative work has been conducted with workplaces around testing and Covid-19 measures. Targeted engagement work alongside NHS partners has supported several large workplaces to promote the uptake of the Covid-19 vaccination for workers who had not undertaken the offer of a vaccine.

Appendix 3

Work around event guidance and support has been provided to over 20 large events and numerous smaller scale ones, including investigating any links following events. We have supported a number of events from simple enquiries through to attendance at meetings. A number of these events have had additional support from district and borough environmental health officers and also when events are council run they are providing internal scrutiny. There is also the wider work for ongoing events in hospitality venues.

In Quarter 2 3,519 lateral flow tests for Covid-19 have been conducted through the Council's Community Testing Service for Derbyshire residents. This is a reduction in the number of tests completed in Quarter 1 and is as a result of a required change in the community testing model as proscribed by Government. Community testing is now operated through a network of mobile testing locations that vans visit on a regular basis, as opposed to fixed-site testing centres as used previously.

Appendix 3

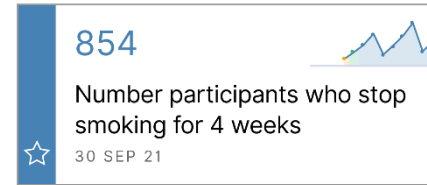
★ Increased the number of people taking part in stop smoking and weight management programmes

Rating: Strong (Good in Q1) Expected completion date: 31 Mar 2022

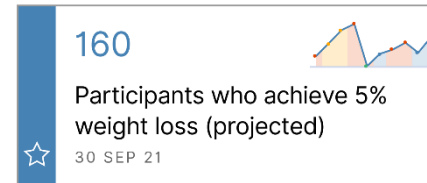
Stop smoking service projected figures for Quarter 2 are 611 quit dates set and 397 (forecast) quits based on a 65% quit rate. The number of people setting a quit date in Quarter 2 is higher than figure of 515 for Quarter 2 in 2020-21. To date 285 participants have achieved a 4 Week Quit (figures taken as at 4 October). Champix, a drug used to help people stop smoking, is still not available which could effect quit dates set and quit rate. In Quarter 1, 513 people achieved a 4 Week Quit against a target of 300.

For weight management services, 477 people started the programme in Quarter 2 and the projected figures for Quarter 2 are that 286 will complete the programme, 215 will lose weight with 86 achieving a 5% weight loss.

The stop smoking and weight management service continue to be delivered virtually and via telephone due to the impact of Covid-19.

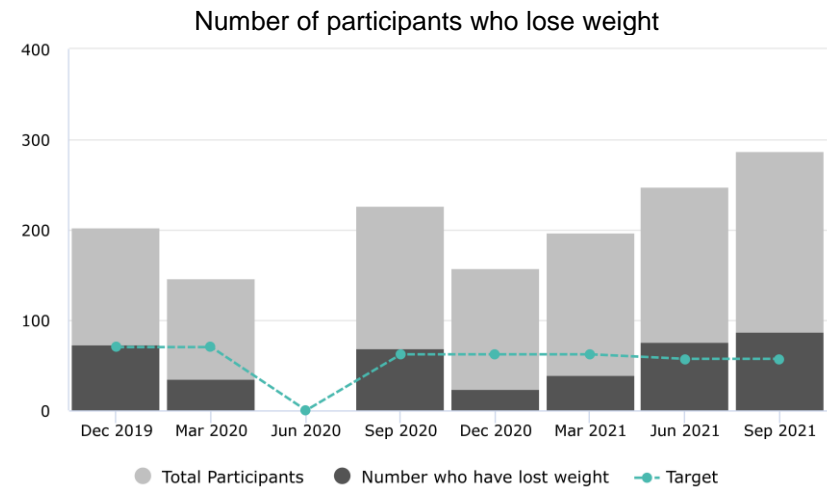
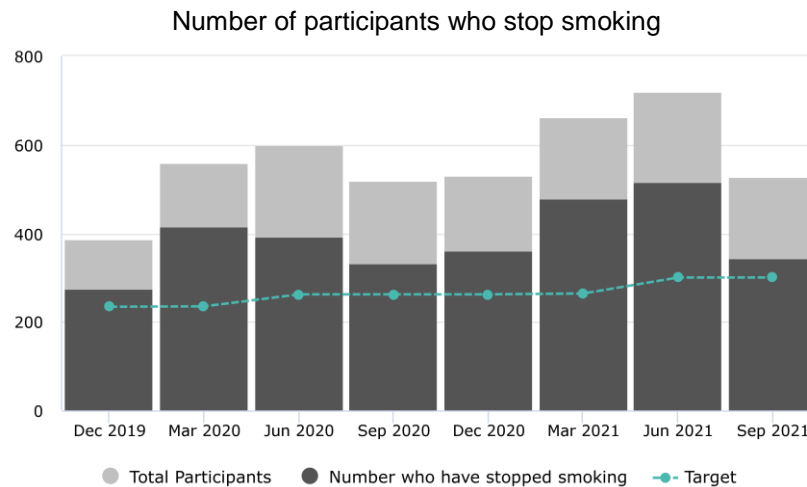


2019-2020	1,158
2020-2021	1,554
2021-2022	854
Target	600
Performance	★



2019-2020	232
2020-2021	129
2021-2022	160
Target	114
Performance	★

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Appendix 3

Provided training to all schools and education providers to support the emotional wellbeing and mental health of children following the coronavirus pandemic

Rating: Good

Expected completion date: 31 Mar 2022

The Wellbeing for Education Return project is now completed having delivered mental health training to 218 staff from education settings across Derbyshire including from 123 state-funded primary schools and 11 secondary schools. In May, the Council received further funding from the Department for Education (Wellbeing for Education Recovery) to provide ongoing support and advice to education setting across Derbyshire. The proposal is to employ two additional assistant educational psychologists to support children and young people, who are currently on part time timetables, to improve their attendance.

Additionally, mental health training commissioned by Derbyshire Public Health includes a range of several different mental health related training courses of different types and levels which are offered on an ongoing rolling programme basis. This training offer also acts as an excellent conduit for starting conversations and embedding mental health with cross-sector organisations including education settings. The training is free to Derbyshire County education settings (staff and volunteers) who regularly access the same. The offer reflects a whole-school approach to prevention and support which reinforces mental health is everyone's business.

Of particular interest to education settings are Adult Mental Health First Aid training and Youth Mental Health First Aid training. A full list of mental health courses and a description can be found on the Council's Mental health training webpage including details of how to book. The adult course teaches individuals how to identify, understand and help someone who may be experiencing a mental health issue. The youth course teaches the skills and confidence to help spot the signs of mental health issues in a young person (aged 8 to 18), offer first aid and guide them towards the support they need.

Derbyshire education settings can also sign-up to receive a free electronic newsletter from Derbyshire Public Health titled the 'Derbyshire Mental Health Network Newsletter'. Included in the Newsletter are details of training, events, resources, campaigns and other 'practical' mental health news of interest. News includes examples of work happening in Derbyshire as well as national campaigns.

Worked with partners to join up existing mental health services to promote positive mental wellbeing and improve support for local people

Rating: Good

Original completion date: 30 Sep 2021

Expected completion date: 31 Mar 2022

Countywide promotion around World Suicide Prevention Day in early September, included a press release promoting local support and a presence at a series of football matches across the county. 57 volunteers directly engaged around 7,000 fans, handing out around 5,750 suicide prevention leaflets and broad promotion on social media. Other activity undertaken includes the further development of the countywide website, launch of some specialist mental health training targeted at hairdressers and barbers and successful recruitment of a Public Health Wellbeing Counsellor who will work to support voluntary sector organisations with mental health and wellbeing.

Appendix 3

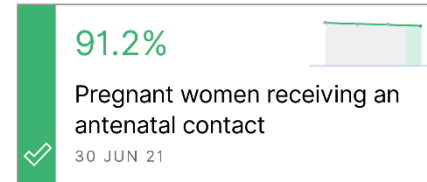
✔ **Joined up Health Visiting Services and Childrens Centre activities with the NHS to improve service delivery for 0-5s across Derbyshire**

Rating: Good

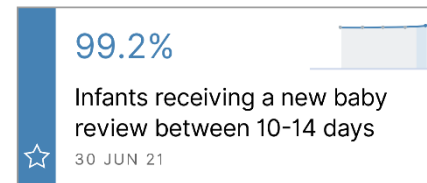
Expected completion date: 31 Mar 2022

The Strategic Governance Board is meeting on a bi-monthly basis to provide oversight to the Section 75 Partnership Agreement between 0-19 Public Health Nursing and Children's Services. The main priorities continue to focus on the changes to vision and hearing screening and the communications activity associated with these changes, as well as increasing both number and quality of early health assessments completed by the health visiting service into early help. The four outcomes expected from the partnership working with Children's Centres include maintaining a breastfeeding friendly environment around all of the children centres, provision of groups targeted to families in need, to deliver parenting programmes and to develop a public health champion in each locality.

In response to all the above, Children's Services have continued to maintain the breastfeeding friendly environments audits of Children's Centres. Targeted groups support around child development and school readiness is available in all Children Centres. Parental training programmes are delivered virtually and there is a Public Health champion linked to this work. Broader performance measures across the 0-19 Public Health Nursing contract remain good or strong, with 99.2% of infants receiving a new baby review and 91.2% of pregnant women receiving an antenatal contact.



2020-2021	93.5%
2021-2022	91.2%
Target	93.0%
Performance	✔



2020-2021	96.9%
2021-2022	99.2%
Target	94.0%
Performance	★

✔ **Worked with District and Borough Councils and other partners to develop new sites that will increase the amount of age-appropriate accommodation and support for older people**

Rating: Good

Expected completion date: 31 Mar 2035

The Adult Social Care Strategic Accommodation Group is overseeing the strategy implementation programme, this includes: identifying and prioritising the need and demand for accommodation by locality, and joint working between Adult Social Care and Property Services; a Development Pipeline spreadsheet has been created to track the various approaches and offers to the Council from potential developers, and work is also taking place to produce interactive maps to show where there is existing provision and local demand.

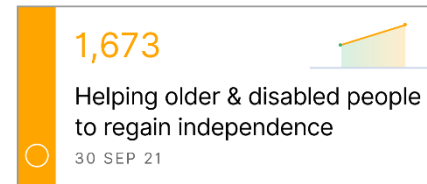
The development of a full Older People's Market Position Statement is underway, this will include updating the population information and other relevant data. This will also be used to refresh the Older People's Housing, Accommodation and Support Strategy. Sortified was awarded the contract to undertake extensive engagement with the residents of Derbyshire to gather data, intelligence and insight that will tell us how people want to live their best lives now, and in the future. A communication plan has been developed, and fortnightly update reporting will be provided to the Council.

Appendix 3

Finalised the new ways of working with older people and disabled people to increase their independence so that they remain part of their local communities

Rating: Review (Good in Q1) Expected completion date: 31 Mar 2023

The Better Lives programme work has continued in Quarter 2. Adult Social Care is seeing an increase in demand to support people leaving hospitals and this combined with a shortage of homecare availability within the private, voluntary and independent (PVI) sector is impacting on performance targets in this area. Whilst the short term service continues to support a significantly higher proportion of local people compared to prior to the Better Lives programme, service capacity is being used to support people who have finished their reablement journey but require long term community support from the PVI homecare sector. Admissions into residential care are increasing as short term services are not available to support people to return or remain at home. To the end of June there have been 257 admissions to residential care, against a target of 233. This shortage of homecare is not unique to Derbyshire and is a national issue. An Adult Social Care action plan has been drawn together and wider system work is under way to seek mitigations.



2021-2022	1,673
Target	1,794
Performance	(Good in Q1)



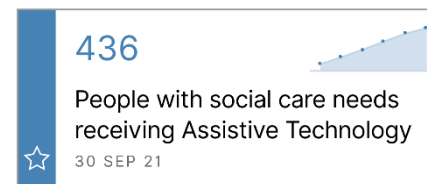
2020-2021	956
2021-2022	257
Target	233
Performance	

The reablement service, which helps older and disabled people to regain their independence, over the first six months has supported 1673 people against a target of 1794 people.

Commissioned and procured a new assistive technology service offer to support people with social care needs to live independently in the community

Rating: Good Expected completion date: 31 Mar 2022

The Brain in Hand (BiH) 12 month pilot is progressing well. BiH provides digital self management technology, which, combined with human support, helps people live more independently. The business case for a further 12 month extension of BiH has been developed and will be sent for approval.



2021-2022	436
Target	300
Performance	

Feedback about the Canary kit used to monitor peoples' daily living activities and support independence has been obtained from the Prevention and Personalisation colleagues who carry out assessments and this will be shared in the practice bulletin to help promote the utilisation of the kit. The business cases for the further extension of the Assistive Technology contract is in development. The Assistive Technology Board continues to meet on a monthly basis to progress priorities of the service both current and future.

436 new people have been referred for some level of Assistive Technology equipment so far this year, reducing the need for formal support and promoting independence in their own homes. The target for the first six months was 300.

Appendix 3

✔ **Developed a needs assessment and strategy to improve arrangements for tackling domestic violence and supporting victims**

Rating: Good

Expected completion date: 31 Mar 2022

The statutory deadline for completing needs assessments and publishing a draft Domestic Abuse Strategy is 26 October 2021. A further deadline of 5 January 2022 is in place for the publication of a final strategy. These timescales are challenging, but work is currently on-going with partners to ensure the deadlines are met.

✔ **Delivered the 'Pause' programme, to address the needs of more than 50 women who have had multiple children removed into care and to prevent this cycle recurring**

Rating: Good

Expected completion date: 30 Sep 2024

The Pause Project has worked with the current group of women since February 2020 and this will be ongoing up to the 18 month end point. Pause has worked with women with a range of unmet needs which include domestic violence, housing, debt, mental ill health, substance misuse and children in care. By working systemically and in partnership across a number of organisations and pathways the project has achieved improvements for the women engaged. Data indicates that the greatest presenting need in the last 12 months has been mental health (72%) and domestic violence (63%). 27 women are directly engaged with the Pause programme and are due to complete the programme this month and 2 women have already completed the programme (target being 32) equating to a 91% maintenance rate and this exceeds the contractual threshold of 80%. This involvement with the project is outstanding due to the challenges to models of delivery due to the impact of the pandemic. There have been no further care proceedings; all women are now registered with a GP; 7 women are registered with a dentist and 13 women are now in Education, Training, Employment or Volunteering. 19 of these women have already received 12 months of intensive support.

Qualitative evidence through self-reporting indicates 100% improvement across multiple issues and ongoing working towards individual goal-setting by participants. The Pause team comprises 4 practitioners - with an average practitioner caseload of 6-8 people. Recruitment to the next group has begun, with 89 referrals, including from women leaving care. External evaluation of the programme by the University of Sussex will take place throughout 2021.

✔ **Undertaken an evaluation of the early help support and training offered to partner agencies, and developed measures to monitor the effectiveness of early interventions for children and families**

Rating: Good

Expected completion date: 31 Mar 2022

A proposal to undertake an evaluation of the Transition Team (a key element of the Early Help support structure) is currently being progressed and once agreed would take place between October and December this year. The evaluation will ensure there is wide engagement across partner agencies through for example focus groups and questionnaires to ascertain the achievements of the service, support and training to partners and outcomes for children and families. The evaluation will directly inform future service delivery.

Appendix 3

- ✔ **Worked with partners, including young people and their parents and carers, to produce a set of clear expectations about what good inclusion looks like in mainstream schools across Derbyshire and to define the specialist provision that should be accessible in each locality**

Rating: Good

Expected completion date: 31 Mar 2022

Partners across education, health, social care, parents, carers and young people have contributed to the co-production of a graduated response document which makes clear the expectations on settings regarding universal, targeted and specialist support available to them. This covers early years, school age and post 16. This is currently at the design phase but is slightly delayed and due to be launched late autumn. The delay is due to capacity of partners to review the papers which has now been completed.

Partners across education, health, social care, parents, carers and young people have contributed to the co-production of a Derbyshire promise which provisions and services can sign up to evidence commitment to co-production. This is currently going through governance.

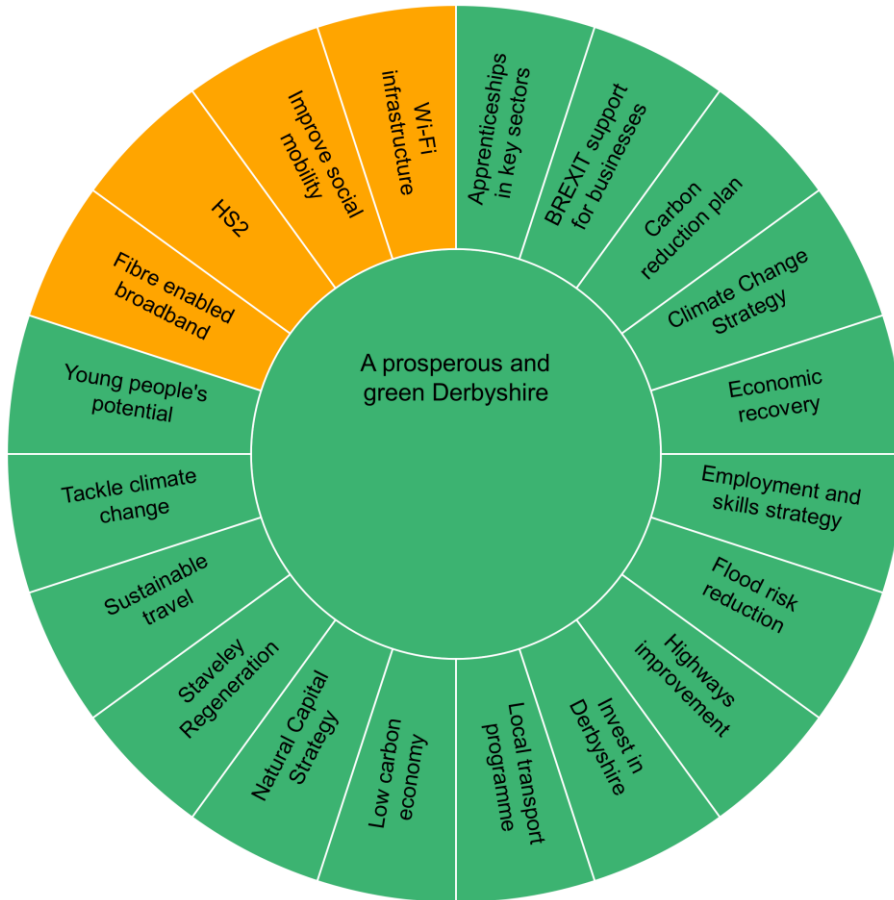
Derbyshire Parent Carer Forum and Derbyshire Information and Advice Support Service have been proactively involved in and led on a number of surveys to gather views regarding education which help to shape the approaches taken in all work across special educational needs and disability (SEND). These have previously been related to the Covid pandemic but are more recently connected to inclusive school environments for young people with autism, SEND transport and inclusive mainstream schooling.

A prosperous and green Derbyshire

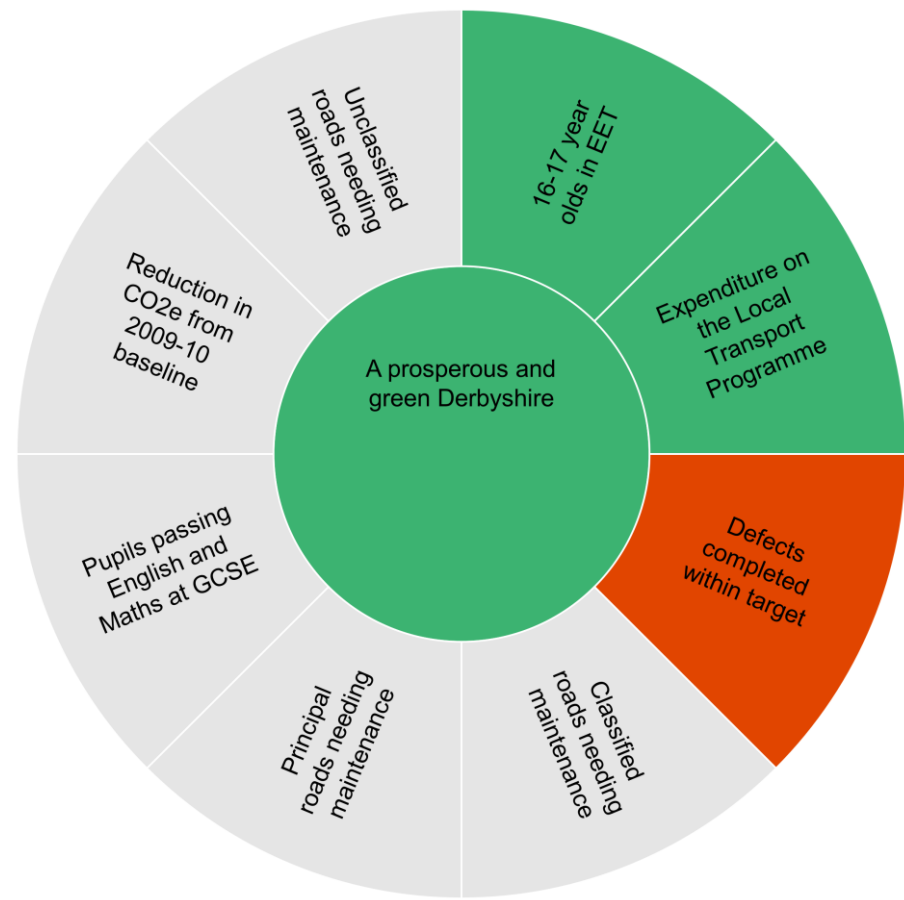
Overview

This priority shows overall “Good” progress for deliverables and a “Good” rating based on 3 rated measures.

Deliverable Progress



Key Measures



Progress on our deliverables and key measures

✓ Delivered a £40m Local Transport Programme to provide well maintained roads and highways and address road safety concerns

Rating: Good (Review in Q1) Expected completion date: 31 Mar 2022

Quarter 1 figures have been revised up from previous report due to the inclusion of the transfer of streetlighting to low energy Light Emitting Diodes and the Challenge Fund projects giving a total spend of £7,845,065.

Quarter 2 has seen delivery of the substantial surface treatment programme across the county with the actual surfacing now complete although the ancillary lining and road stud work continues. The resurfacing programme has seen a few sites deferred due to developments or clashes with other works but is now progressing well with all the highest profile sites either complete or finishing soon. The Quarter 2 spend of £13,121,518 is not quite as much as the £15m hoped for previously primarily due to the resurfacing sites that have had to be deferred.

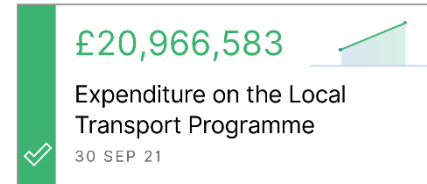
£2m of road safety projects have been identified within the Highways Capital Programme. Additionally, £16m of carriageway resurfacing and surface treatment projects are being delivered to reduce the numbers of defects on the network and help prevent future ones from occurring during the winter months. To date over 250 roads have either been surface dressed or resurfaced this financial year.

Overall spend for 2021-22 at Quarter 2 is approximately £21m.

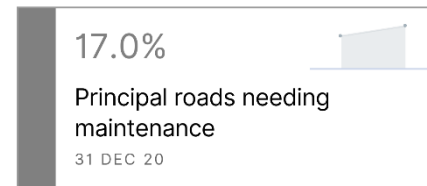
Results of the next Annual Engineering Inspection survey of the highway condition will be available in December 2021 and will update the 2020 figures of 17% principal, 17% classified and 27% unclassified roads needing maintenance

Construction is continuing utilising internal resources with firm commitment to programmes of work including footway resurfacing and routine maintenance.

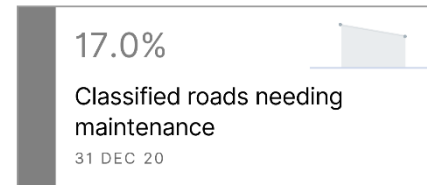
A total of 3,969 defects were fixed in Quarter 2 with 81% of defects being completed within target, still below the 90% target. This is split between the different priorities with 95% of urgent defects started within target, 84% completed within the 32 hour target, 59% within the 9 day target and 79% within the 28 day target. This is an improvement on the Quarter 1 performance of 70% of defects completed within target and means that for the year as a whole 73% of defects have been completed within target.



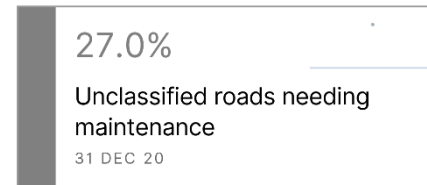
2021-2022	20,966,583
Target	20,000,000
Performance	✓



2019-2020	13.0%
2020-2021	17.0%
Target 20-21	13.0%
2021-2022	Due in Q3
Target 21-22	13.0%



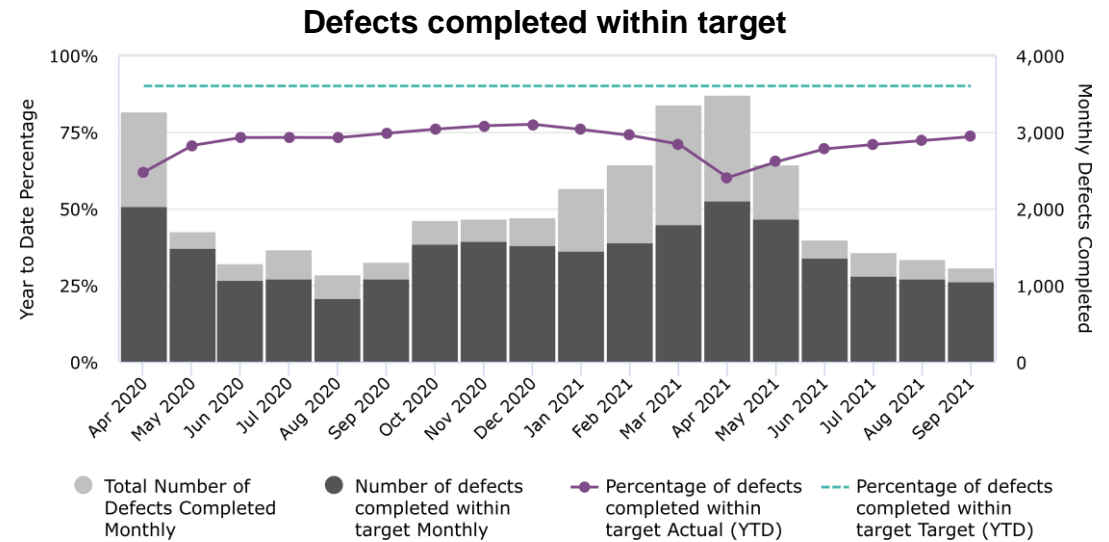
2019-2020	23.0%
2020-2021	17.0%
Target 20-21	23.0%
2021-2022	Due in Q3
Target 21-22	23.0%



2020-2021	27.0%
Target 20-21	31.0%
2021-2022	Due in Q3
Target 21-22	31.0%



2019-2020	77.2%
2020-2021	71.0%
2021-2022	73.5%
Target	90.0%
Performance	⚠ (Review in Q1)



✔ Opened the Woodville-Swadlincote Regeneration Route, the Ashbourne Airfield Link Road and Hollis Lane Link Road Phase 1 in Chesterfield to improve road access

Rating: Good

Expected completion date: 31 Mar 2022

Woodville-Swadlincote Regeneration Route is progressing well and remains on track for completion in Quarter 3, despite the main construction contractor going into administration over the latter weeks of September. A new buyer has been found for the construction company and work will recommence very shortly to complete the road (4 weeks construction remaining). The completion of the infrastructure scheme will enable a private contractor to then develop the land for housing and employment. Ashbourne Airfield Link Road is also progressing well on site and is due for completion before the end of Quarter 3. Work on the Hollis Lane Link Road Phase 1 is currently being carried out by Chesterfield Borough Council, preparing a site for a displaced business. Once this is complete and the business relocated, highway construction is programmed to begin in Quarter 1 2022.

Appendix 3

Prepared a countywide response to the Integrated Rail Plan in relation to HS2, minimising any potential disruption and taking full advantage of the economic growth opportunities linked to the proposals

Rating: Review

Original completion date: 30 Sep 2021

Expected completion date: 31 Dec 2021

With the delay to the publication of the Integrated Rail Plan, which outlines what aspects of the HS2 proposal is proposed for Government funding, the Council will be preparing a county wide response during Quarter 3.

Completed the viability assessment to progress the Chesterfield to Staveley Regeneration Route, which will create new homes and jobs for the area

Rating: Good

Completed: 30 Sep 2021

The viability assessment is now complete and work is continuing with the preparation of an Outline Business Case as part of the next stage. It is anticipated that the Outline Business Case will be completed in Quarter 4.

Appendix 3

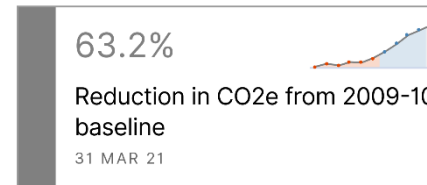
✓ Reduced carbon emissions from Council property and vehicles, street lighting and procurement

Rating: Good

Expected completion date: 31 Mar 2032

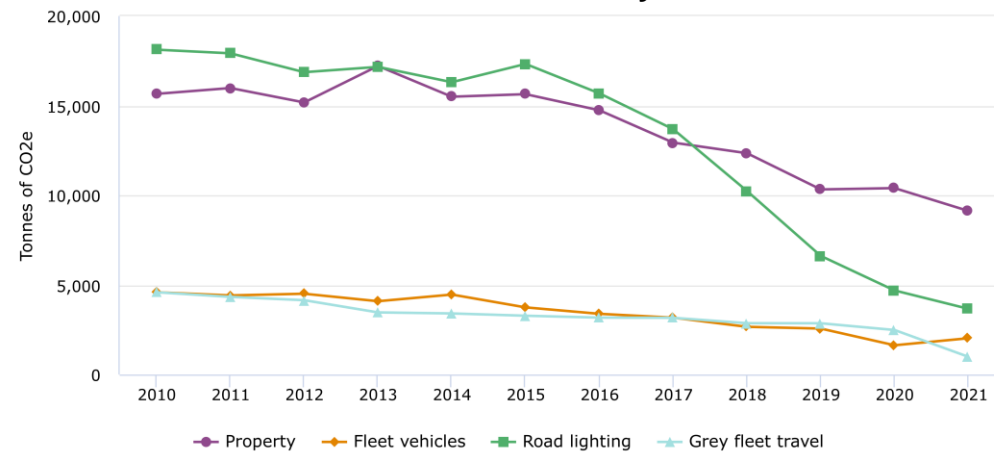
Provisional data for Council emissions for 2020-21 are now available with total emissions of 15,807 tonnes CO₂e. This is a reduction of 63% from the baseline in 2009-10 against a target of 55%. The total is made up from 9,126 tonnes from property energy, 3,667 tonnes from streetlighting electricity usage, 2,025 tonnes from fleet vehicle mileage and 989 tonnes from grey fleet mileage where officers use their own vehicle for work purposes. There are likely to be some fluctuations in the emissions over the next couple of years as the pandemic has resulted in untypical working practices. However, the target for 2021-22 has been raised to 63% reduction against the baseline year 2009-10 which should be achievable.

In the wider context of all sources of emissions Procurement continue to pursue a more sustainable approach to procurement and are developing a Sustainable Procurement Policy; seeking support for a Single Use Plastic Policy from Cabinet and seeking support to enter a contract with The Social Value Portal.



2018-2019	47.9%
2019-2020	55.3%
2020-2021	63.2%
Target 21-22	63.0%

Breakdown of CO₂e emissions by main sources



✓ Reduced the level of flood risk to the residents and businesses of Derbyshire through our planning role, the delivery of flood mitigation schemes and working with communities to develop flood resilience measures

Rating: Good

Expected completion date: 31 Mar 2022

The Flood Risk team continues to respond to significant numbers of Planning Consultations and Flooding enquiries. The Flood Risk Team continues to manage the Property Flood Resilience Grant Scheme, and a number of claims have already been settled in Quarter 2. In partnership with the Environment Agency, a successful funding bid has been made to deliver Property Flood Resilience measures to 66 properties in the Bakewell and Ambergate areas.

Appendix 3

Developed and commenced implementation of a Climate Change Strategy and Action Plan which sets out priorities to reduce the county's carbon emissions

Rating: Good

Expected completion date: 31 Oct 2021

The Climate Change Strategy and Action Plan is now complete and will be presented to Cabinet in October. Theme Leads have been established to co-ordinate the delivery of actions from the Strategy across all departments which will report to the Climate Change and Environment Programme Board. Work to develop a co-ordinated climate change programme of action across the county is continuing through Vision Derbyshire along with the Derby and Derbyshire Local Authority Energy Action Group which is focusing specifically on county-wide energy projects. Consultants have been appointed to deliver the Natural Capital Strategy. £37,500 has been secured from Midlands Energy Hub and D2N2 (the Local Enterprise Partnership for Derby, Derbyshire, Nottingham and Nottinghamshire) to produce a Renewable Energy Planning Study for the county. A further £12,500 is being sought to complete the match funding.

Developed and agreed the Council's approach to Good Growth to maximise low carbon economic opportunities

Rating: Good

Expected completion date: 31 Mar 2022

A range of 'good growth' activity is being undertaken to maximise low carbon opportunities within the Derbyshire economy, This includes the £2m Green Entrepreneur Fund which is providing grants to businesses to help them de-carbonise and develop green technologies and supporting a scholarship fund. Good progress is being made across all 3 separate funding strands with: 15 Expression of Interest (EOI) applications being received for the Small Grant Scheme, 4 of which have been approved. 11 of these projects have been referred to the Low Carbon Business Network and Decarbonisation programme and Growth Hub. 7 EOIs have been approved for the Demonstrator strand, 1 of which has been approved. 5 EOIs have been received for the Scholarship Fund, 4 of which have been approved. Other 'good growth' activities are being progressed through continued implementation of the Covid recovery strategy and include: a market town renewal programme (submitted to the Community Renewal Fund for funding); development of a low carbon transport programme (electric vehicle charging, hydrogen infrastructure, e-bikes etc) and digital connectivity.

Developed the Natural Capital Strategy, identifying areas where the natural environment can be further enhanced in order to support healthy thriving communities, a vibrant economy and a healthy environment

Rating: Good

Expected completion date: 30 Apr 2022

Environment Systems have been contracted and are currently working on the natural capital baseline and are progressing with setting up a project steering group. The project steering group will include representatives from Derbyshire County Council, Derby City Council, Peak District National Park Authority and Natural England. It is envisaged that the contract will take 12 months to deliver with a completion date of August 2022. A separate stakeholder group is also being established that will include engagement with local planning authorities.

Appendix 3

✔ Explored initiatives to tackle climate change including low carbon local energy generation and working with partners to provide further publicly accessible electric vehicle charge points

Rating: Good

Expected completion date: 31 Mar 2022

A soft market test exercise has been completed with good level of interest to provide further publicly accessible electric vehicle charging points with over 20 Expressions of Interest (EOIs) received. All those submitting an EOI will be asked to submit a full business case setting out robust costings and timelines. This is expected to go out during the week commencing 11 October 2021 with the final report detailing the findings expected by year end/early 2022. A procurement exercise will follow, based on the findings of the report.

✔ Developed and delivered a strategic approach to sustainable travel and transport across the county, including the promotion of cycling and walking

Rating: Good

Expected completion date: 31 Mar 2022

Tranche 2 work of the Active Travel Fund continues with the report to Cabinet due on 14 October 2021. The Tranche 3 application has been submitted, concentrating on the White Peak Loop (Buxton area) leisure route and Little Eaton Branch Line multi user route, an announcement from Government is expected later this year.

Confirmation has been received that the Council has been successful in its application to the Department for Transport (DfT) for its Capability Fund. A total of £238k has been awarded to undertake a series of feasibility studies targeting cycling and walking initiatives across the county, with work now underway.

A report detailing the findings of a feasibility study assessing the viability of Buxton and Hope as potential transport hub locations has been received confirming both as viable. This work has now been extended to include other market towns across the county and forms part of the overall Bus Service Improvement Plan (BSIP) and wider approach to supporting 'good growth'. The BSIP is due to be approved by Cabinet on 14 October 2021 in time for the deadline for submission to DfT by 31 October 2021.

✔ Implemented year 1 of the Covid-19 Economic Recovery Strategy Action Plan including rolling out a new £1m Business Start-up programme to support business growth and a £2m Green Entrepreneurs scheme to support innovation in low carbon technologies

Rating: Good (Strong in Q1) Expected completion date: 31 Mar 2022

As part of the Business Start-up Programme new business advisers started in their positions in July. Since the launch of the scheme in August, 210 clients have already registered as part of the business start-up programme, confirming high levels of demand. The Green Entrepreneur Programme is progressing well, an update of which has been provided as part of the separate deliverable relating to good growth to maximise low carbon business. The second board meeting for the Green Entrepreneur Programme took place in September where numerous projects were approved for funding.

Appendix 3

Implemented year 1 of the Covid-19 Employment and Skills Recovery Action Plan including delivery and expansion of a careers hub and development and implementation of a youth hub

Rating: Good

Expected completion date: 31 Mar 2022

Progress continues to be made in delivering the Council's Employment and Skills Recovery Action Plan, albeit more slowly over the summer months due to limited access to training providers such as colleges. Announcements on the Community Renewal Fund have been delayed by Government and this is impacting on delivery of some of the Recovery priorities as partners are waiting for funding. The Festival of Business was launched in September to around 125 people at a face to face event in Derby, with information being supplied to over 1000 invitees.

Developed and secured funding to implement Wi-Fi infrastructure in 27 town centres to better understand how town centres are being used, to help shape future economic renewal programmes

Rating: Review (Good in Q1)

Expected completion date: 31 Mar 2022

The Council has submitted a bid into the Community Renewal Fund to support development and roll out of Wi-Fi in six market towns as part of a wider renewal programme (Chapel-en-le-Frith, Whaley Bridge, New Mills, Wirksworth, Belper and Ashbourne). The government was expected to announce the outcome of the application in July but confirmation as to whether the bid has been successful is still awaited. We remain hopeful of seeking alternative funding to implement Wi-Fi infrastructure in the other identified town centres.

Implemented the gigabit top up voucher scheme and increased take-up of fibre enabled broadband across Derbyshire, particularly in rural areas, to improve access, speed and reliability for homes and businesses

Rating: Review

Expected completion date: 31 Dec 2021

Openreach have completed delivery to 200 of the 300 additional premises agreed under Contract 2. The Department for Digital, Culture, Media and Sport (DCMS) have completed their assurance process of the associated change request and approved the additional delivery. Openreach will fully complete this delivery (thereby concluding our Superfast Contract 2) by the end of October 2021. DCMS experienced further delays with the Gigabit Voucher scheme registration process. This is now resolved. However this delay and the introduction of further assurance checks for suppliers (leading to longer registration timescales) has resulted in their being no Top Up voucher activity to report for Quarter 2. There are currently 5 community schemes awaiting approval and registration with DCMS and there are further schemes in the qualification pipeline with Openreach.

Appendix 3

Provided support and advice to local businesses as the UK leaves the European Union, helping them to maximise new opportunities and ensure compliance with relevant legislation

Rating: Good

Expected completion date: 31 Mar 2022

Through the Business, Economy and Place workstream and partnership work with the Chamber of Commerce, direct support has been provided to businesses to help with compliance and new opportunities emerging from the UK leaving the European Union. The Chamber of Commerce has taken on additional staff to deal with increases in demand. The full impacts of Brexit supply chains and labour availability are only now starting to emerge and have been conflated with the impacts of Covid-19 to date. More detailed analysis is being undertaken across economic partners to fully understand the dynamics.

Trading Standards have continued to provide both bespoke advice, and generic signposting advice, where appropriate. Trading Standards have re-established direct inspections and interventions with businesses, within food, animal feed and product safety sectors, and are using those face-to-face contacts to consolidate EU Exit requirements and guidance.

Attracted more businesses to relocate to Derbyshire or expand through delivery of the “Invest in Derbyshire” plan

Rating: Good

Expected completion date: 30 Sep 2022

The European Social Fund funded programme, led by Marketing Derby, is meeting all planned performance and budget deliverables. As part of the project a prospectus for the county is being produced as well as the production of promotional films to promote the investment opportunities.

Worked with partners to develop a county wide approach to improve social mobility, targeting underperforming areas across the county

Rating: Review (Good in Q1) Expected completion date: 31 Mar 2022

Social mobility is one of the key priority areas of work to be taken forward under Vision Derbyshire. Phase 4 proposals, which include the development of thematic programmes under four key ambitions areas is currently underway. The development and implementation of proposals to improve social mobility is a key area of focus for the Achieving Relentless Ambition theme and whilst progress to identify key activity is taking place, the development of a new approach will be reliant on additional capacity through the programme team which will be put in place over the next quarter.

Appendix 3

✔ Worked with schools and other education providers to implement new strategies and support, to enable children and young people to achieve their educational potential and begin to catch up on learning they have missed due to Covid-19 restrictions

Rating: Good

Expected completion date: 30 Jun 2022

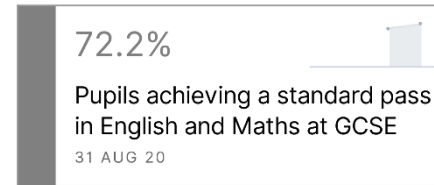
Children and young people have returned to full-time education in September and the lifting of restrictions should ensure greater continuity of education. However, headteachers are still reporting pupil and staff absences due to testing positive for Covid-19. Headteachers have welcomed the greater flexibility in using the School-Led tutoring programme.

Under School-Led Tutoring, all eligible state-funded schools and academy trusts are given a ring-fenced grant to fund locally sourced tutoring provision for disadvantaged pupils. This could include using existing staff such as teachers and teaching assistants or external tutoring resources such as private tutors or returning teachers. The grant gives schools and academy trusts the flexibility to use tutors with whom they are familiar. Funding is allocated for around 60% of pupils eligible for pupil premium per school. 75% of the cost is subsidised in academic year 2021-22. Schools and academy trusts will need to fund the remaining 25% through other budgets, for example recovery premium or pupil premium. The subsidy rate for 2022-23 will be 60% and for 2023-24 will be 25%.

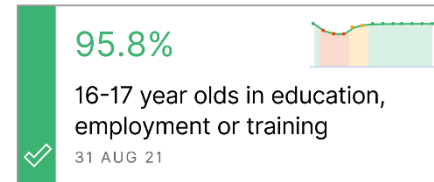
The Education Improvement Service is also facilitating the implementation of a phonics programme for a small number of schools. This programme is likely to grow in future years when the capacity for delivery in schools grows. The launch event of this programme took place on 4 October 2021.

Four key measures have been identified to measure the impact of this levelling-up activity. These are a reduction in the attainment gap between the percentage of Derbyshire pupils achieving the expected standard in phonics and the average nationally, a reduction in the attainment gap between the percentage of Derbyshire pupils achieving the expected standard in reading at Key Stage 2 and the average nationally, a reduction in the attainment gap between disadvantaged and non-disadvantaged pupils achieving the expected standard in phonics in Derbyshire and a reduction in the attainment gap between disadvantaged pupils in Derbyshire and other pupils achieving a standard pass (grade 4-9) In English and Maths at GCSE. This data is published annually and will be reported when available.

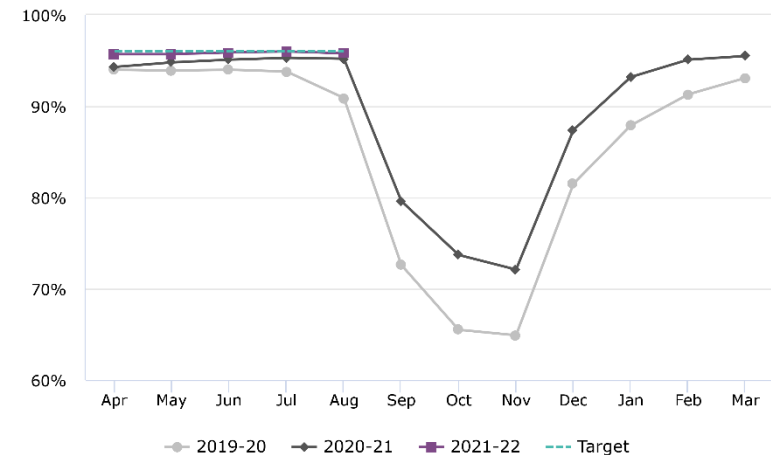
The data for pupils achieving a standard pass in English and Maths, which was due during Quarter 2, is expected to be published in November.



2019-2020	65.4%
2020-2021	72.2%
2021-2022	Due in Q3
Target 21-22	65.9%
National Benchmark	65.9%



2019-2020	93.1%
2020-2021	95.5%
2021-2022	95.8%
Target	96.0%
Performance	✔



Appendix 3

The August figure for 16-17 year olds in employment of 95.8% is in line with the year end target of 96% but the figure will drop for September and throughout Quarter 2 due to the impact of pupils leaving school.

Worked with Derbyshire businesses to support the creation of apprenticeship opportunities in key economic sectors, connecting people to local job opportunities

Rating: Good

Expected completion date: 31 Mar 2022

To date, 143 apprentices from 83 different employers across Derbyshire have been supported via the transfer of Apprenticeship Levy. The total value of funds committed to support this is £1,014,851.

Appendix 3






Notes

This report set out progress on deliverables and key measures as outlined in the Council Plan 2021-25. The following table lists the measures not included in this report, or where changes have been made:

Measures	Reporting
Measure on local Covid-19 testing and contact tracing activity	A national performance measure has not been identified, however information on the volume of testing and contact tracing activity supported by the Council is included in this report
Number of services available online via the Council's Customer Relationship Management System	Performance against this measure will be reported once implementation of the Council's Customer Relationship Management system has commenced
Proportion of children's social care audit judgements (including children in care and care leavers) graded good or better	This measure has changed to "Percentage of children's social care reflective case review judgements (including children in care and care leavers) rated as "Good" or "Outstanding""
Number of children returning home after a period of being in care	This measure has changed to "Percentage of children returning home after a period of being in care"
Early help assessments completed within 45 days, Social work assessments completed within 45 days and Initial child protection conferences within 15 days	These measures have been added to the deliverable "Provided consistent, high quality early help and safeguarding services for children and families across Derbyshire"

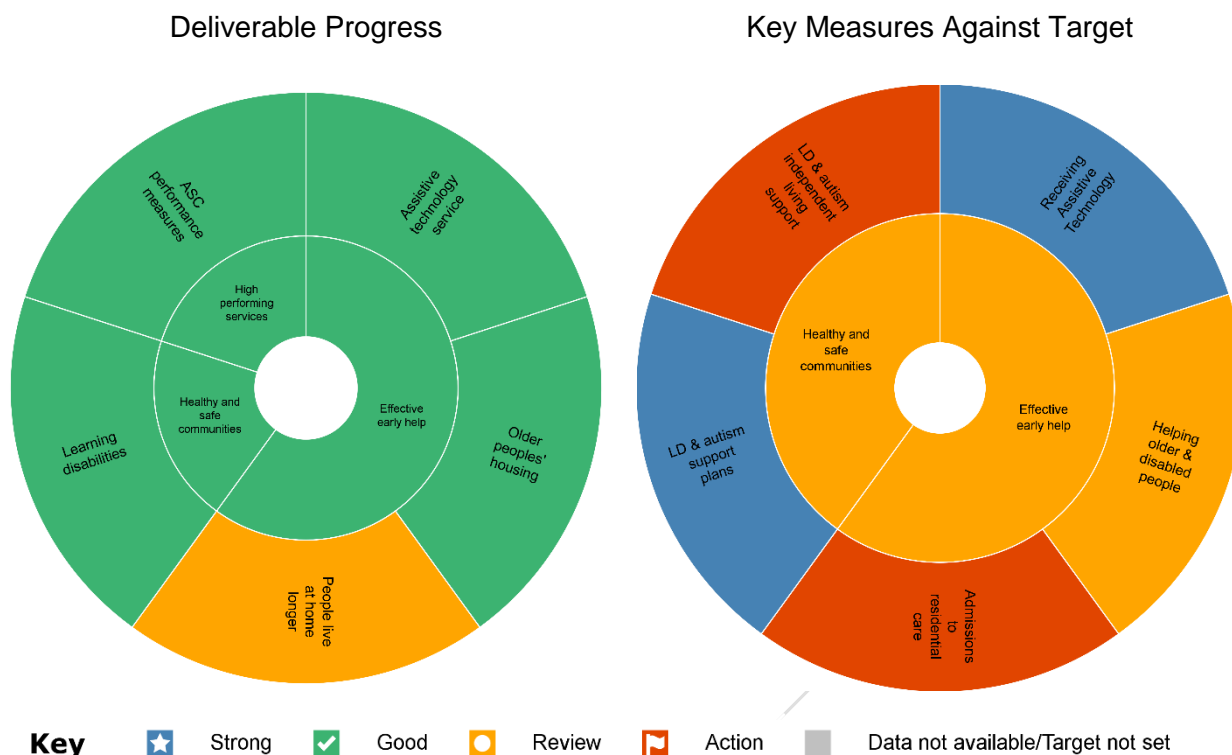
Appendix 3

Key

	Deliverables	Measures
	Strong – performing strongly	Strong – more than 5% better than target (2% better than target if the target is greater than 95%).
	Good – performing well	Good
	Review – will be kept under review to ensure performance is brought back on track	Review – more than 2% worse than target.
	Action – additional action will be/is being taken to bring performance back on track	Action – more than 10% worse than target.
	No commentary has been received	Data not available/Target not set.

Appendix 4

Adult Care - Portfolio Summary



The progress of the relevant Council Plan deliverables has been reviewed and four have been rated as "good" and one as "review".

Key areas of success are:

- Performance targets have been established for Assistive Technology and support for older people and disabled people to remain living within their own homes.
- The central hub of practitioners continues to work alongside people with a learning disability and / or who are autistic to ensure an outcome focused plan is in place; over 330 people now have a plan in place.

Key areas for consideration are:

- Whilst the number of people with a learning disability and / or are autistic who are supported to move to a more independent setting remains behind target, progress is still being made, the lifting of the national restrictions has enabled eleven people to move this period the highest number so far.

Appendix 4

Key areas to note are:

- Adult Social Care is seeing an increase in demand to support people leaving hospital and this combined with the shortage of available homecare in the private, voluntary and independent sector is impacting on performance. The shortage of homecare is not unique to Derbyshire and is a national issue. An Adult Social Care plan has been drawn together and wider system work is under way to seek mitigations.

There is a forecast overspend of £6.262m on the portfolio after the allocation of £4.058m of funding from DLUHC 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:

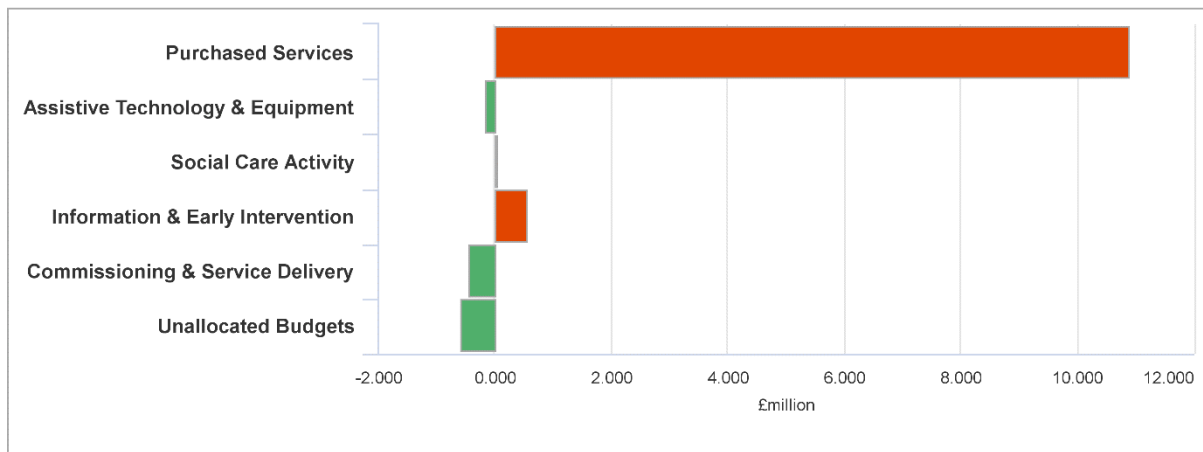
- ❑ Purchased Services, £10.885m overspend – due to an increase in the number of placements with the independent sector. This has resulted in a high level of voids (low occupancy) being carried within the Council's in-house service provision and consequently in double running costs.
- ❑ Information and Early Intervention, £0.567m overspend – due to Covid-19 related expenditure.
- ✅ Unallocated Budgets, £0.588m underspend – amounts which have not yet been allocated to services. Held as contingency.
- ✅ Commissioning and Service Delivery, £0.428m underspend – the budget for apprentices is underspent due to a substantial decrease in the number of apprentices over the last two years.

Forecast Outturn against Target Budget



Appendix 4

Forecast Under (-)/Over Spend by Service Line



One-off funding of £1.500m, identified in the 2021-22 Revenue Budget Report to fund the development of an Assistive Technology Service, has been transferred from the Adult Care portfolio to the Risk Management budget. The amount was no longer required after Adult Care transferred this amount from its 2020-21 underspend to an earmarked reserve to fund this initiative.

Ongoing funding of £0.585 relating to Transition Funding approved in the Council's 2020-21 Revenue Budget allocation for Demographic Growth has been transferred from the Adult Care portfolio to the Risk Management budget. This amount had not been utilised as at 31 March 2021.

The budget savings target for 2021-22 is £7.441m, with a further £1.894m target brought forward from previous years. Of this total target of £9.335m, £6.057m is expected to be achieved by the end of the financial year. Therefore, there is currently a £3.278m forecast shortfall in achievement of budget savings. However, this shortfall is underpinned by an allocation of £4.257m of one-off funding to provide flexibility to achieve the target in 2022-23.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Budget Support - £4.257m (one-off), provided to the Adult Social Care and Health department to provide flexibility to plan to achieve the 2021-22 savings target in later years.
- Independent Sector Fee Increases - £4.113m, to meet the increase in independent sector care-home and home-care fees.
- Demographic Growth - £2.794m, to meet additional costs from increases in the 65+ population, the number of disabled adults accessing services, cases of early onset of dementia, the complexity of need and the complexity of clients transitioning from Children's Services.

Appendix 4

- Independent Living Fund (ILF) - £2.534m (one-off), support pending receipt of any further information on whether the Government will continue to provide funding in 2021-22 to support clients previously supported through the ILF.
- Assistive Technology - £1.500m (one-off), to pump prime the development of a county wide Assistive Technology service. This funding has been returned to the Risk Management budget.

Other significant additional items of funding that the portfolio is expected to receive or has received since the budget was set are:

- Social Care Contingency - £1.000m, from the Social Care Contingency provided in the 2021-22 budget, to support the increase in the cost of Purchased Services including transition cases and independent sector care fees.

Appendix 5

Clean Growth and Regeneration - Portfolio Summary

Deliverable Progress



Key ★ Strong ✓ Good ◯ Review 📄 Action □ Data not available/Target not set

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

Key areas of success are:

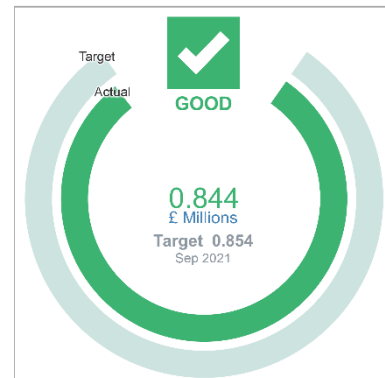
- To date 143 apprentices from 83 different employers across Derbyshire have been supported via the transfer of Apprenticeship Levy.
- The Council has continued to provide both bespoke advice and generic signposting advice to businesses following Brexit, helping them to maximise new opportunities and ensure compliance.
- Since August 2021 210 new business start-up clients are being supported by new business advisers through the Economic Recovery Business Start-up Programme.
- Under the Employment and Skills Recovery plan, The Festival of Business event was a success and attended by 125 businesses.
- The "Invest in Derbyshire" plan is meeting all planned performance and budget deliverables. As part of the project a prospectus for the county and promotional films are being produced to promote the investment opportunities.
- Good progress is being made across all three separate strands of the Green Entrepreneur Fund, to maximise low carbon opportunities, with projects that have been approved now progressing.

Appendix 5

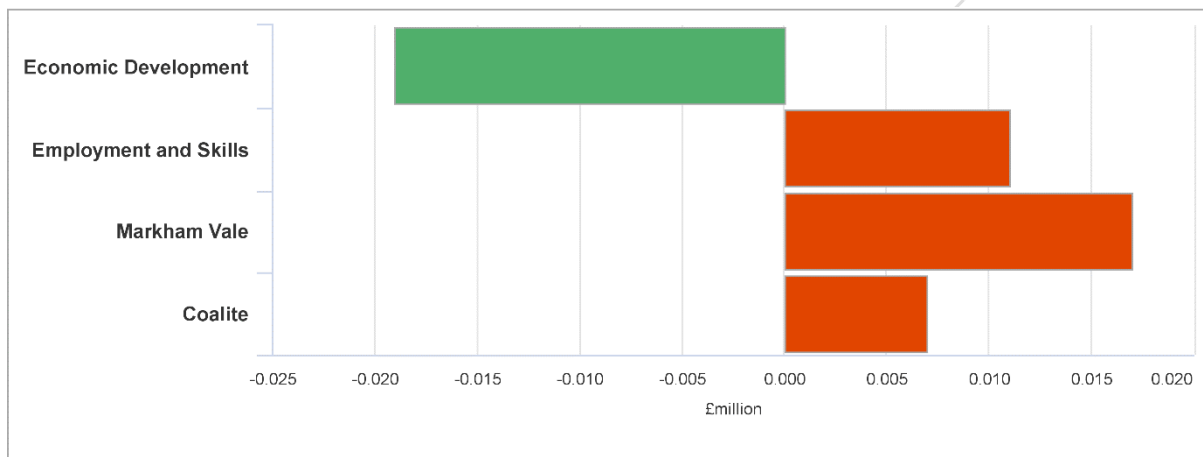
There is a forecast underspend of £0.010m on the portfolio after the allocation of £0.026m of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

There were no significant variances within this portfolio.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



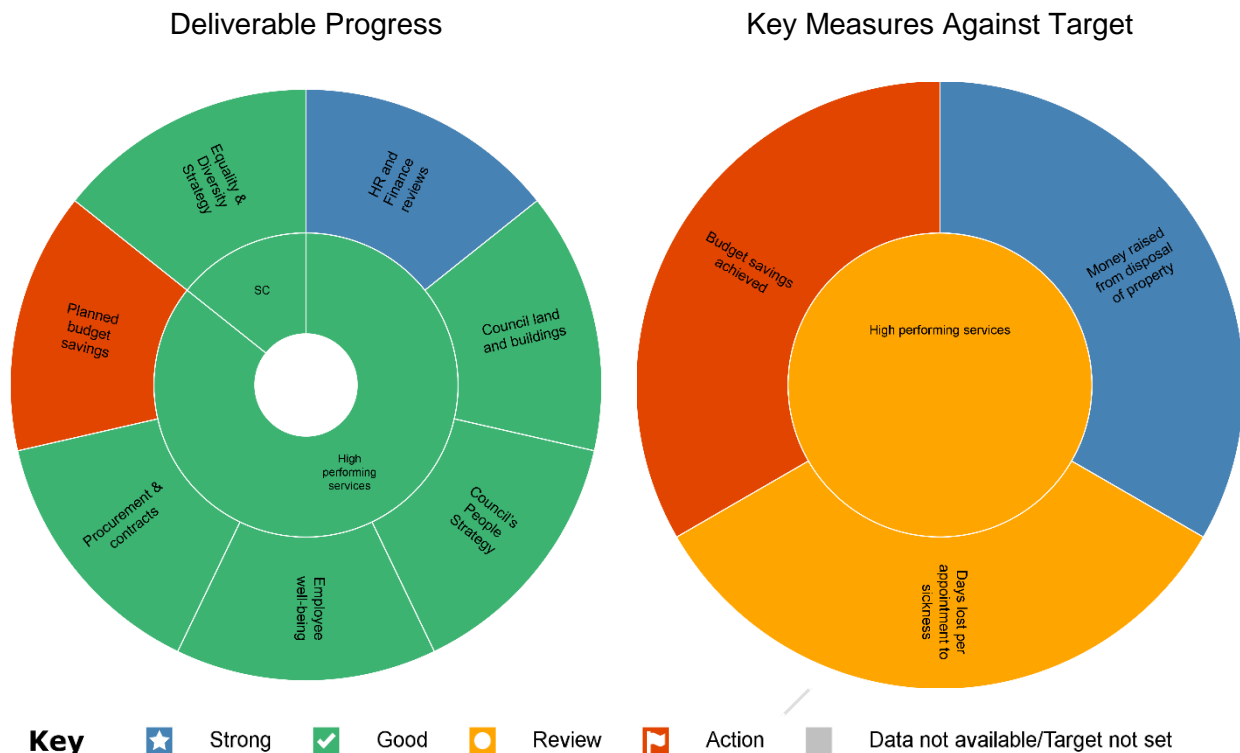
The budget savings target for 2021-22 is £0.330m. All of this target is expected to be achieved by the end of the financial year.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Regeneration Kick-Start - £2.000m (one-off), preliminary design and feasibility to allow external grant funding to be sought for capital projects that can bring forward good growth for Derbyshire: providing housing, jobs and skills.
- HS2 - £0.250m (one-off), to support the Council's project delivery team and relevant specialist support to increase its activity during the parliamentary bill process, which will establish how the line will be built, the designs of key elements of infrastructure as well as other measures which HS2 will need to include in the final project.
- Employment and Skills £0.070m - Employment and Skills have been highlighted as a critical part of the Covid-19 recovery for Derbyshire. Additional funding is required to deliver on these priorities.

Appendix 6

Corporate Services and Budget - Portfolio Summary



Progress is "Good" or "Strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- The reviews of Human Resources and Finance functions have both been completed and have delivered on the expected savings.
- The programme to centralise property assets is progressing well with an earlier than expected sale resulting in the Quarter 2 target for monies received being exceeded.
- The new People Strategy has been approved with departmental plans now in development.

Key areas for consideration are:

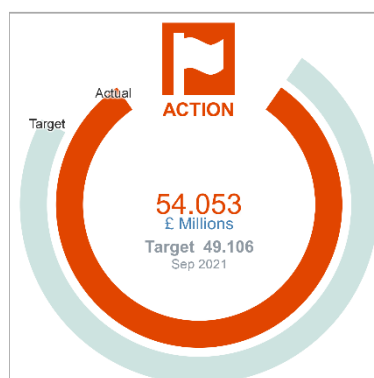
- Quarter 2 figures for projected Council budget savings are £14.831m below target. Covid-19 has had a significant impact on the savings programme, however additional funding from Government is mitigating the impact of some of the shortfall on the Council's financial position. Some 2021-22 savings will be achieved in 2022-23 and later; savings targets are being re-profiled to ensure they will be achieved in later years and supported with one off funding until then.
- Sickness absence show an increasing trend so far this year. Causes of sickness absence are being analysed and monitored to help provide support and identify preventative actions.

Appendix 6

There is a forecast overspend of £4.947m on the portfolio after the allocation of £1.071m of funding from DLUHC 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:

- Corporate Property, £4.810m overspend – mainly due to £2.512m of savings targets which are not expected to be achieved this year. It is hoped that these savings can be delivered in a future year through use of PSP Derbyshire LLP. Industrial Development is £0.481m overspent as units cannot achieve 100% occupancy and some rents are offered at below market rates for occupying charities or rent-free periods in exchange for tenants undertaking essential repair and maintenance work. There is a £0.305m overspend on County Buildings due to the running costs of buildings that are awaiting disposal or repurpose.
- Legal Services, £0.960m 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. The new operating model was implemented in October 2021. Work is ongoing to update forecasts for the impact of the change. Other contributing factors include salary overspends relating to the Childcare and Environmental/Commercial teams, agency payments and one-off payment of allowances. Also, a savings target in Democratic Services has yet to be identified and savings due to be achieved through additional income from an increase in fees and charges are expected to be less than anticipated.
- ✓ Finance and ICT, £0.399m underspend - due to vacancies following completion of phase 2 of a planned restructure of the ICT function. This forecast is based on vacant positions being recruited to over the next two months.
- Strategic Management, £0.397m overspend - due to an unallocated savings target for Channel Shift. Savings from the programme will be allocated to departments as the benefits are realised from individual schemes.
- Property Operations, £0.336m overspend - due to an under recovery of overheads on the DSO trading accounts because of a downturn in the pipeline of construction works and costs following the externalisation of the grounds’ maintenance and cleaning and caretaking services.

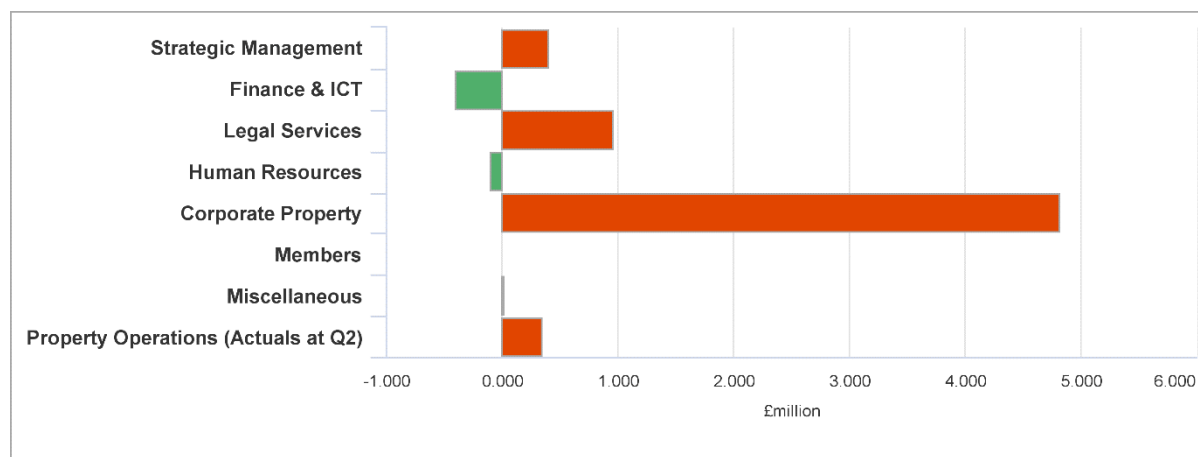
Forecast Outturn against Target Budget



Appendix 6

- ✓ Human Resources, £0.104m underspend - due to vacancies following completion of phase 2 of a planned restructure.

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



The budget savings target for 2021-22 is £2.197m, with a further £3.363m target brought forward from previous years. Of this total target of £5.560m, £1.163m is expected to be achieved by the end of the financial year. Therefore, there is currently a £4.397m forecast shortfall in achievement of budget savings. However, this shortfall is partially underpinned by an allocation of £0.390m of one-off funding to provide flexibility to achieve some of the target in 2022-23.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- ICT Telephony - £0.433m, to implement a soft telephony solution with the flexibility required to meet the needs for agile and remote working.
- Legal Services - £0.300m (one-off), to support with sustained increase in demand for all services, especially for childcare legal advice and representation.
- Budget Support - £0.390m (one-off) provided to the Commissioning, Communities and Policy department to provide flexibility to plan to achieve the 2021-22 savings target in later years.
- ICT Strategy - £0.200m, to enhance the ICT Service offering to embed remote working to support an agile and flexible workforce.
- Digitisation of Employment Records - £0.100m (one-off), to save employment records in a digital format. This will reduce off-site

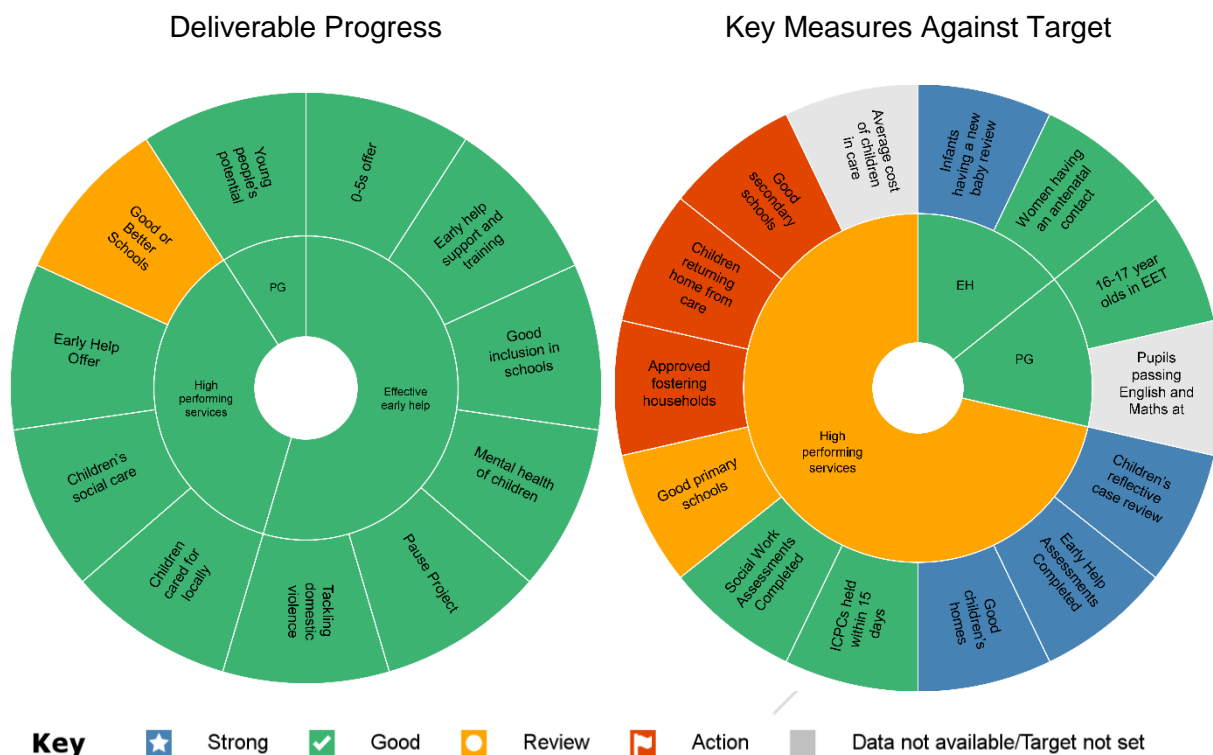
Appendix 6

storage costs and reduce the ongoing cost of maintaining and accessing records.

- ICT Customer Service Platform - £0.075m, investment in a new customer service system to support the ICT Service Desk and self-service offering.

Appendix 7

Children's Services and Safeguarding - Portfolio Summary



Progress is "Good" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- Consistent, high quality early help and safeguarding services for children and families – the Council continues to see positive impact from the changes implemented across early help and safeguarding services with improving practice consistency and solid performance across a range of performance measures. The Council's strengthened case audit processes, Reflective Case Reviews, are demonstrating greater consistency in practice and improvements in delivery of services in children's social care.
- Implement recommendations from our children's services evaluation to reduce demand, improve outcomes for children, young people and families and reduce expenditure – good progress is being made by all six of the workstreams of our Achieving Great Futures (AGF) programme. 'Implementation Phase' will start between November 2021 and February 2022, and will conclude in the late summer 2022. A Benefits Monitoring Board has been set up to review the progress of the Key Performance Indicators of the programme and ensure the change in outcomes and financial savings are on track to be achieved. Currently two previous measures are tracked from the earlier diagnostic work but

Appendix 7

these will be aligned with AGF key measures and targets from Quarter 3.

- Provide training to all schools and education providers to support the emotional wellbeing and mental health of children following the coronavirus pandemic - the Wellbeing for Education Return project is now completed having delivered mental health training to 218 staff from education settings across Derbyshire including from 123 state-funded primary schools and eleven secondary schools. In May 2021, the Council received further funding from the Department for Education (Wellbeing for Education Recovery) to provide ongoing support and advice to education setting across Derbyshire. The proposal is to employ two additional assistant educational psychologists to support children and young people, who are currently on part time timetables, to improve their attendance.

Key areas for consideration are:

- The number of approved fostering households – remains below target this quarter. Whilst there are currently 19 mainstream fostering assessments in progress and a further seven due to start, there is some risk to achieving the outcome of 350 fostering households by the end of 2021-22 due to the number of foster families leaving the service for a variety of reasons including retirement and the impact of the pandemic on family life. Phase 1 of the Fostering Service Modernisation Programme is in progress and involves targeted intervention through the Achieving Great Futures Sufficiency Workstream to improve recruitment and retention, as well as the utilisation of foster placements.

Key areas to note are:

- School inspections were suspended at the end of March 2020 due to Covid-19. Graded Ofsted school inspections resumed again from 4 May 2021. However, the small number of inspections this quarter has limited any opportunity for improvement of this measure. Ofsted has indicated that schools that were last inspected before the start of the pandemic may receive their first routine inspection up to six terms later than they would have previously. This now makes it more challenging to predict when a school may be inspected but it is anticipated that inspection activity will be more prevalent in 2022-23 rather than in 2021-22.

Appendix 7





The portfolio has a forecast overspend of £5.493m after the allocation of £4.645m of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme.

The forecast outturn position includes £1.112m 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:

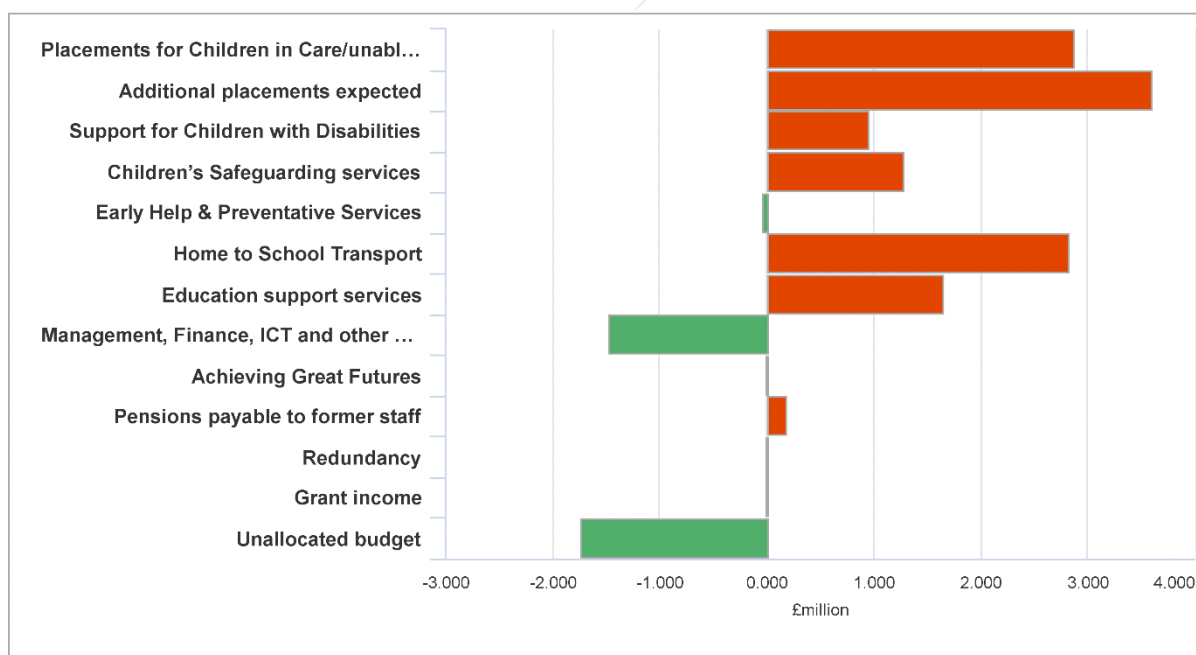
-  Placements for Children in Care (or unable to remain at home), £6.479m overspend – there are currently more placements required than can be funded from the allocated budget. The needs of individual children and the availability of placements has also meant that there are an increased number of children placed in both more expensive fostering arrangements and more expensive residential provision. The 2020 Childrens Social Care Forecast Assessment Programme from Grant Thornton (GT) estimated that placements expenditure would exceed allocated budget by between £7m and £16m in 2021-22. GT predicted rising cost and demand pressures continuing over the next two financial years. Like many other councils across England, there has been a higher rate of increase in placements following Covid-19 lockdown periods; it is estimated that an additional £1.6m of costs are related to the pandemic.
-  Home to School Transport, £2.822m overspend – an increase in the number of journeys and the average cost per journey being provided, mostly in respect of children with special educational needs (SEN). Additional specialised vehicles are required to transport individual children and economic factors are affecting contractors.
-  Unallocated Budget, £1.740m underspend – amounts which have not yet been allocated to services. These comprise in-year grant funding, of which the largest unallocated item is £1.112m from the Dedicated Schools Grant. The continuation of these funding streams beyond 31 March 2022 have not been confirmed.
-  Education Support Services, £1.650m overspend – the ability of the Sport and Outdoor Education service (SORE) to undertake commercial income generation activities has been severely limited by the Covid-19 pandemic.

Appendix 7

Income losses from April to June 2021 have been included in a claim for funding under the Sales, Fees and Charges compensation scheme.

- ✓ Management, ICT, Business services and other support services, £1.473m underspend – temporary vacancies within Business Services.
- ☐ Children’s Safeguarding Services, £1.285m overspend – demand pressures from greater numbers of children in care and children in need; including children in care support expenditure, support for families in need to avoid care admissions and legal services costs. Also, the increased cost of employing agency social workers to cover vacancies and the market supplement for front line social workers.
- ☐ Support for Children with Disabilities, £0.955m overspend – the need to provide high cost packages to support children with complex needs to remain with their families or maintain their current placement.
- ☐ Pensions Payable to Former Teachers and Other Staff, £0.189m 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



The budget savings target for 2021-22 is £0.085m, with a further £1.965m target brought forward from previous years. Of this total target of £2.050m, £0.927m is expected to be achieved by the end of the financial year. Therefore, there is currently a £1.123m forecast shortfall in achievement of budget savings.

Appendix 7

Additional funding has been provided in the 2021-22 budget for the main growth items:

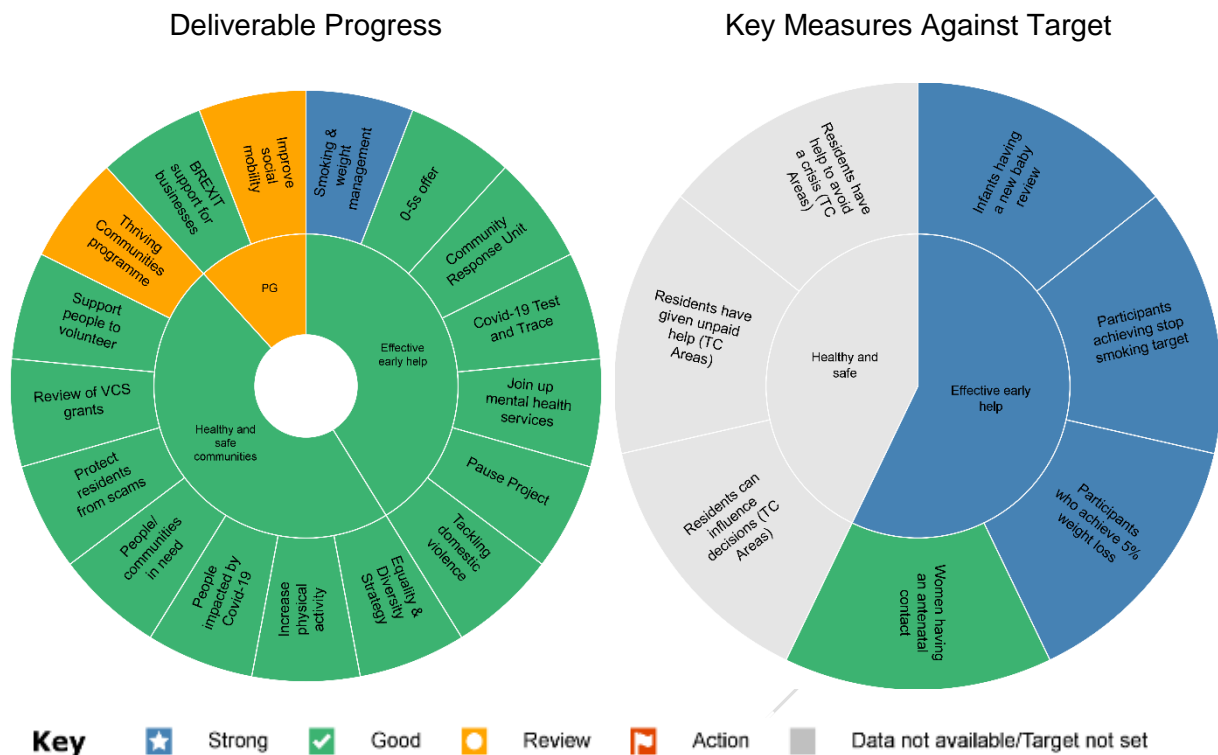
- Placement Demand Pressures - £5.400m, to support the increase in the demand for placements and the increasing complexity of children and young peoples' needs. This is consistent with increases in demand experienced nationally.
- Social Worker Recruitment - £1.300m, as part of a four-year recruitment plan, agreed in 2018-19, to increase the number of social workers to ensure caseloads are at a healthy working level consistent with an individual worker's experience.
- Children in Care Legal Proceedings - £0.950m (one-off), reflecting the greater number of court proceedings and the increased use of external legal firms to present cases.
- Home to School Transport (Mainstream) - £0.680m, to cover the increased costs in the sector of fuel, salaries and compliance requirements.
- Home to School Transport (SEN) - £0.620m, to support the increased cost of transporting children and young people to school, pupil resource units or alternative provision when they have been excluded from mainstream schools. The additional cost of service provision is driven by greater numbers of children and young people with special educational needs an increased cost of journeys.
- Care Leavers - £0.510m (one-off), to meet the cost of additional statutory duties towards care leavers.
- Sports and Outdoor Education (SORE) - £0.362m (one-off), to support the service during 2021-22 pending a review of the needs of the service moving forwards.
- Programme Teams - £0.333m (one-off), to continue dedicated project resource to effect change and deliver one-off initiatives within Children's Services.
- Process Improvement - £0.193m (one-off), to fund a dedicated team to review and improve processes within Children's Services.
- Participation - £0.177m (one-off), to develop a strategic network to replace Derbyshire Youth Council, to increase participation in development of SEND services by children and families in Derbyshire, to increase the participation of care-leavers and to maintain current levels of participation from other children and young people. This allocation covers work proposed for 2021-22 and 2022-23.

Appendix 7

Other significant additional items of funding that the portfolio is expected to receive or has received since the budget was set are:

- Social Care Contingency - £9.000m to support the increase in the demand for placements from the Social Care Contingency provided in the 2021-22 budget
- Achieving Great Futures - £5.685m (one-off) from the general reserve, to fund the Children's Services transformation programme that will run over the 2021-22 and 2022-23 financial years.

Health and Communities - Portfolio Summary



Progress is "Good" or "Strong" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- In Quarter 2, Public Health received a 'Highly Commended' award at the MJ Awards 2021 for the work led by the department, with support from colleagues across the Council and wider partners to respond to the Covid-19 pandemic.
- The Active Derbyshire Network is developing a 10-year plan for Derbyshire and Nottinghamshire and funding has been secured for further Walk Derbyshire activity, which will increase the number of people taking part in walking activity across the county.
- The Community Response Unit is supporting individuals to access vaccinations for Covid-19 by providing practical support and this has been the focus of queries within Quarter 2. A survey of people who have accessed support from the CRU throughout the pandemic has been undertaken and the results are currently being analysed.
- There were 3265 awards from the Derbyshire Discretionary Fund in Quarter 2, of which 2664 were Emergency Cash Payments, 222 were the Exceptional Pressures Grant and 373 were Covid-19 Support Payments.

Appendix 8

- Stop smoking service projected figures for Quarter 2 611 quit dates set and 397 (forecast) quits based on 65% quit rate (figures taken as at 04/10). The number of people setting a quit date in Quarter 2 (611 quit dates set) is higher than 2020-21 Quarter 2 (515 quit dates set).

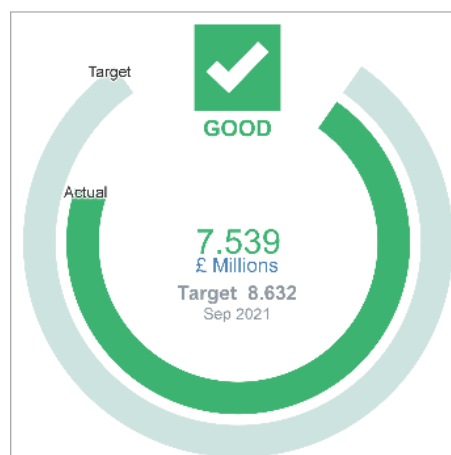
Key areas of concern are:

- Public Health continues to provide support to those impacted by the pandemic alongside Local Resilience Forum partners in line with significant changes in the national policy framework. There have been 38,807 Covid-19 cases in Derbyshire in Quarter 2, an increase from 4,049 cases in Quarter 1 and therefore pressure on local services remains high. There have been 210 incidents or outbreaks in education settings and 42 in workplaces and other settings that have been managed by the Council.
- The reduction in the local presence of services and restrictions on community activity as a result of the pandemic has led to a delay to the Thriving Communities programme, meaning that there is some risk to achieving the roll-out into the additional 8 communities within the programme timescale. Progress will be monitored and additional capacity may need to be considered as appropriate.
- Whilst progress to identify key activity to improve social mobility is taking place under Vision Derbyshire, the development of a new approach will be reliant on additional capacity through the programme team which will be put in place over the next quarter.

There is a forecast underspend of £1.093m on the portfolio after the allocation of £0.095m of funding from DLUHC 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:

- ✓ Prevention, £0.385m underspend – additional contribution from Public Health Grant towards Covid-19 mitigation responsibilities.
- ✓ Registrars, £0.244m underspend – an increase in registration income following the easing of Covid-19 restrictions from events such as weddings which had been postponed.
- ✓ Coroners, £0.190m underspend – the basis of apportionment of Coroners' costs between the Council and Derby City Council has been renegotiated, which is expected to result in additional contributions from Derby City to the Council.

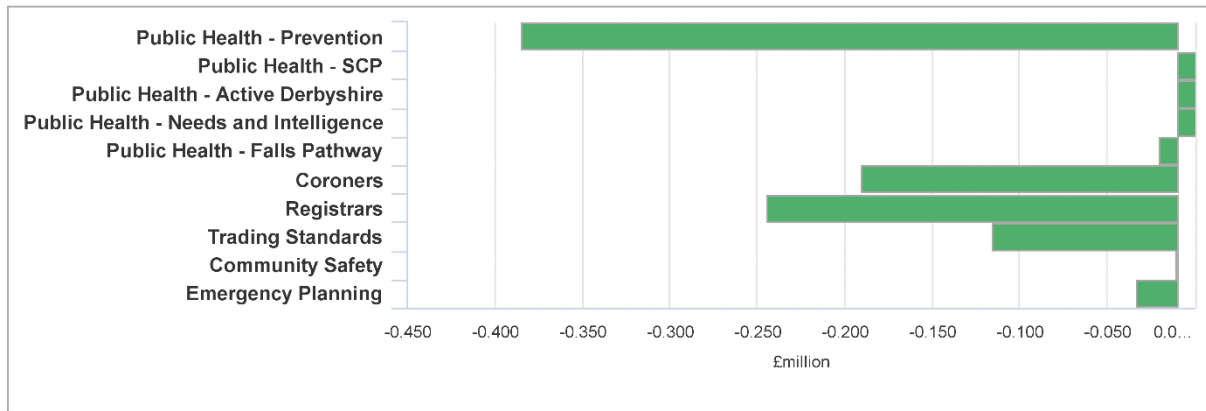
Forecast Actual Outturn against Target Budget



Appendix 8

- ✓ Trading Standards, £0.116m underspend – due to vacancy control. This will assist in managing a planned restructure of the function.

Forecast Under (-)/Over Spend by Service Line

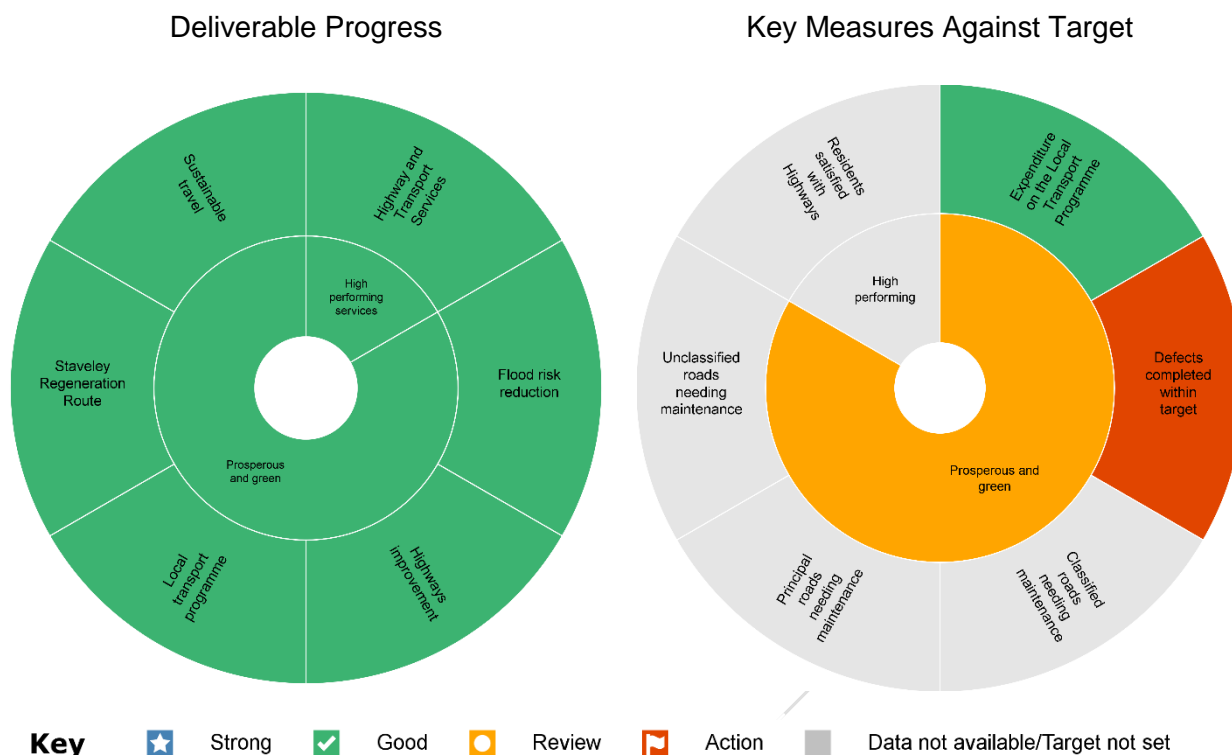


The budget savings target for 2021-22 is £0.271m. An over-achievement of budget savings of £0.016m has been brought forward, resulting in total reductions to be achieved of £0.255m at the start of the financial year. Of this target, £0.213m is expected to be achieved by the end of the financial year. Therefore, there is currently a £0.042m forecast shortfall in achievement of budget savings.

No additional funding has been provided to this portfolio in the 2021-22 budget for growth items.

Appendix 9

Highways Assets and Transport - Portfolio Summary



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

Key areas of success are:

- The substantial highway surface treatment programme across the county is now complete, although the ancillary lining and road stud work continues.
- To date over 250 roads have either been surface dressed or resurfaced this financial year.
- Funding has been secured to deliver Property Flood Resilience measures to 66 properties in the Bakewell and Ambergate areas.
- Department for Transport funding has been secured to undertake a series of feasibility studies targeting cycling and walking initiatives across the county.

Key areas for consideration are:

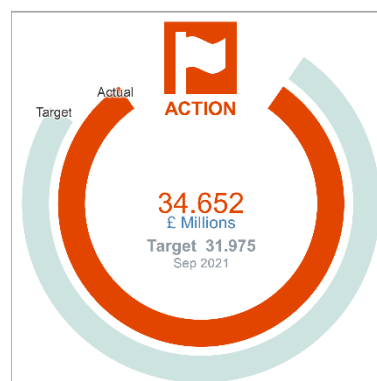
- A total of 3,969 Highway defects were fixed in Quarter 2 with 81% of defects being completed within target, although still below the 90% target.
- Data is not available this quarter for some key measures as the data is reliant upon the publication of survey results in specific quarters by the Council's external partners.

Appendix 9

The portfolio has a forecast overspend of £2.677m after the allocation of £1.228m of funding from DLUHC 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:

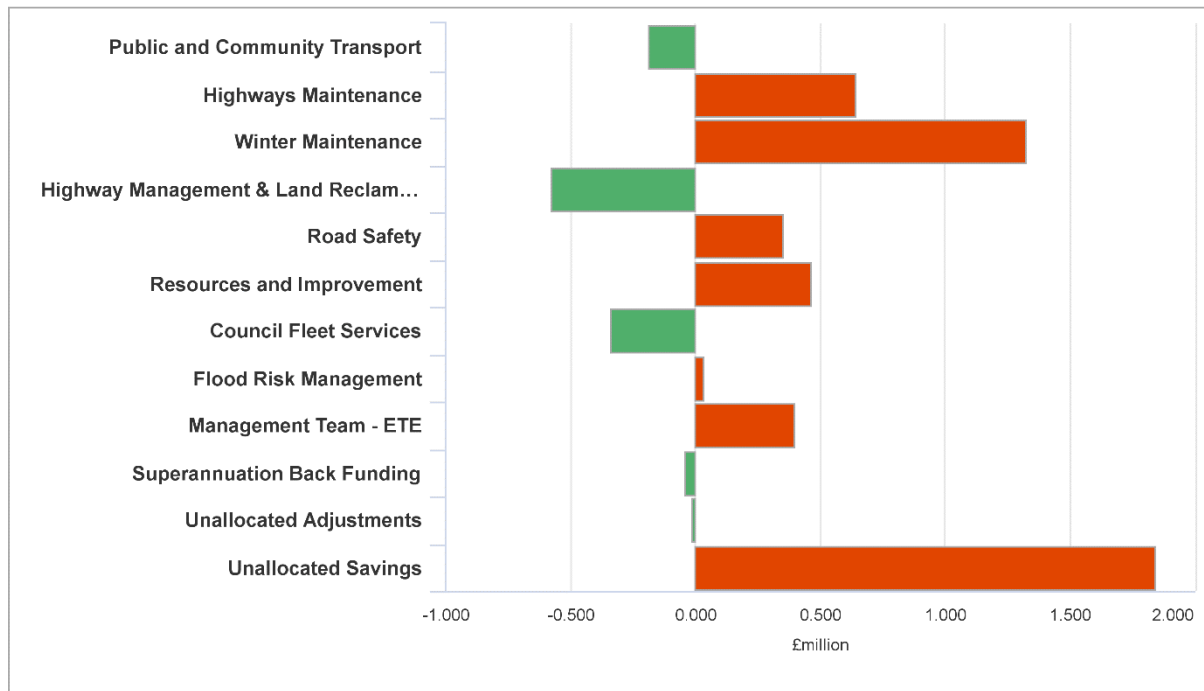
- ❑ Unallocated Budget Savings, £1.842m overspend – savings targets not yet allocated to specific services.
- ❑ Winter Maintenance, £1.327m overspend – the Council has to build up a large stockpile of grit salt to comply with Department for Transport recommendations, based on an average year, prior to 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 £2.173m 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, £0.641m overspend – due to Covid-19 related expenditure. This is partially offset by an underspend on Street Lighting energy resulting from the conversion to LEDs.
- ✅ Highway Management and Land Reclamation, £0.575m underspend – additional income relating to the New Roads and Street Works Act (NRSWA) following a backlog of invoicing from the previous financial year.
- ❑ Resources and Improvement, £0.463m overspend – staff savings targets allocated but not yet achieved.
- ❑ Management Team, £0.398 overspend – consultant fees for Capital programme manager and recruitment costs.
- ❑ Road Safety, £0.349m overspend – implementation of a savings initiative, based on additional income being generated, has been delayed as legislation has yet to be enacted.
- ✅ Council Fleet Services, £0.338m underspend – higher than budgeted income from vehicle maintenance.

Forecast Outturn against Target Budget



Appendix 9

Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2021-22 is £1.239m, with a further £1.842m target brought forward from previous years. Of this total target of £3.081m, £0.175m is expected to be achieved by the end of the financial year. Therefore, there is currently a £2.906m forecast shortfall in achievement of budget savings.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Winter Maintenance - £0.700m, to realign the winter maintenance budget so it more accurately reflects winter maintenance expenditure required in a mild winter.

Infrastructure and Environment - Portfolio Summary

Deliverable Progress



Progress "Requires Review" for three of the five Council Plan deliverables led by the portfolio.

Key areas of success are:



- Environment Systems have been contracted to develop the Natural Capital Strategy and are currently working on the natural capital baseline. The strategy is to be completed by August 2022.
- The viability assessment for the Chesterfield to Staveley Regeneration Route is now complete with the Outline Business Case due for completion in Quarter 4.

Key areas for consideration are:

- The Council is awaiting the outcome of a bid into the Community Renewal Fund to support development and roll out of Wi-Fi in six market towns.
- With the delay to the publication of the Integrated Rail Plan, which outlines what aspects of the HS2 proposal is proposed for Government funding, the Council will be preparing a county wide response during Quarter 3.
- As a result of the DCMS delays with the Gigabit Voucher scheme registration process, for take up of fibre enabled broadband, there is no Top Up voucher activity to report for Quarter 2.

Appendix 10

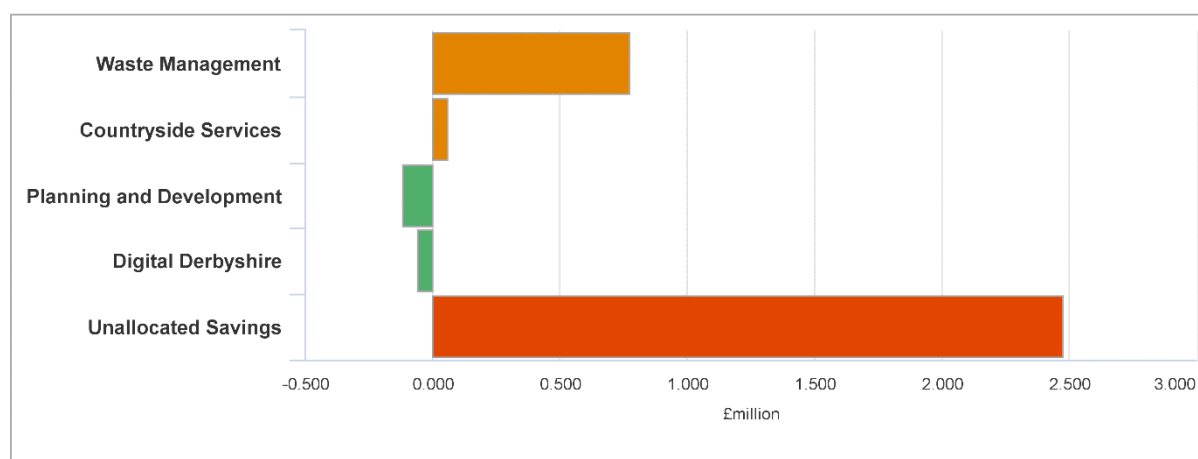
The portfolio has a forecast overspend of £0.173m after the allocation of £2.956m of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of the Covid-19 grant funding detailed above, the main variances are:

-  Unallocated Budget Savings, £2.472m overspend – savings targets not yet allocated to specific services.
-  Waste Management, £0.772m overspend – an increase in household residual waste tonnages due to more people working from home as part of the Covid-19 response.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2021-22 is £0.444m, with a further £2.472m target brought forward from previous years. Of this total target of £2.916m, £0.844m is expected to be achieved by the end of the financial year. Therefore, there is currently a £2.072m forecast shortfall in achievement of budget savings.

Additional funding has been provided in the 2021-22 budget for the main growth items:

- Elvaston Castle Masterplan - £0.550m (one-off), the Masterplan, a programme of capital investment and income generation at Elvaston Castle, was approved by Cabinet on 20 December 2018.

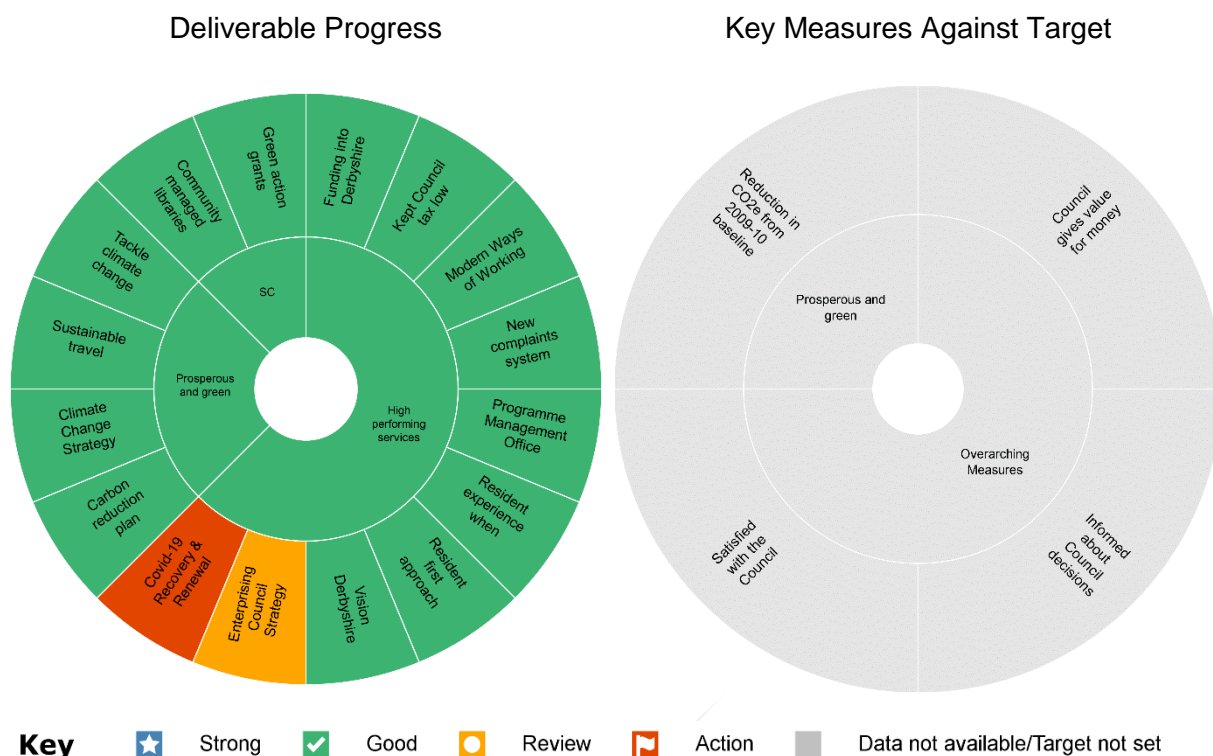
Appendix 10

Preliminary studies, assessments and design work are required prior to capital investment.

- Budget Support - £0.230m (one-off), provided to the Place department to provide flexibility to plan to achieve the 2021-22 savings target in later years. This is supporting the phasing of savings planned to be delivered by the Countryside Service.

Appendix 11

Strategic Leadership, Culture, Tourism and Climate Change - Portfolio Summary



Progress is "Good" for the majority of the Council Plan deliverables led by the portfolio.

Key areas of success are:

- The initial 2020-21 figures for CO₂e emissions show a reduction of 63.2% from the 2009-10 baseline.
- The Modern Ways of Working programme is progressing with the clearing of offices at County Hall.
- Woodville Library has now transferred to Community Management with Expressions of interest received for three other Libraries.

Key areas for consideration are:

- The medium and long term organisational strategy has been re-scheduled for completion by December 2021 due to delays caused by Covid-19.
- The Enterprising Council Strategy has been delayed but is progressing and is expected to be complete this year.

Appendix 11

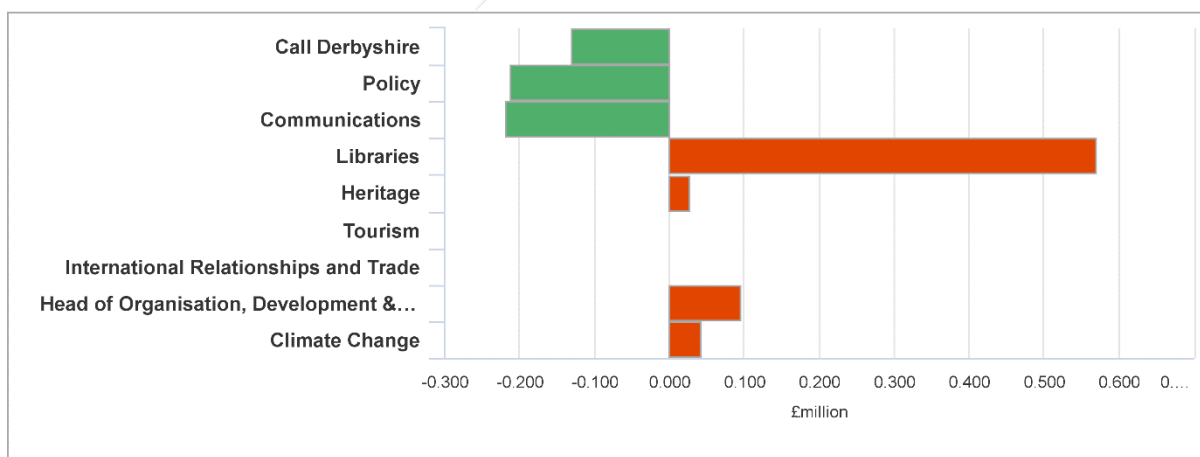
The portfolio has a forecast overspend of £0.095m after the allocation of £0.079m of funding from DLUHC Covid-19 emergency grants and compensation for lost income under the sales, fees and charges scheme. Before the allocation of this funding, the main variances are:

- Libraries, £0.569m overspend – achievement of savings is delayed as the Covid-19 pandemic meant proposals to transfer the Library Service to community management and to transfer the Arts Development service to an alternative provider had to be suspended. The transfer to community managed libraries, proposed in the Library Strategy, has now been relaunched. Proposals for an alternative way to deliver the Arts Service are expected in early 2022-23.
- ✓ Communications, £0.218m underspend – due to vacancy control. This will assist in managing a planned restructure of the function.
- ✓ Policy, £0.213m underspend – vacant posts only expected to be filled in the second half of the year.
- ✓ Call Derbyshire, £0.131m underspend – mainly due to staff turnover.

Forecast Outturn against Target Budget



Forecast Under (-)/Over Spend by Service Line



The budget savings target for 2021-22 is £0.284m, with a further £0.595m target brought forward from previous years. Of this total target of £0.879m, £0.234m is expected to be achieved by the end of the financial year. Therefore, there is currently a £0.645m forecast shortfall in achievement of budget savings.

Appendix 11

Additional funding has been provided in the 2021-22 budget for the main growth items:






- Voluntary and Community Sector (VCS) Infrastructure - £0.199m, to support the development of a more equitable distribution of funding across the county, recognising the contribution the sector makes in supporting communities across Derbyshire.
- Performance Monitoring and Reporting - £0.140m, to create a performance service partner role to support the ongoing development and implementation of the corporate performance framework, whilst also supporting the annual Council Plan refresh and service planning process.

Appendix 12



Traded Services

Fully Traded

'Fully traded' trading areas are separately identifiable and have a net controllable budget of £0, i.e. there is an expectation that on average all the controllable expenditure within this area will be funded from external income.

Portfolio	Service Area	Trading Area	Projected Gross Controllable Expenditure* £m	Projected Gross Controllable Income £m	Forecast Contribution/ Deficit(-) to General Overheads £m	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
CSB	Finance & ICT	IT Support Services	0.868	1.021	0.153		No
CSB	HR	Schools Advisory Service	0.500	0.755	0.255		No
CSB	HR	Work Experience	0.120	0.080	-0.040		No
CSB	Corporate Property	Direct Service Organisation Operations (Turnover at period 3)	12.992	12.655	-0.337		Yes
CSSG	School Catering	School Catering + FSM checking	23.095	22.771	-0.324		No


Appendix 12

Portfolio	Service Area	Trading Area	Projected Gross Controllable Expenditure* £m	Projected Gross Controllable Income £m	Forecast Contribution/ Deficit(-) to General Overheads £m	Performance	Is Contribution/ Deficit transferred to Earmarked Reserves?
CSSG	SORE	Swimming	0.809	0.856	0.047		No
			38.384	38.138	-0.246		









*This is the expenditure remaining after any costs have been recharged to other service areas internal to the Council.

Partially Traded












'Partially traded' trading areas do not have a net controllable budget of £0, but they do receive income from external entities which contributes to funding some of the discretionary services they provide.

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Legal and Democratic	Legal Services	0.538	0.510	-0.028	

Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Legal and Democratic	Registrars	1.248	1.774	0.526	
CSB	Corporate Property	Disability Design Team (DFG agency fees)	0.080	0.090	0.010	
CSB	Corporate Property	Estates	0.026	0.050	0.024	
CSB	Corporate Property	Energy Management: Commissioning Fees	0.065	0.076	0.011	
CSB	Corporate Property	Energy Management: Display Energy Certificates	0.000	0.009	0.009	
CSB	Corporate Property	Asbestos Surveys	0.053	0.058	0.005	
CSB	Corporate Property	SMHP Repairs & Maintenance Contract Mgt Fee	0.045	0.062	0.017	
CSB	Corporate Property	County Buildings incl. Members Bar	0.584	0.420	-0.164	




Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSB	Corporate Property	Industrial Development	1.528	1.686	0.158	
CSB	HR	Occupational Health Services	0.080	0.087	0.007	
CSB	HR	Learning & Development	0.379	0.509	0.130	
CSB	HR	H&S	0.295	0.254	-0.041	
CSB	HR	Payroll Services	1.510	1.613	0.103	
CSB	Finance & ICT	Exchequer	0.320	0.232	-0.088	
CSSG	Education Improvement	Various	0.216	0.078	-0.138	
CSSG	Education Psychology	Education Psychology	0.100	0.140	0.040	
CSSG	SORE	Outdoor Education & Sport	1.353	0.516	-0.837	
CSSG	SEMH Services	Behaviour support	0.075	0.075	0.000	
CSSG	Adult Education	Adult Education	0.562	0.383	-0.179	
CSSG	Education Welfare	Education Welfare	0.161	0.231	0.070	

Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
CSSG	Music	Music	0.135	0.141	0.006	✓
CSSG	Children Missing Education	Out of School Tuition	0.114	0.114	0.000	✓
CSSG	SEMH Services	Positive play	0.009	0.009	0.000	✓
CSSG	Early Years	Early Years	0.049	0.036	-0.013	✗
CSSG	Early Years	Early Years SEN	0.010	0.009	-0.001	✗
HC	Public Health	Mental Health course delivery	0.003	0.003	0.000	✓
HC	Public Health	School Crossing Patrol SLA sites	0.012	0.012	0.000	✓
HC	Central Services to the Public	Registrars	1.248	1.625	0.377	✓
HAT	Highways	Highways Laboratory	0.100	0.035	-0.065	✗
HAT	Fleet Services	Vehicle Maintenance	1.300	1.600	0.300	✓
IE	Countryside	Shops	0.219	0.261	0.042	✓
IE	Countryside	Cycle Hire	0.019	0.025	0.006	✓

Appendix 12

Portfolio	Service Area	Trading Area	Budgeted Income Target £m	Projected Actual Income £m	Forecast Excess/ Shortfall(-) compared to Target £m	Performance
SLCTCC	Organisational Development & Policy	Crisis Communications	0.043	0.044	0.001	
SLCTCC	Heritage	Derbyshire Environmental Studies Service	0.113	0.018	-0.095	
			12.592	12.785	0.193	

Appendix 13

Earmarked Reserves

Earmarked Reserves as at 30 September 2021

Adult Care	£m
Older People's Housing Strategy	16.103
Telecare	1.500
Other reserves	0.039
Total Adult Care	17.642
Clean Growth and Regeneration	
Regeneration Kick-Start Feasibility Fund	2.000
Vision Derbyshire Economic Development Pilot	1.000
Markham Environment Centre	0.114
D2 Growth Fund	0.100
Other reserves	0.300
Total Clean Growth and Regeneration	3.514
Corporate Services and Budget	
Revenue Contributions to Capital	44.584
Covid Emergency and SFC Losses Grants	26.585
Loan Modification Gains	25.254
Insurance and Risk Management	17.105
Post-Covid Funding Risks	14.000
Covid-19 Recovery Fund	11.700
Budget Management	9.000
Planned Building Maintenance	6.553
Business Rates Pool	6.301
Prior Year Underspends	2.991
Computer Purchasing	2.850
Property Insurance Maintenance Pool	2.756
Investment Losses Contingency	2.500
PFI Reserves	1.980
Property DLO	1.481
Covid Tax Income Guarantee Grant	1.267
Change Management	1.163
Other reserves	5.696
Total Corporate Services and Budget	183.766

Childrens Services and Safeguarding

Appendix 13

Tackling Troubled Families	3.372
Childrens Services IT Systems	0.444
Home to School Transport Covid Grant	0.230
Other reserves	0.427
Total Childrens Services and Safeguarding	4.473
Health and Communities	
Covid Test and Trace Grant	3.385
Domestic Abuse	1.104
Prior Year Underspends	0.807
Mass Community Testing Grant	0.771
CEV Individuals Support Grant	0.698
Public Health S256/External Funds	0.240
Other reserves	0.568
Total Health and Communities	7.573
Highways and Transport	
Prior Year Underspends	11.933
Winter Maintenance	2.000
Commuted Highways Maintenance	1.710
Road Safety Public Service Agreement (PSA)	0.852
Derby and Derbyshire Road Safety Partnership Reserve	0.617
Other reserves	1.237
Total Highways and Transport	18.349
Infrastructure and Environment	
Waste Recycling Initiatives	0.598
Elvaston Maintenance	0.198
Other reserves	0.371
Total Infrastructure and Environment	1.167
Strategic Leadership, Culture, Tourism and Climate Change	
Green Entrepreneurs	2.000
Community Managed Libraries	0.742
Policy and Research	0.660
Channel Shift	0.446
Library Restructure	0.429
Derwent Valley Mills World Heritage Site	0.189
Other reserves	0.405

Appendix 13

Total Strategic Leadership, Culture, Tourism and Climate Change	4.871
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Total Portfolio Earmarked Reserves	241.355
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Schools

Schools Balances	34.925
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Dedicated Schools Grant (DSG)	(0.306)
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Total balances held for and on behalf of schools	34.619
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Public Health Grant	8.532
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Appendix 14

Budget Savings Monitoring 2020-21

Portfolio	Budget Savings Target			Ongoing Savings Initiatives		Actual Savings Achieved	
	Prior Year not yet achieved Brought Forward £ Millions	Current Year £ Millions	Total Target £ Millions	Total Identified £ Millions	Shortfall (-)/ Additional Identified Savings £ Millions	Achieved by Financial Year End £ Millions	Shortfall (-)/ Additional Achievement of Savings Target £ Millions
Adult Care	1.894	7.441	9.335	5.410	-3.925	6.057	-3.278
Clean Growth & Regeneration	0.000	0.330	0.330	0.330	0.000	0.330	0.000
Corporate Services & Budget	3.363	2.197	5.560	4.559	-1.001	1.163	-4.397
Children's Services & Safeguarding	1.965	0.085	2.050	1.220	-0.830	0.927	-1.123
Health & Communities	-0.016	0.271	0.255	0.213	-0.042	0.213	-0.042
Highways & Transport	1.842	1.239	3.081	1.239	-1.842	0.175	-2.906
Infrastructure & Environment	2.472	0.444	2.916	1.074	-1.842	0.844	-2.072
Strategic Leadership, Culture, Tourism & Climate Change	0.595	0.284	0.879	0.957	0.078	0.234	-0.645
Cross Portfolio	0.653	1.000	1.653	1.285	-0.368	1.285	-0.368
Portfolio Total	12.768	13.291	26.059	16.287	-9.772	11.228	-14.831

*The Adult Care portfolio is being supported with £4.257m of one-off funding. This reduces the total target for this portfolio from £9.335m down to £5.078m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

Appendix 14

**The Corporate Services and Budget portfolio is being supported with £0.390m of one-off funding. This reduces the total target for this portfolio from £5.560m down to £5.170m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

***The Infrastructure and Environment portfolio is being supported with £0.230m of one-off funding. This reduces the total target for this portfolio from £2.916m down to £2.686m. The savings supported by this funding in 2021-22 are required to be achieved in 2022-23.

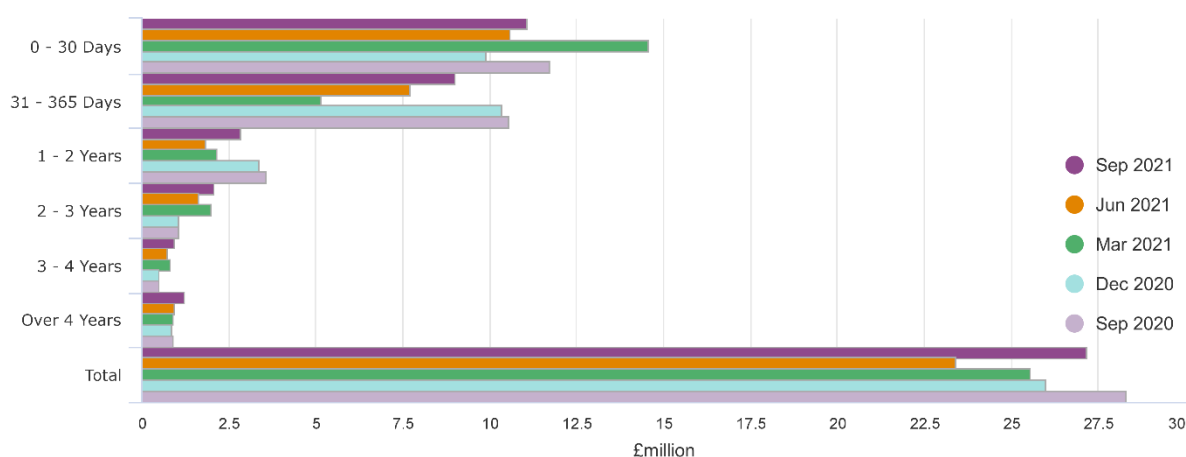
Appendix 15

Aged Debt

Age profile of debt, relating to income receivable, at 30 September 2021

	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	4.422	6.003	2.328	1.187	0.500	1.011	15.451
	28.6%	38.9%	15.1%	7.7%	3.2%	6.5%	100.0%
Children's Services	0.758	0.210	0.026	0.024	0.001	0.012	1.031
	73.5%	20.4%	2.5%	2.3%	0.1%	1.2%	100.0%
Place	3.393	1.078	0.359	0.798	0.269	0.023	5.920
	57.3%	18.2%	6.1%	13.5%	4.5%	0.4%	100.0%
Commissioning, Communities and Policy	2.506	1.722	0.143	0.041	0.171	0.189	4.772
	52.5%	36.1%	3.0%	0.9%	3.6%	4.0%	100.0%
All Departments	11.079	9.013	2.856	2.050	0.941	1.235	27.174
	40.8%	33.2%	10.5%	7.5%	3.5%	4.5%	100.0%

Aged Debt over Time



The value of debt written off in the 12 months up to 30 September 2021

Department	£m	
Adult Social Care and Health	0.236	↑
Children's Services	0.007	↓
Place	0.026	↑
Commissioning, Communities and Policy	0.035	↓
All Departments	0.304	↑

Appendix 16

Covid-19 Financial Impacts and Funding

Covid-19 Forecast Gross Costs and Additional Income by Portfolio

	Covid-19 related Costs	LESS: Specific funding for Portfolio Covid- 19 Costs	Use of DLUHC Covid-19 and SFC Grant Funding
	£m	£m	£m
Adult Care	18.154	(14.096)	4.058
Clean Growth and Regeneration	0.026	0.000	0.026
Corporate Services and Budget	1.071	0.000	1.071
Childrens Services and Safeguarding	8.593	(3.948)	4.645
Health and Communities	7.747	(7.652)	0.095
Highways and Transport	1.228	0.000	1.228
Infrastructure and Environment	2.956	0.000	2.956
Strategic Leadership, Culture, Tourism and Climate Change	0.079	0.000	0.079
Total Portfolio Outturn	39.854	(25.696)	14.158

Appendix 16

Forecast use of Specific funding for Portfolio Covid-19 Costs

Adult Care	£m
Hospital Discharge Recharge	4.868
Infection Control Fund	9.228
Total Adult Care	14.096
Childrens Services and Safeguarding	
Home to School Transport	0.217
Wellbeing for Education return	0.153
Winter Grant Scheme	1.012
Covid Local Grant Scheme	2.566
Total Childrens Services and Safeguarding	3.948
Health and Communities	
Test and Trace	0.078
Contain Outbreak Management	7.287
Support CEV Individuals	0.269
Practical Self-Isolation Support	0.018
Total Health and Communities	7.652
TOTAL	25.696

Appendix 16

Register of Covid-19 Funding Receivable (updated October 2021)

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
N/A	Coronavirus (COVID-19): emergency funding for local government	Grant	DLUHC	11.248	15.337	14.429	No	Unringfenced funding for local authorities to use to respond to the Covid-19 pandemic.
Page 219 N/A	Sales Fees and Charges Income Losses Compensation Scheme	Grant	DLUHC	0.000	1.473	1.473	No	To compensate 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 Apr 2021 to Jun 2022.
AC	Clinical Commissioning Group (CCG) funding for additional costs associated with COVID-19 including hospital discharge	Recharge	NHSE	0.000	4.868	4.868	Yes	NHS/CCG funding to help local authorities with Covid-19 associated costs including those relating to hospital discharge and follow-on care.
AC	Adult Social Care Infection Control Fund (ICF) - Round 3	Grant	DHSC	0.000	5.293	5.293	Yes	To support adult social care providers, to reduce the rate of Covid-19 transmission in and between care homes and support wider workforce resilience.

Appendix 16

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
AC	Adult Social Care Infection Control Fund (ICF) - Round 4	Grant	DHSC	0.000	3.935	3.935	Yes	As above.
HC	Test and Trace Service Support Grant	Grant	DHSC	3.385	0.000	0.082	Yes	For local authorities in England to develop and action their plans to reduce the spread of the virus in their area.
Page 220 HC	Contain Outbreak Management Fund (COMF)	Grant	DHSC	19.058	3.958	8.594	Yes	To support local authorities to deliver their non-pharmaceutical interventions and to support their Covid response. The funding is a non-recurring payment for the 2020–21 financial year.
HC	Clinically Extremely Vulnerable (CEV) Funding	Grant	DLUHC	0.698	1.294	0.385	No	Funding to support clinically extremely vulnerable (CEV).
HC	Mass Community Testing	Grant	DHSC	0.771	1.143	1.914	Yes	To provide support to the Local Authority towards expenditure in relation to Community Testing in response to the Covid-19 outbreak.

Appendix 16

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
HC	Practical Support for those Self-isolating	Grant	DHSC	0.000	1.334	0.020	Yes	Support for those self-isolating in accessing food where they are unable to rely on family, friends or other support networks and to carry out essential tasks and social / emotional support
Page 22 CSSG	Additional Home to School Transport	Grant	DfE	0.231	0.204	0.435	No	To create extra capacity and allow more students to use alternatives to public transport, while social distancing measures remain in place.
CSSG	COVID Winter Grant Scheme	Grant	DWP	0.253	-0.098	0.155	Yes	Made available in early December 2020 to support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials.
CSSG	COVID Local Grant Scheme	Grant	DWP	0.000	2.566	2.566	Yes	To support those most in need with the cost of food, energy (heating, cooking, lighting), water bills (including sewerage) and other essentials.

Appendix 16

Portfolio	Description	Type	Awarding Body	Residual Funding Brought Forward from 2021-22 £m	Additional Funding Expected by 31 March 2022 £m	Expenditure Forecast 1 April 2021 to 31 March 2022 £m	Ring-Fenced	Purpose
CSSG	Well-Being for Education Return	Grant	DfE	0.032	0.121	0.043	No	To better equip education settings to support pupils and students' wellbeing and psychosocial recovery as they return to full-time education following the disruptions to schooling because of Covid.
				35.676	41.428	44.192		

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